NZ Police
Workplace Survey 2014

Report of Findings

17.03.2014

TABLE OF CONTENTS

1. Introduction

2014 is the fifth year that the annual NZ Police Workplace Survey has been run to gain 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 over the past few years, as well as an external comparison against other organisations in the State Sector.

The results of this comprehensive feedback exercise provide 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 2014 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 goals.

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 48. 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-<u>low</u> performance'** drivers (shaded red) – these key drivers have a significant impact on engagement but their performance scores are poor relative to the IBM 2014 State Sector Benchmark (see Appendix 3 for a list of the organisations included in this benchmark). Typically the list of key drivers produced by IBM'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 2014 Report of Findings and their District reports with additional on-line reporting of results available via IBM'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 2014.

2. Executive Summary

2.1 Results Dashboard

The graphs below show the shifts in the key metrics since 2012.

The Performance Index has not changed significantly over the last two years, while the Engagement Index has increased over the last year to a level that is comparable to 2012. The changes in the Engagement Index are reflected in the Engagement Profile, where there have been significant changes in the proportions of Engaged, Ambivalent and Disengaged staff since 2013, making the 2014 profile comparable to 2012. However, the proportion of Disengaged staff remains significantly larger than in 2012. As for the Change Index, there has been no significant change following the decline between 2012 and 2013.
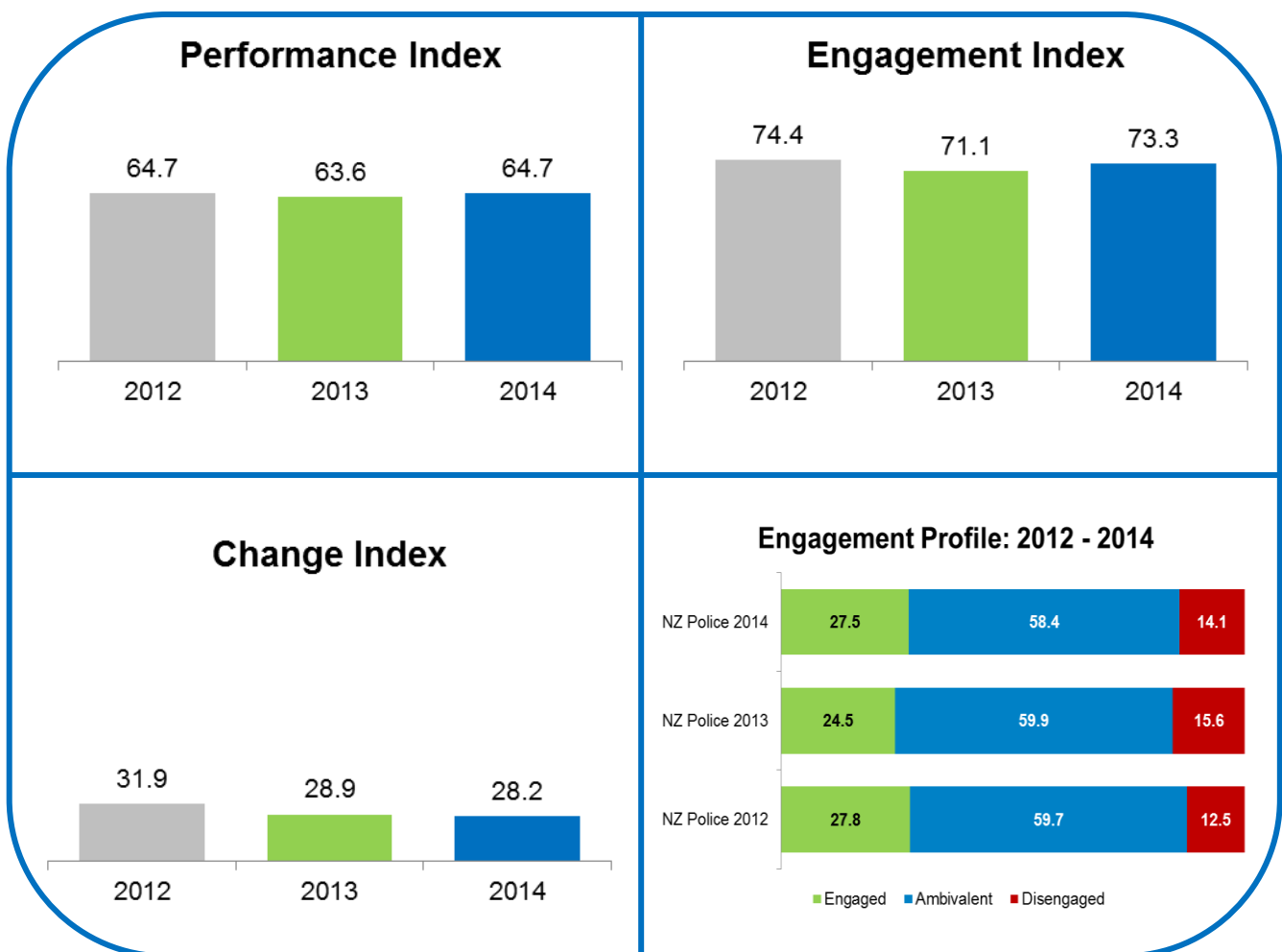
*Please note that the metrics shown above are calculated based on questions common to the surveys across all three years to ensure that comparisons are only being made for the same set of questions.

2.2   Section Summary Results – Trend Comparisons

The graph below shows how NZ Police has fared across all sections in the survey, since 2012. Relative to 2013, the largest increases have come from the sections 'Vision and Purpose + Communication and Cooperation' (+4.2) and 'My Supervisor' (+4.0). The only decrease of a similar magnitude was obtained for the 'Learning and Development' section (-3.2%).

Section	2014	2013	2012
Performance Index	64.7	63.6	64.7
1. The Work I Do	67.7	68.1	69.4
2. Learning and Development	52.2	55.4	55.9
3. Work Conditions	56.2	57.3	57.8
4. My Team	75.0	74.4	73.8
5. Respect & Integrity in the Workplace	73.4	73.4	72.4
6. My Supervisor	80.6	76.6	76.4
7. Recognition	46.3	48.1	48.3
8. Vision and Purpose + Communication and Cooperation	59.1	54.9	58.2
9. Quality and Excellence	65.3	64.1	64.1
10. Final Thoughts (Engagement Index)	73.3	71.1	74.4
11. The Survey - Your Views (Change Index)	28.2	28.9	31.9

■2014 ■2013 ■2012

*Please note that the section summary scores shown above are calculated based on questions common to the surveys from all three years to ensure that the scores being compared are based on the same set of questions.

2.3 Section Summary Results – Benchmark Comparisons

The graph below shows how NZ Police is currently scoring against the IBM 2014 State Sector Benchmark. As in 2013, NZ Police's overall score (i.e. the Performance Index) is similar to the benchmark.

'My Team' and 'My Supervisor' are areas of relative strength, scoring 10.7 percentage points and 6.8 percentage points above the benchmark respectively. 'The Survey – Your Views' (Change Index) remains the section with the largest negative gap to close (-11.5), followed by 'Recognition' (-10.1) and 'Work Conditions' (-6.1).
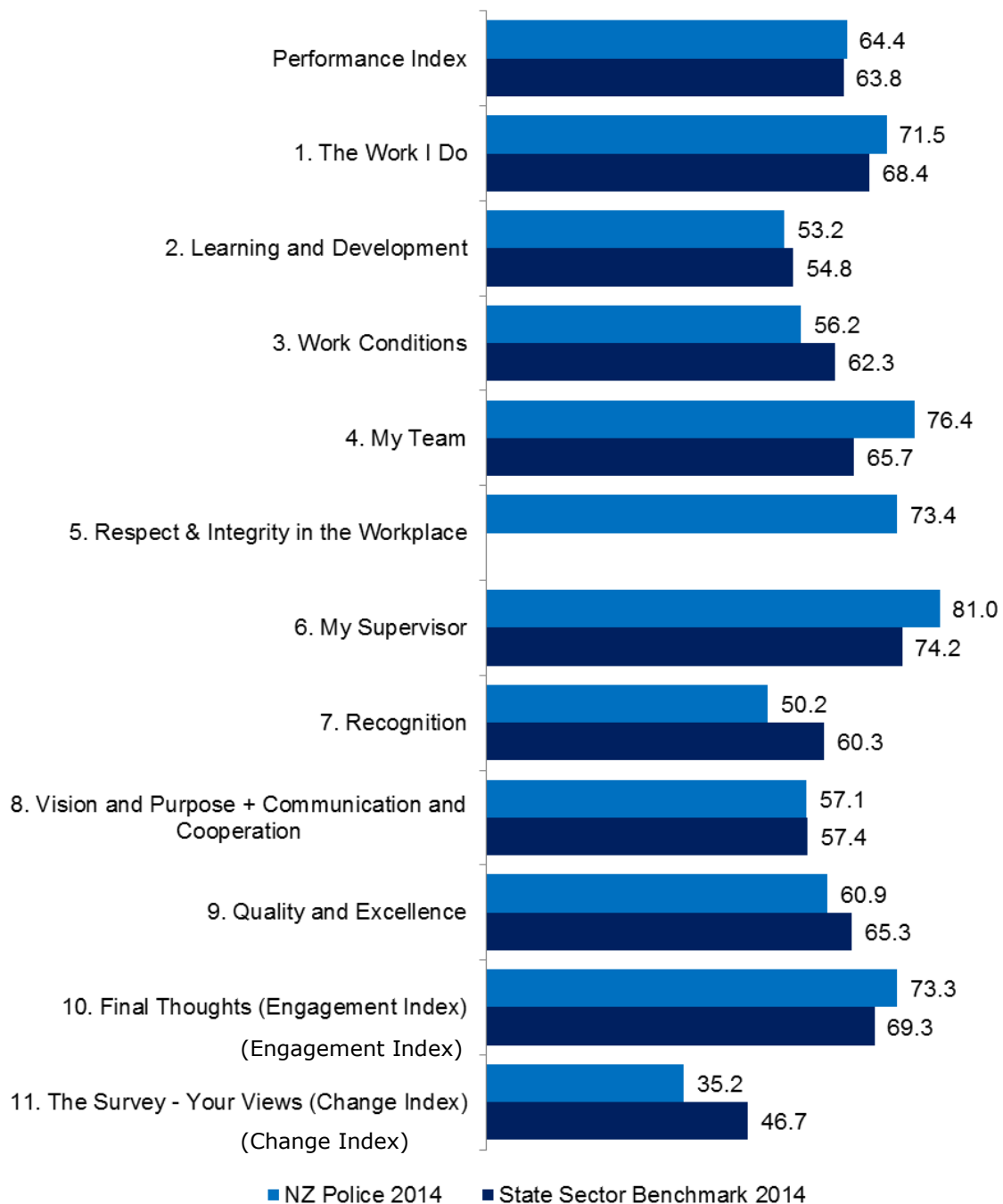
*Please note that the section summary scores shown above are calculated based on questions that have a benchmark-equivalent to ensure that the scores being compared are based on the same set of questions.

2.4 Response Rate

8,707 employees participated in the NZ Police Workplace Survey 2014, giving a response rate of 73.0%.

2.5 Accuracy of Measurement

With a response rate of 73.0% 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 +/-0.6%.

2.6 Overall Summary

- There have been continuing improvements across a large proportion of the organisation through 2013. In particular, many more people feel that the organisation cares about its people, and are encouraged to provide suggestions to help NZ Police improve – although not everyone encouraged feels heard.

- Employee Engagement has improved significantly in many districts/service centres.

- NZ Police are ahead of the State Sector benchmark in many aspects of the workplace culture.

- There are still a few aspects of building a great workplace that haven't yet improved for the organisation overall – centering around feeling included, knowing that if you have the right skills and experience you have an equal chance of progressing,, and having achievements recognised.

2.7 Executive Summary

2.7.1 Key Improvements

- Since the 2013 survey, there have been strong improvements in employee perceptions of NZ Police as a place to work. Twenty of the 65 survey items had statistically significant increases at the total organisation level, with many more significant improvements within some Districts and Service Centres. Only seven items had what would be considered significant decreases for NZ Police overall. In particular it is worth pointing out Counties/Manukau District and Wellington District, where the majority of items surveyed improved significantly, with some items seeing more than a 20 point shift in employee perceptions.

- The strongest improvements this year relate to 'feeling included' – in particular, there was a 16.6 point increase in 'Employees are encouraged to provide ideas and suggestions to improve the way things are done', now in line with the State Sector benchmark. There was also a 10.8 point increase in 'NZ Police cares about the well-being of its staff'. However, the score for this item is still 13.4 points below benchmark. Both of these items have improved in most districts and service centres across New Zealand. Other aspects of the workplace climate that have seen good improvements this year relate to people working effectively together, sense of common purpose, perceptions of supervisors, and being enabled to perform (access to tools and resources, and clear measures of performance).

2.7.2 Key Declines

- The significant declines this year are in relation to having a clear vision of where the organisation is going and how it will get there, learning and development, and recognition and celebration of success. People at NZ Police take great pride in the work they do, and in being able to make a difference – recognition of their efforts is a critical element of this sense of

personal achievement, however there is some evidence that many people at NZ Police do not feel 'comfortable' with public recognition This is an element of the culture that – while not directly driving engagement at the moment – will help NZ Police to achieve a more inclusive culture in years to come.

2.7.3 Employee Engagement

- The level of employee engagement within NZ Police has improved slightly this year, however is still just below where they were in 2012. The Engagement Index has increased 2.2 points to 73.3%, the proportion of Engaged staff is up 3 points to 27.5%, and the proportion of Disengaged staff is down 1.5 points to 14.1%.

- While not a statistically significant shift overall, there have been some significant improvements in Engagement levels within the organisation. Six Districts/Service Centres had significant improvements in employee engagement levels this year:, Counties/Manukau District (+7.8), Wellington District (+8.4), Financial Crime Group (+11.9), Finance (+7.1), Human Resources (+7.3), Southern Communications (+6.7), and Policy, Performance & Legal (+16.4). Of 29 Districts/Service Centres with more than 50 staff, 17 now have an engagement index of 75% or higher (meaning more than three quarters of staff in these teams agree or strongly agree to the engagement items on average) – compared to 12 Districts/Service Centres in 2013, which suggests that a large proportion of the organisation has strong engagement levels.

- There were two Service Centres that had statistically significant declines this year: ICT (-6.4, which is now the Service Centre with the lowest Engagement level), and Central Communications (-5.6, which, still maintains a very high engagement index). In addition, Northland District and Southern District, which were the Districts with the lowest levels of Engagement in 2013 have seen no improvements in Engagement overall, and are still the lowest scoring Districts this year.

2.7.4 Comparison to Benchmark

- Compared to the State Sector benchmark, NZ Police perform well in many areas, including employee engagement. NZ Police's greatest strengths compared to other organisations relate to people's perceptions of their supervisor and their team, perceptions on how poor performance is dealt with, career development opportunities, challenge in role, and intention to stay – items that typically many organisations struggle with. These items, while important, are not directly going to drive employee engagement. There are two drivers of engagement that NZ Police score favourably compared with the benchmark – people are more likely to get a *sense of personal achievement* from their work, and believe there is a *sense of common purpose* within the organisation. There have also been some very big positive shifts within Districts/Service Centres in the sense of 'common purpose' this year.

- Unfortunately some of the items where NZ Police is furthest from the benchmark include things that have been found to drive engagement for people working at NZ Police – the *sense that 'NZ Police' cares for people's wellbeing*, and is *interested in their opinions*. However, these are where some of the biggest improvements have occurred across NZ Police this year. Other areas where NZ Police does not perform well compared to average for the State Sector also tend to be topics that typically are important for people to be engaged within their organisations, including recognition, learning & development, and involvement in decision making.

2.7.5 Key Drivers of Engagement within NZ Police

- There are three general themes of what drive engagement for people who work at NZ Police.

  o **Knowing that their work makes a difference and that NZ Police as a whole is succeeding:**
    People at NZ Police are more likely to feel engaged when they have a sense of **personal achievement** in the work they do – an area where NZ police scores more strongly than the average for the State Sector. This desire to make a difference is

backed up by the compelling and passionate comments that people describe as a factor of what makes NZ Police already a great place to work. As well as knowing that they themselves are able to make a difference, it is important for people at NZ Police to be able to see that the organisation as a whole is succeeding in making a difference in the community. People are more engaged when they **feel the organisation is effective**, see a sense of **common purpose**, and believe that **decisions reflect that quality of service is a high priority**. While NZ Police fare quite well compared to the benchmark on these factors, the benchmark itself is quite low, and because people are so highly committed to and passionate about their work at NZ Police – more so than typical – NZ Police should not overlook the need to improve these perceptions. The good news is that there have been many improvements across New Zealand in the sense that NZ police as a whole is succeeding, therefore understanding what has changed many people's perceptions this year, and continuing to extend this work will be important.

- o **Feeling included in what goes on at NZ Police:**
  People at NZ Police are more likely to feel engaged when they *believe* they know what is really going on at NZ Police, feel **communication is open and honest**, and truly get the sense **that leaders are interested in people's views** and opinions, and that their **contribution is valued** by the organisation. In other words, feeling like they are 'included' is engaging – more poignantly – feeling 'excluded' can be very disengaging. There have been improvements across most of NZ Police in this theme since 2013. There has been a substantial increase in people's perceptions that they are encouraged to provide ideas on how to improve things (up 16.6 points to 59.1%), and also an increase in the sense that NZ Police is genuinely interested in their ideas (up 5.1 to 39.9%). Compared to other State Sector organisations, many people at NZ Police do not believe the organisation is interested in their opinions or feel their contribution is valued. Efforts in this area should be continued, particularly given the high desire that people feel to make a difference.

- o **Feeling that they belong:**
  Employee comments point to a strong sense of camaraderie within NZ Police. In addition, having a **sense of belonging** to their District/Service Centre, being in an **enjoyable work setting**, and getting the sense that not only their immediate team and manager, but the **'organisation' cares about people's wellbeing** are all things that drive engagement at NZ Police. There are mixed feelings about how much of a sense of belonging people at NZ Police feel – while that sense of camaraderie comes through so strongly in people's comments, and most people feel very positively about their manager and their team-mates, the connection to the *organisation* – and the sense that the broader organisation cares is not as strong. This disconnect is often related to feeling included – if people do not think they know what is going on or that the leaders authentically want to know what they think, they are less likely to feel a connection with the broader organisation. While scoring low on these factors compared to the benchmark, there have been strong improvements in this theme since the last survey. In particular, the sense that the organisation cares about people's wellbeing has improved across 20 of the 29 larger Districts/Service Centres - with an overall increase of 10.8 points.

In summary, there have been significant improvements in seven of the ten key drivers of engagement this year, and many of these improvements are widespread across different parts of the organisation. While improving, there are still a number that are either below the State Sector benchmark or on par but still low scoring. Understanding what has changed in the Districts/Service centres with the strongest improvements in these items will be a useful means of transferring 'good practice' (or 'gains') into the areas that have not seen improvements yet

2.7.6 Taking Action

- At the overall NZ Police level, there has been no change in people's perceptions of how effectively NZ Police use the survey for positive change, and this is an area that is scoring low across many parts of the organisation. Feeling included is an important driver of engagement

for NZ Police, and the Workplace Survey provides NZ Police with an effective vehicle to demonstrate to people that their input is valued, appreciated, and used to design improvements in the workplace. These results suggest that NZ Police needs to continue working on improving the perceived effectiveness of post-survey plans and actions.

2.7.7 Recommendations for NZ Police for 2014/15

- People at NZ Police are very passionate about making a difference through the work they do and they get a strong sense of personal achievement. This increases people's expectations in three key areas – they need to know they are *able to make a difference, through fair and transparent growth and progression,* they need to *feel included* in what goes on at NZ Police, and they need to know that their efforts are acknowledged and *recognised*. These three areas can be summarised as one key recommendation for NZ Police – improving people's **perceptions that their contribution is valued**.

- *Growth and Progression*
  To be able to make a difference, people need to know that they are continually keeping up with learning and development. Currently there is a considerable proportion of people at NZ Police who believe they ought to be receiving more development and training. It is also important for people to receive effective feedback on their performance, to ensure they know what it is they need to achieve, when they are doing well, and what they need to do in order to improve their performance. The third element of being able to make a difference in their work is people knowing that the right people are in the right roles at the right time. Perception across NZ Police of 'merit-based' career progression is fairly low (just over a third agree) –The lower perception on open and honest communication could be associated with this.

- *Inclusion in what goes on*
  Due to people's passion for their work, they take an active interest in what goes on at NZ Police. They expect to be kept well informed about what goes on, and expect to be authentically asked for their opinion on what should happen and how. An important aspect of this sense of being included is closing the feedback loop – not only keeping people informed, and asking for their opinion, but ensuring people **know** that their opinion was appreciated and how people's feedback and ideas are incorporated into decision making – or not, and why. This is an area that many organisations struggle with. There has been marked improvement this year in encouraging ideas and suggestions on how to improve things at NZ Police and people also believe their supervisor already does this well. However people's perceptions of how well 'heard' their suggestions are, or how much NZ Police as a whole is interested in their opinions is not so strong (although it has improved this year). Understanding which Areas have improved in this focus area over the last 12 months will help NZ Police to continue evolving and embedding inclusive practices, going a long way to ensuring people feel their contribution is valued.

- *Acknowledged and Recognised*
  Currently, most people feel well supported by their supervisor, and their team, however survey results suggest that it is not common to recognise and celebrate people's achievements in many parts of NZ Police. Recognition isn't directly a driver of engagement for NZ Police overall, however it is closely connected with feeling valued. It could also be connected with the lower perceptions around merit-based career progression – if people's achievements are not visible and successes not celebrated, then it can be difficult for people to always know why someone has been appointed to a project or role. A key element of this is clarity and consistency around what gets recognised. The NZ Police's Prevention First strategy could be an opportunity to review what behaviours and achievements get recognised, rewarded, and celebrated, as well as how recognition is delivered.

3. Detailed Results

3.1 Sample

All of NZ Police's approximately 11,928 employees were invited to participate in the survey. A total of 8,707 responses were obtained, giving a response rate of 73.0%. This is still considered an excellent response rate for an organisation of this size, though the response rates have been declining over the last few years (2013: 74.8%, 2012: 77.1%).

3.2 Margin of Error

Based on a population size of 11,928 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 0.6%, 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
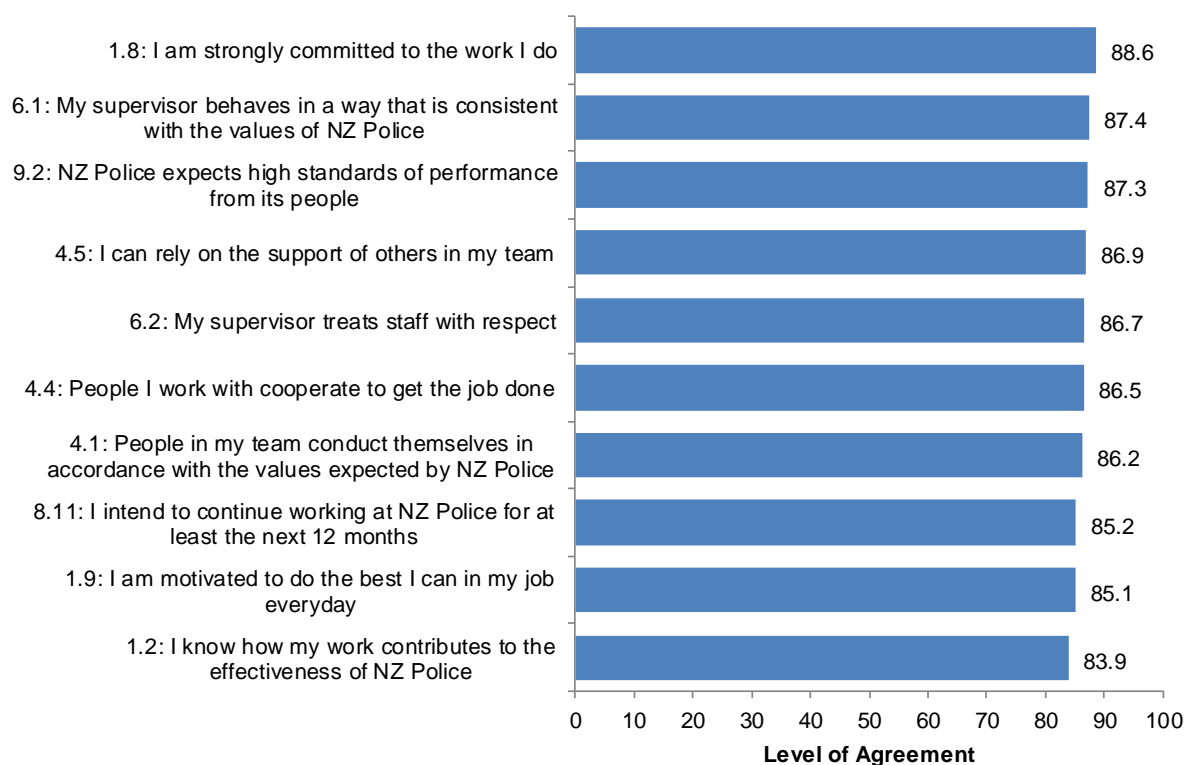
Seven out of the ten highest rated questions this year were also amongst the list of ten highest rated questions last year, with the remaining three being new questions that were added this year. Similar to 2013, this mix of questions reflects elements of a strong performance culture, with a high level of agreement to statements about high performance expectations, as well as good individual and team work ethics. It is also a positive sign that there continues to be very favourable views of values-aligned behaviours, as well as supervisor-staff interactions.

3.4   Lowest Rated Questions

11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team — 22.6

11.3: I believe actions will be taken based on the results of this survey — 33.8

7.2: People here are appointed to positions based on merit — 34.5

11.2: My supervisor has actively involved our team in making changes as a result of the last survey — 35.2

★ 8.5: NZ Police is interested in the views and opinions of its staff — 39.9

3.4: The pay and benefits I receive are fair for the work I do — 40.1

1.5: NZ Police provides adequate training for the work I do — 44.8

★ 8.2: Communication in my District or my Service Centre is open and honest — 46.3

7.1: NZ Police has appropriate ways of recognising outstanding achievement — 46.3

7.3: We celebrate success in NZ Police — 47.0

Level of Agreement

★ = a key driver of employee engagement within NZ Police in 2014

As with the highest rated questions, there is a fair degree of overlap between the ten lowest rated questions from 2013 and 2014, with seven questions common to both years.

As in 2013, there is a cluster of questions that relate to involvement and communication, which is a concern because this is an area that continues to be a key driver of employee engagement within NZ Police. Therefore, the efforts that have led to the improved perceptions of interest in employee opinion (+5.1) as well as the openness and honesty of communications (+3.1) should be maintained and reinforced.

A smaller theme amongst the lowest rated questions relates to recognition and reward. The specific questions that make up this theme are: perceived fairness of pay and benefits, appropriate recognition of outstanding achievement, and the celebration of success. The scores for all of these questions have declined since 2013, with the decreases ranging from 1.8 to 3.8 percentage points.

3.5 Question Level Results – Benchmark

Responses to the NZ Police Workplace Survey 2014 were benchmarked against the IBM 2014 State Sector Benchmark. The benchmark database consists of 35 State Sector organisations that conducted a workplace survey in the past 2 years (detailed in Appendix 3). A total of 49 questions in the survey had a benchmark-equivalent and of these, 20 questions scored significantly higher than the benchmark, 18 scored significantly lower than the benchmark and the remainder were not significantly different.

Differences in performance scores between NZ Police and the IBM 2014 State Sector Benchmark are presented in the following tables. The questions shown in **green font** are where the scores are significantly higher than the benchmark (at least 2.5 percentage points above the benchmark score); those in **red font** are significantly lower than the benchmark norm (at least 2.5 percentage points below the benchmark score); and those in **black font** are not significantly different from the benchmark.

Note that a criterion of 2.5 percentage points was used to identify whether any given item scores significantly above or below the benchmark. As mentioned earlier, the reader is reminded that the 'statistical significance' of differences is influenced by sample size and with more than 8,700 respondents, even small changes can be identified as 'significant'. Therefore, it is important to consider whether the difference is also *substantive*, 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 IBM State Sector Benchmark 2014. As indicated by the differences in a green font colour, all of questions shown below scored significantly above the benchmark.

Question	Performance Score (Level of Agreement)		
	NZ Police 2014	State Sector Benchmark 2014	Difference
4.8: Poor performance is dealt with effectively in my team	54.4	29.2	+25.2
2.4: There are career development opportunities for me in NZ Police	53.4	36.6	+16.8
1.6: The work I do makes good use of my knowledge and skills	75.0	59.9	+15.1
8.11: I intend to continue working at NZ Police for at least the next 12 months	85.2	71.9	+13.3
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.4	78.7	+8.7

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 IBM State Sector Benchmark 2014. As indicated by the differences in a red font colour, all the questions shown below scored significantly below the benchmark.

Question	Performance Score (Level of Agreement)		
	NZ Police 2014	State Sector Benchmark 2014	Difference
8.5: NZ Police is interested in the views and opinions of its staff*	39.9	54.9	-15.0
8.8: NZ Police cares about the well-being of its staff*	50.9	64.3	-13.4
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	53.2	65.3	-12.1
9.7: NZ Police delivers on the promises it makes to its customers	55.1	67.0	-11.9
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	35.2	46.7	-11.5

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

3.5.3 Benchmark Differences - All Questions

The table below shows the results for all questions from the NZ Police Workplace Survey 2014, alongside the corresponding IBM 2014 State Sector Benchmark, where available. In total, 49 survey questions were able to be benchmarked. Of these, 18 questions had significantly lower scores than the benchmark, 20 had significantly higher scores and the remainder were not significantly different to the benchmark.

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2014	State Sector Benchmark 2014	Difference
The Work I Do	1.1: The responsibilities of my job are clearly defined	76.1	68.8	+7.3
	1.2: I know how my work contributes to the effectiveness of NZ Police	83.9	84.7	-0.8
	1.3: I understand how my performance is measured	61.1	60.4	+0.7
	1.4: My performance is fairly assessed	54.6	61.9	-7.3
	1.5: NZ Police provides adequate training for the work I do	44.8	NA	NA
	1.6: The work I do makes good use of my knowledge and skills	75.0	59.9	+15.1
	1.7: My job gives me a sense of personal achievement	78.3	74.9	+3.4
	1.8: I am strongly committed to the work I do	88.6	NA	NA
	1.9: I am motivated to do the best I can in my job everyday	85.1	NA	NA
Learning and Development	2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	53.2	65.3	-12.1
	2.2: I am encouraged to try new ways of doing things	51.2	58.5	-7.3
	2.3: There are learning and development opportunities for me in NZ Police	55.0	59.7	-4.7
	2.4: There are career development opportunities for me in NZ Police	53.4	36.6	+16.8
Work Conditions	3.1: I am satisfied with my physical work environment	62.5	71.8	-9.3
	3.2: The level of work-related stress I experience in my job is acceptable	54.9	59.0	-4.1
	3.3: I am able to maintain a balance between my personal and working life	67.2	68.8	-1.6
	3.4: The pay and benefits I receive are fair for the work I do	40.1	49.7	-9.6
My Team	4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.2	NA	NA
	4.2: Roles and responsibilities are clearly defined in my team	76.9	71.2	+5.7
	4.3: The way work is allocated in my team is fair	72.5	71.6	+0.9
	4.4: People I work with cooperate to get the job done	86.5	85.8	+0.7
	4.5: I can rely on the support of others in my team	86.9	81.4	+5.5
	4.6: I feel part of an effective team	81.2	76.9	+4.3
	4.7: People are held accountable for their performance in my team	66.9	NA	NA
	4.8: Poor performance is dealt with effectively in my team	54.4	29.2	+25.2

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2014	State Sector Benchmark 2014	Difference
5. Respect & Integrity in the Workplace	5.1: Staff in my team respect employee diversity	83.4	NA	NA
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.7	NA	NA
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.4	NA	NA
	5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	69.1	NA	NA
	5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.4	NA	NA
6. My Supervisor	6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.4	78.7	+8.7
	6.2: My supervisor treats staff with respect	86.7	81.2	+5.5
	6.3: My supervisor communicates the goals and objectives of our team effectively	79.0	NA	NA
	6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	81.1	76.1	+5.0
	6.5: I get regular feedback on my performance from my supervisor (formal/informal)	68.8	60.8	+8.0
	6.6: I have confidence in my supervisor	80.8	NA	NA
7. Recognition	7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.3	NA	NA
	7.2: People here are appointed to positions based on merit	34.5	NA	NA
	7.3: We celebrate success in NZ Police	47.0	57.6	-10.6
	7.4: I get recognition when I do a good job	52.7	63.0	-10.3
	7.5: I feel my contribution is valued in NZ Police	51.0	60.4	-9.4
8. Vision and Purpose + Communication and Cooperation	8.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.3	63.7	-1.4
	8.2: Communication in my District or my Service Centre is open and honest	46.3	46.3	0.0
	8.3: I feel informed about NZ Police and its activities	56.5	59.9	-3.4
	8.4: There is a sense of 'common purpose' in NZ Police	58.2	54.9	+3.3
	8.5: NZ Police is interested in the views and opinions of its staff	39.9	54.9	-15.0
	8.6: Teams within NZ Police work well together	54.3	47.6	+6.7
	8.7: I feel a sense of belonging to my District or my Service Centre	60.3	65.1	-4.8
	8.8: NZ Police cares about the well-being of its staff	50.9	64.3	-13.4
	8.9: NZ Police is an enjoyable place to work	72.4	NA	NA
	8.10: I feel I am working for an effective organisation	64.2	NA	NA
	8.11: I intend to continue working at NZ Police for at least the next 12 months	85.2	71.9	+13.3

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2014	State Sector Benchmark 2014	Difference
9. Quality and Excellence	9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.1	55.9	-0.8
	9.2: NZ Police expects high standards of performance from its people	87.3	79.9	+7.4
	9.3: I have the tools and resources I need to do my job	57.2	64.5	-7.3
	9.4: I am sufficiently involved in decisions that affect the way I do my job	51.3	62.4	-11.1
	9.5: Systems and processes I use enable me to do my job well	60.8	NA	NA
	9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	59.1	60.0	-0.9
	9.7: NZ Police delivers on the promises it makes to its customers	55.1	67.0	-11.9
10. Final Thoughts (Engagement Index)	10.1: Overall, I'm satisfied with my job	74.9	68.5	+6.4
	10.2: Overall, I would recommend NZ Police as a great place to work	68.3	61.2	+7.1
	10.3: I take an active interest in what happens in NZ Police	81.6	82.2	-0.6
	10.4: I feel inspired to go the extra mile to help NZ Police succeed	72.5	73.4	-0.9
	10.5: I feel a sense of commitment to NZ Police	81.8	76.5	+5.3
	10.6: NZ Police inspires me to do the best I can in my job every day	60.6	54.0	+6.6
11. The Survey - Your Views (Change Index)	11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	22.6	NA	NA
	11.2: My supervisor has actively involved our team in making changes as a result of the last survey	35.2	46.7	-11.5
	11.3: I believe actions will be taken based on the results of this survey	33.8	NA	NA

3.6   Question Level Results – Trend

Employee responses to the 2014 and 2013 NZ Police Workplace Surveys were compared. 65 questions could be trended against the 2013 survey and of these, 20 questions showed a significant improvement in score, 7 questions declined significantly, while scores for the remaining questions were not significantly different between the two years. This suggests that the current organisational climate within NZ Police is generally similar to 2013.

Differences in performance scores between the 2014 and 2013 NZ Police Workplace Surveys are presented in the following tables. The questions shown in **green font** are where the scores have significantly improved since 2013; those in **red font** have significantly declined; while the scores for questions in **black font** have not changed significantly since 2013.

Note that a criterion of 2.5 percentage points was used to identify whether any given question 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 8,700 respondents, even small changes can be identified as 'significant'. Therefore, it is important to consider whether the difference is also *substantive*, when looking at the differences below.

3.6.1   Biggest Positive Differences – Trend Comparison

The table below shows the questions with the biggest positive differences between scores for the 2014 and 2013 surveys. As indicated by the green font colour, all of the questions shown below have significantly improved since 2013.

Question	Performance Score (Level of Agreement)		
	NZ Police 2014	NZ Police 2013	Difference
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	59.1	42.5	+16.6
8.8: NZ Police cares about the well-being of its staff*	50.9	40.1	+10.8
8.6: Teams within NZ Police work well together	54.3	44.9	+9.4
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.4	81.6	+5.8
8.9: NZ Police is an enjoyable place to work*	72.4	66.8	+5.6

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

3.6.2   Biggest Negative Differences– Trend Comparison

The table below shows the questions with the biggest negative differences between 2014 and 2013 scores. As indicated by the font colour, the scores for all of these questions have significantly declined since 2013.

Question	Performance Score (Level of Agreement)		
	NZ Police 2014	NZ Police 2013	Difference
7.4: I get recognition when I do a good job	52.7	60.7	-8.0
1.5: NZ Police provides adequate training for the work I do	44.8	49.7	-4.9
7.3: We celebrate success in NZ Police	47.0	50.8	-3.8
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	53.2	56.9	-3.7
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.3	65.8	-3.5

3.6.3 Trend Comparisons - All Questions

The table below shows the results for the questions from the 2014 NZ Police Workplace Survey, as well as the corresponding score from 2013, where relevant. 65 out of 68 rating scale questions in the survey were able to be trended. Of these, 20 questions have significantly improved, 7 questions have significantly declined, and the remaining questions have not had a significant change in score since 2013.

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2014	NZ Police 2013	Difference
The Work I Do	1.1: The responsibilities of my job are clearly defined	76.1	76.0	+0.1
	1.2: I know how my work contributes to the effectiveness of NZ Police	83.9	81.7	+2.2
	1.3: I understand how my performance is measured	61.1	58.5	+2.6
	1.4: My performance is fairly assessed	54.6	55.8	-1.2
	1.5: NZ Police provides adequate training for the work I do	44.8	49.7	-4.9
	1.6: The work I do makes good use of my knowledge and skills	75.0	75.3	-0.3
	1.7: My job gives me a sense of personal achievement	78.3	79.7	-1.4
	1.8: I am strongly committed to the work I do	88.6	NA	NA
	1.9: I am motivated to do the best I can in my job everyday	85.1	NA	NA
Learning and Development	2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	53.2	56.9	-3.7
	2.2: I am encouraged to try new ways of doing things	51.2	53.9	-2.7
	2.3: There are learning and development opportunities for me in NZ Police	55.0	58.2	-3.2
	2.4: There are career development opportunities for me in NZ Police	53.4	53.3	+0.1
Work Conditions	3.1: I am satisfied with my physical work environment	62.5	63.5	-1.0
	3.2: The level of work-related stress I experience in my job is acceptable	54.9	56.0	-1.1
	3.3: I am able to maintain a balance between my personal and working life	67.2	67.8	-0.6
	3.4: The pay and benefits I receive are fair for the work I do	40.1	41.9	-1.8
My Team	4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.2	86.8	-0.6
	4.2: Roles and responsibilities are clearly defined in my team	76.9	76.2	+0.7
	4.3: The way work is allocated in my team is fair	72.5	71.6	+0.9
	4.4: People I work with cooperate to get the job done	86.5	87.1	-0.6
	4.5: I can rely on the support of others in my team	86.9	86.4	+0.5
	4.6: I feel part of an effective team	81.2	78.3	+2.9
	4.7: People are held accountable for their performance in my team	66.9	69.2	-2.3
	4.8: Poor performance is dealt with effectively in my team	54.4	52.6	+1.8

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2014	NZ Police 2013	Difference
5. Respect & Integrity in the Workplace	5.1: Staff in my team respect employee diversity	83.4	82.9	+0.5
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.7	81.4	-1.7
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.4	70.2	+0.2
	5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	69.1	68.4	+0.7
	5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.4	64.2	+0.2
6. My Supervisor	6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.4	81.6	+5.8
	6.2: My supervisor treats staff with respect	86.7	82.5	+4.2
	6.3: My supervisor communicates the goals and objectives of our team effectively	79.0	74.3	+4.7
	6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	81.1	76.4	+4.7
	6.5: I get regular feedback on my performance from my supervisor (formal/informal)	68.8	67.4	+1.4
	6.6: I have confidence in my supervisor	80.8	77.6	+3.2
7. Recognition	7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.3	48.1	-1.8
	7.2: People here are appointed to positions based on merit	34.5	32.9	+1.6
	7.3: We celebrate success in NZ Police	47.0	50.8	-3.8
	7.4: I get recognition when I do a good job	52.7	60.7	-8.0
	7.5: I feel my contribution is valued in NZ Police	51.0	48.0	+3.0
8. Vision and Purpose + Communication and Cooperation	8.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.3	65.8	-3.5
	8.2: Communication in my District or my Service Centre is open and honest	46.3	43.2	+3.1
	8.3: I feel informed about NZ Police and its activities	56.5	54.2	+2.3
	8.4: There is a sense of 'common purpose' in NZ Police	58.2	53.5	+4.7
	8.5: NZ Police is interested in the views and opinions of its staff	39.9	34.8	+5.1
	8.6: Teams within NZ Police work well together	54.3	44.9	+9.4
	8.7: I feel a sense of belonging to my District or my Service Centre	60.3	57.9	+2.4
	8.8: NZ Police cares about the well-being of its staff	50.9	40.1	+10.8
	8.9: NZ Police is an enjoyable place to work	72.4	66.8	+5.6
	8.10: I feel I am working for an effective organisation	64.2	59.6	+4.6
	8.11: I intend to continue working at NZ Police for at least the next 12 months	85.2	83.1	+2.1

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2014	NZ Police 2013	Difference
9. Quality and Excellence	9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.1	52.9	+2.2
	9.2: NZ Police expects high standards of performance from its people	87.3	87.3	0.0
	9.3: I have the tools and resources I need to do my job	57.2	52.6	+4.6
	9.4: I am sufficiently involved in decisions that affect the way I do my job	51.3	52.5	-1.2
	9.5: Systems and processes I use enable me to do my job well	60.8	NA	NA
	9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	59.1	42.5	+16.6
	9.7: NZ Police delivers on the promises it makes to its customers	55.1	54.2	+0.9
10. Final Thoughts (Engagement Index)	10.1: Overall, I'm satisfied with my job	74.9	72.5	+2.4
	10.2: Overall, I would recommend NZ Police as a great place to work	68.3	65.5	+2.8
	10.3: I take an active interest in what happens in NZ Police	81.6	81.1	+0.5
	10.4: I feel inspired to go the extra mile to help NZ Police succeed	72.5	70.0	+2.5
	10.5: I feel a sense of commitment to NZ Police	81.8	79.2	+2.6
	10.6: NZ Police inspires me to do the best I can in my job every day	60.6	58.5	+2.1
11. The Survey - Your Views (Change Index)	11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	22.6	22.9	-0.3
	11.2: My supervisor has actively involved our team in making changes as a result of the last survey	35.2	34.0	+1.2
	11.3: I believe actions will be taken based on the results of this survey	33.8	34.9	-1.1

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	• *Auckland City District (The Work I Do, Learning and Development, Work Conditions, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)* • *Tasman District (Respect & Integrity in the Workplace, My Supervisor, Recognition, The Survey – Your Views)* • *Waitemata District (My Team)*	• *Northland District (all survey sections except Learning and Development)* • *Southern District (Learning and Development)*
Service Centres*	• *Crime Services (Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence)* • *OFCANZ (Respect & Integrity in the Workplace)* • *National Intelligence (Region) (Learning and Development, Work Conditions, The Survey – Your Views)* • *Southern Comm's (The Work I Do, My Team, My Supervisor, Final Thoughts)*	• *ICT (All survey sections)*
Rank/Level	• *Authorised Officer (The Work I Do, Work Conditions, Respect & Integrity in the Workplace, My Supervisor, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts* • *Constabulary (Learning and Development, My Team)* • *Employee (Recognition, The Survey – Your Views)*	• *Constabulary (The Work I Do, Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts, The Survey – Your Views)* • *Employee (Learning and Development, My Team, Respect & Integrity in the Workplace, My Supervisor)*

Rank/Level – Lower Level Teams*	• *Commissioned Officers (all survey sections)*	• *Constable (All survey sections except Learning and Development, My Team, Respect & Integrity in the Workplace, My Supervisor)* • *Employee Band A – F (Learning and Development, Respect & Integrity in the Workplace)* • *Employee Band G – J (My Team, My Supervisor)*
Span of Control	• *Over 50 reports (All survey sections)*	• *No reports (all survey sections except My Supervisor)* • *Under 10 reports (My Supervisor)*
Gender	• *Female (The Work I Do, Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)* • *Male (Learning and Development, My Team, Respect & Integrity in the Workplace, My Supervisor, The Survey – Your Views)*	• *Female (Learning and Development, My Team, Respect & Integrity in the Workplace, My Supervisor, The Survey – Your Views)* • *Male (The Work I Do, Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)*
Time in Band	• *Under 1 year (All survey sections)*	• *5-9 years (Work Conditions)* • *Over 10 years (All survey sections except Work Conditions)*
Tenure	• *Under 2 (All survey sections except The Work I Do, Respect & Integrity in the Workplace, The Survey – Your Views)* • *30-34 (The Survey – Your Views)* • *Over 35 (The Work I Do, Respect & Integrity in the Workplace)*	• *5-9 (The Work I Do, Learning and Development, Work Conditions, My Team, Respect & Integrity in the Workplace, Recognition)* • *10-14 (Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts, The Survey – Your Views)* • *30-34 (My Supervisor)*
Age	• *Under 25 (Learning and Development, My Team, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)* • *25-29 (Respect & Integrity in the Workplace, My Supervisor)* • *Over 65 (The Work I Do, Work Conditions, The Survey – Your Views)*	• *35-39 (All survey sections except Learning and Development, My Team, Respect & Integrity in the Workplace, My Supervisor)* • *Over 65 (Learning and Development, My Team, Respect & Integrity in the Workplace, My Supervisor)*

PE Type*	• *Corporate (Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts, The Survey – Your Views)* • *Investigations (The Work I Do, Learning and Development, Respect & Integrity in the Workplace)* • *Response (My Team, My Supervisor)*	• *Corporate (My Team, My Supervisor)* • *Investigations (The Survey – Your Views)* • *Operations (Learning and Development, Respect & Integrity in the Workplace)* • *Prevention (The Work I Do)* • *Response (Work Conditions)* • *Road Policing (Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)*
Ethnicity	• *Pacific Peoples (All survey sections except Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Final Thoughts)* • *Other Ethnic Groups (Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Final Thoughts)*	• *Pakeha (My Team, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts, The Survey – Your Views)* • *Maori (Work Conditions)* • *Europeans (Learning and Development, My Supervisor)* • *Other Ethnic Groups (The Work I Do, Respect & Integrity in the Workplace)*

* Please note:
- Service Centre comparisons: Only Service Centre groups that have at least 50 respondents were included in the comparisons above
- Rank/Level – Lower Level Teams comparisons: The Authorised Officers group was not further broken down by bands, due to the small number of staff (n=5) in Band G-J
- PE Type comparisons: The Unassigned group was excluded from the comparisons due to relatively small group size (n=23)

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 2014 NZ Police Survey using IBM'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

IBM has two ways of examining employee engagement levels– the **Engagement Index** and the **Engagement Profile**.
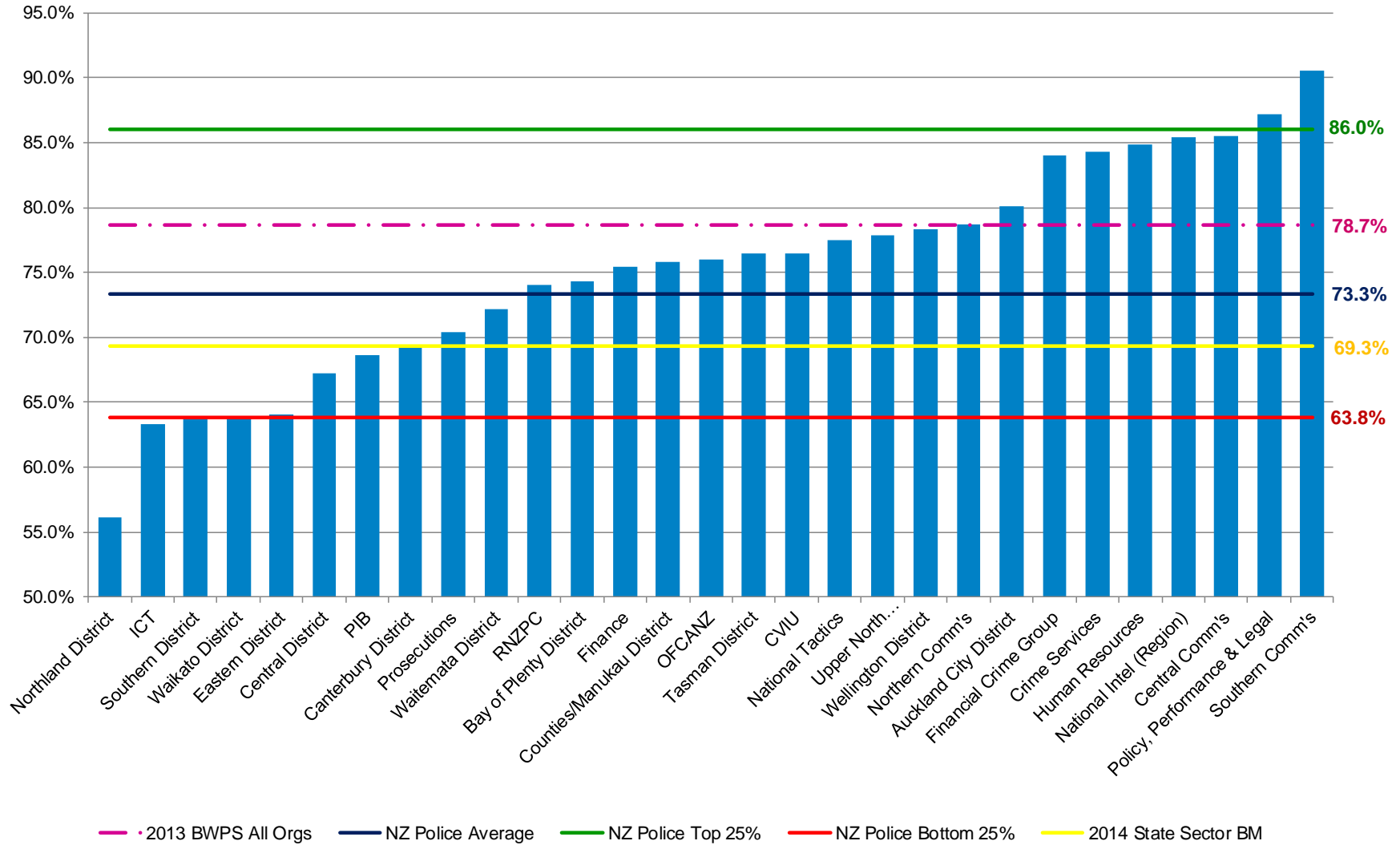
3.8.1 Employee Engagement Index

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 73.3%

- The Engagement Index has improved by 2.2 percentage points since 2013, which is marginally below the significance criterion of 2.5 percentage points

- NZ Police continues to outperform the State Sector Benchmark in terms of the Engagement Index, with a score that is 4.0 percentage points above that of the IBM 2014 State Sector Benchmark

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

The graph on the next page shows the Engagement Index scores of each of the Districts and Service Centres within NZ Police, reflecting how each is faring in terms of employee engagement.

- As mentioned above, NZ Police's Engagement Index has increased since 2013 and NZ Police remains ahead of the 2014 State Sector average.

- Last year, NZ Police's Engagement Index was 6.2 percentage points below the 2012 Best Workplaces Survey All Organisations Benchmark (77.3%, average Engagement Index of all organisations participating in the 2012 Best Workplaces Survey). This year, the size of the gap has reduced, with NZ Police scoring 5.4 percentage points below the 2013 Best Workplaces All Organisations Benchmark (78.7%).

- The most engaged groups within NZ Police continue to maintain a significant lead on both benchmarks, with the average Engagement Index of the top quartile of Districts and Service Centres in NZ Police (86.0%) being 7.3 percentage points and 16.7 percentage points ahead of the 2013 Best Workplaces All Organisations Benchmark and the 2014 State Sector Benchmark respectively. This suggests that there are opportunities for the transfer and adaptation of internal best practice within NZ Police.

- Similar to 2013, nine groups within NZ Police have comparable or higher scores than the 2013 Best Workplaces All Organisations Benchmark and the majority are Service Centres. Auckland City District continues to be the only District amongst this group, but it is worth noting that Wellington District has seen a substantial improvement on its Engagement Index since 2013 (+8.4, to 78.3% this year) and is now is not far behind the Best Workplaces average of 78.7% this year.

- Comparing the average Engagement Index scores of the bottom quartiles in 2013 and 2014, there has been a decrease of 1.8 percentage points since 2013, which reinforces the need for more support in these Districts and Service Centres. Notably, Northland District still has the lowest Engagement Index score, which has further declined this year (-2.2).

Note: The x-axis contains all Districts and Service Centres that have at least 50 responses. 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 graph below, and can be compared to external benchmark norms or tracked year on year.

- Since 2013, there have been significant changes in the proportions of engaged, ambivalent and disengaged staff. These changes have resulted in an engagement profile that looks very similar to that of 2012. Although the proportions of engaged and ambivalent staff in 2012 and 2014 are comparable, the proportion of disengaged staff remains significantly larger than in 2012.
- Relative to the 2014 IBM State Sector Benchmark, NZ Police continues to have a more favourable engagement profile, with a significantly larger proportion of engaged staff, as well as significantly smaller proportions of ambivalent and disengaged staff.

Engagement Profile against Trends and Benchmark

	Engaged	Ambivalent	Disengaged
NZ Police 2014	27.5	58.4	14.1
NZ Police 2013	24.5	59.9	15.6
NZ Police 2012	27.8	59.7	12.5
State Sector Benchmark 2014	19.3	60.9	19.8

■ Engaged ■ Ambivalent ■ Disengaged
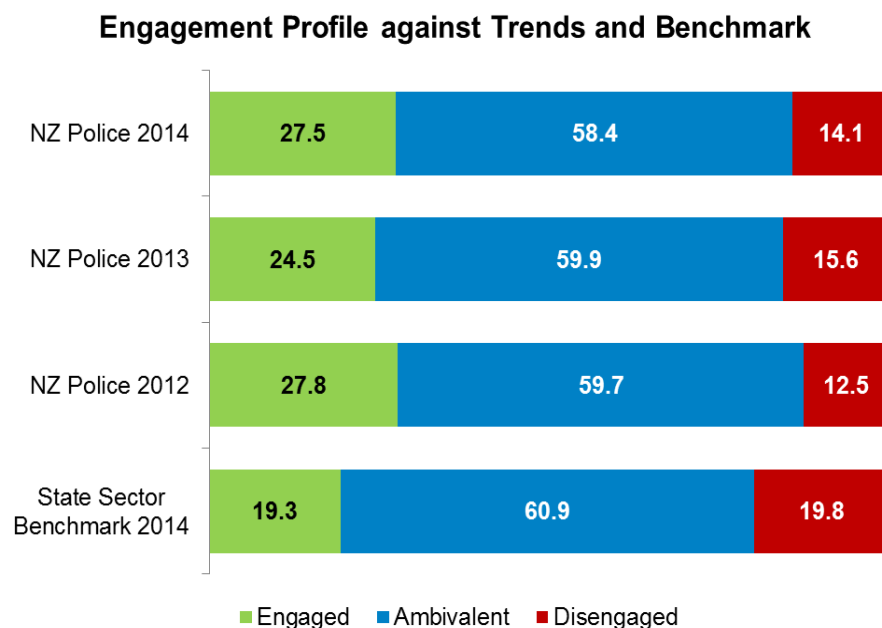
3.9 Engagement Levels Across Different Parts of the Organisation

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 NZ Police Workplace Survey 2014. The demographic markers are District, Service Centres, Rank/Level, Gender, Span of Control, Tenure, Time in Band, 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

Across the Districts, Auckland City District remains the most engaged, with the highest Engagement Index and the only District with over a third of staff engaged. Counties/Manukau and Wellington are the only other Districts that have over 30% of staff in the Engaged category. Notably, they are also the Districts that have had the biggest increases on their Engagement Indices since 2013 (Counties/Manukau: +7.8, Wellington: +8.4).

As in 2013, Northland is the District with the lowest Engagement Index and lowest proportion of engaged staff. Of the three Districts that had the biggest declines on their Engagement Index last year (Canterbury, Counties/Manukau and Northland), Northland is the only one which has continued to see a decline this year (-2.2).

District	n	Engaged	Ambivalent	Disengaged	Engagement Index
Auckland City District	646	36.3	54.8	8.9	**80.1**
Bay of Plenty District	547	27.6	59.3	13.1	74.3
Counties/Manukau District	952	31.5	55.3	13.2	75.8
Northland District	237	13.1	56.4	30.5	**56.1**
Waikato District	531	17.2	63.1	19.7	63.9
Waitemata District	556	25.7	58.9	15.4	72.2
Canterbury District	662	21.5	61.7	16.8	69.3
Central District	554	21.9	59.2	18.9	67.2
Eastern District	371	19.2	61.3	19.5	64.1
Southern District	445	19.5	58.8	21.7	63.7
Tasman District	277	29.5	59.6	10.9	76.5
Wellington District	685	32.3	59.0	8.7	78.3
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.2 Engagement Profiles by Service Centres

Comparing the engagement profiles of the Service Centres reveals that Southern Comm's is the most engaged, with the highest Engagement Index score, one of the largest proportions of engaged staff and the smallest proportion of disengaged staff. It is encouraging that three other Service Centres have more than 40% of staff in the engaged category: Central Comm's (47.0%), Policy, Performance and Legal (41.1%), and Crime Services (40.9%). Relative to 2013, the Service Centres that have had increases of over 10% on their Engagement Index are: Policy, Performance and Legal (+16.4) and the Financial Crime Group (+11.9).

Based on the Engagement Index, ICT is the least engaged and also has the largest proportion of disengaged staff. Last year, ICT had the biggest increase in the Engagement Index amongst the Service Centres (+7.2). However, this year, ICT has had the biggest decrease in the Engagement Index (-6.4). Particularly since it is one of the bigger Service Centres, it will be worth looking deeper into the underlying reasons for the considerable fluctuations in engagement levels.

Service Centres	n	Engaged	Ambivalent	Disengaged	Engagement Index
Crime Services	132	40.9	52.3	6.8	84.3
Financial Crime Group	52	38.5	53.8	7.7	84.0
OFCANZ	74	28.4	64.8	6.8	76.0
Upper North Investigations Support	98	27.1	64.6	8.3	77.9
National Intel	56	32.1	60.8	7.1	85.4
Central Comm's	102	47.0	45.0	8.0	85.5
Northern Comm's	294	33.4	56.0	10.6	78.7
Southern Comm's	110	43.1	54.1	2.8	**90.5**
National Tactics	80	32.5	52.5	15.0	77.5
Prosecutions	234	20.1	63.2	16.7	70.4
Finance	63	27.0	58.7	14.3	75.4
Human Resources	185	39.7	54.3	6.0	84.9
ICT	188	14.0	64.5	21.5	**63.3**
Policy, Performance & Legal	56	41.1	53.5	5.4	87.2
RNZPC	208	28.8	57.7	13.5	74.0
CVIU	95	24.7	66.7	8.6	76.5
PIB	54	32.1	49.0	18.9	68.6
Total Organisation	8707	27.5	58.4	14.1	73.3

* Please note: only Service Centre groups that have at least 50 respondents are shown in the table above

3.9.3 Engagement Profile Comparisons by Rank/Level

Comparisons of the engagement profiles by Rank/Level have given very similar results over the last few years. As with past surveys, the Authorised Officers are the most engaged and the Constabulary are the least engaged. It is also encouraging that both the Authorised Officer and Employee groups have had significant increases on the Engagement Index since 2013 (Authorised Officers: +6.1, Employee: +3.3).

Within the Employee group, 'Band 1 & above' remains the most engaged and still has the largest proportion of engaged staff. This year, Bands A-F and G-J have similar Engagement Index scores, and comparable proportions of staff in each of the engagement profile categories.

As for the Constabulary group, the Commissioned Officers continue to lead the way with the highest Engagement Index and more than two thirds of staff in the Engaged category. The Constables, the largest group within Constabulary, remain the group with the lowest Engagement Index score and the largest proportion of disengaged staff.

Rank/Level	n	Engaged	Ambivalent	Disengaged	Engagement Index
Authorised Officer	146	43.8	48.7	7.5	**80.2**
Constabulary	6172	25.9	58.9	15.2	**72.0**
Employee	2389	30.7	57.4	11.9	76.2
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.3.1 Engagement Profiles of Employees

Employee	n	Engaged	Ambivalent	Disengaged	Engagement Index
Band A - F	1682	30.1	58.0	11.9	**75.6**
Band G - J	566	29.7	57.1	13.2	**76.1**
Band 1 & above	141	42.6	51.0	6.4	**84.4**
Employee	2389	30.7	57.4	11.9	76.2
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.3.2 Engagement Profiles of Constabulary

Rank/Level	n	Engaged	Ambivalent	Disengaged	Engagement Index
Constable	4418	21.0	61.9	17.1	**68.8**
Sergeant	1121	29.0	58.7	12.3	75.6
Senior Sergeant	369	45.0	44.9	10.1	83.7
Commissioned Officer	264	68.4	29.7	1.9	**93.5**
Constabulary	6172	25.9	58.9	15.2	72.0
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.4 Engagement Profiles by Gender

Contrary to the pattern observed over the last two years, there is a significant gap in the Engagement Index scores between the gender groups this year. Females are more engaged, with a higher Engagement Index and a significantly smaller proportion in the Disengaged category.

Gender	n	Engaged	Ambivalent	Disengaged	Engagement Index
Female	2734	28.3	59.4	12.3	**75.4**
Male	5973	27.2	57.8	15.0	**72.3**
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.5 Engagement Profiles by Span of Control

As with all past surveys, there is a positive relationship between engagement levels and the number of reports, a pattern that is seen in many other organisations as well.

Notably, all of the groups have had an improvement on their Engagement Index scores this year, recovering from the decreases observed last year. The two groups that have had the biggest increases are the 'Over 50 reports' (+3.0) and 'No reports' groups (+2.6).

Span of Control	n	Engaged	Ambivalent	Disengaged	Engagement Index
No reports	7033	24.2	60.5	15.3	**71.4**
Under 10 reports	1036	33.4	55.6	11.0	77.3
10-50 reports	471	48.9	43.4	7.7	85.6
Over 50 reports	167	73.1	23.9	3.0	**93.9**
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.6 Engagement Profiles by Tenure

As in 2013, examining the engagement profiles by tenure groups has shown that there is a U-shaped relationship between engagement levels and tenure, with engagement levels dipping for the mid-length tenure groups.

This year, the Engagement Index scores have either remained comparable to 2013, or improved. The biggest increases have come from the groups with a tenure of '2 - 4' years (+7.2) and less than two years (+4.2).

Tenure	n	Engaged	Ambivalent	Disengaged	Engagement Index
Under 2	972	44.7	50.4	4.9	**88.1**
2 - 4	1046	30.9	59.9	9.2	78.9
5 - 9	2327	22.1	60.9	17.0	**68.9**
10 - 14	1387	20.6	62.1	17.3	**68.2**
15 - 19	1120	24.4	59.3	16.3	71.0
20 - 24	744	28.1	54.9	17.0	71.2
25 - 29	558	28.6	56.6	14.8	72.5
30 - 34	272	34.8	54.8	10.4	75.6
Over 35	281	36.9	52.0	11.1	76.7
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.7 Engagement Profiles by Time in Band

Consistent with the trend seen in past years, engagement levels decrease as time in band increases. Relative to 2013, those that are in the 'under 1 year' group this year are considerably more engaged, with an Engagement Index that is 8.4 percentage points higher than last year.

It is also worth highlighting that the Engagement Index of the '10 years and over' group has continued to drop and just over a fifth of staff in this group fall under the Disengaged category. Although the decrease is much smaller this year (-1.4, relative to -5.8 last year), given the fairly large number of people that have spent at least 10 years in the same band, it will be worth investigating how the engagement levels of this group can be improved.

Time in Band	n	Engaged	Ambivalent	Disengaged	Engagement Index
Under 1 year	1509	43.8	50.3	5.9	**85.5**
1 - 2 years	1593	32.8	56.5	10.7	78.4
3 - 4 years	1121	25.0	63.3	11.7	73.5
5 - 9 years	2550	22.2	60.6	17.2	69.1
10 years or over	1934	18.9	60.4	20.7	**64.8**
Total Organisation	8707	27.5	58.4	14.1	73.3

3.9.8 Engagement Profiles by PE Type

Through a comparison of the engagement profiles of the different PE Type groups, it is apparent that Corporate is the most engaged, with the highest Engagement Index and the largest proportion of engaged staff. Based on the Engagement Index, Road Policing are the least engaged. Although Road Policing does not have the smallest proportion of engaged staff, it has the largest proportion of staff in the Disengaged category.

Notably, Prevention had the lowest Engagement Index score in 2013, but has had the biggest improvement in its Engagement Index since last year (+4.7).

PE Type	n	Engaged	Ambivalent	Disengaged	Engagement Index
Corporate	857	32.8	55.6	11.6	**78.1**
Investigations	1723	24.8	61.9	13.3	72.5
Operations	1261	29.1	55.6	15.3	72.7
Prevention	1337	24.4	60.9	14.7	71.5
Response	2625	29.3	57.3	13.4	75.0
Road Policing	881	25.3	57.0	17.7	**68.6**
Total Organisation	8707	27.5	58.4	14.1	73.3

*Please note that the 'Unassigned' group (n=23) has not been included in the comparisons above

3.9.9 Engagement Profiles by Ethnicity – Overall Comparison

Relative to 2013, the Engagement Index scores of all the different ethnic groups have increased, with the biggest increases coming from the 'Other Ethnic Group' (+7.3), 'Pacific Peoples' (+4.6) and Europeans (+3.7).

Examining the engagement profiles by ethnicity shows that the smallest group, 'Other Ethnic Group' are the most engaged this year, with the highest Engagement Index and close to half of the group being placed in the Engaged category. Similar to 2013, the Engagement Index scores of the 'Pakeha' and 'Europeans' groups are the least favourable.

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

Ethnicity	n	Engaged	Ambivalent	Disengaged	Engagement Index
Pakeha	4930	25.7	59.1	15.2	**71.8**
Maori	735	27.2	59.9	12.9	74.3
Europeans	1072	27.1	58.1	14.8	**72.0**
Pacific Peoples	325	38.3	51.8	9.9	80.2
Asian Peoples	162	29.2	57.8	13.0	76.7
Other Ethnic Groups	49	44.9	44.9	10.2	**83.0**
Total Organisation	8707	27.5	58.4	14.1	73.3

3.10 The Key Drivers of Engagement Within NZ Police

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

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

The results of the key driver analysis are presented in Table below. Key drivers are ranked in descending order of importance, and are colour coded in terms of their scores relative to the 2014 IBM 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 2014 IBM 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 2014	New Zealand Police 2013	State Sector Benchmark 2014
	8.9: NZ Police is an enjoyable place to work**	72.4	66.8 (+5.6)	NA
	8.10: I feel I am working for an effective organisation**	64.2	59.6 (+4.6)	NA
🟥	8.7: I feel a sense of belonging to my District or my Service Centre**	60.3	57.9 (+2.4)	65.1 (-4.8)
🟥	7.5: I feel my contribution is valued in NZ Police**	51.0	48.0 (+3.0)	60.4 (-9.4)
🟥	8.8: NZ Police cares about the well-being of its staff**	50.9	40.1 (+10.8)	64.3 (-13.4)
🟩	8.4: There is a sense of 'common purpose' in NZ Police**	58.2	53.5 (+4.7)	54.9 (+3.3)
🟥	8.5: NZ Police is interested in the views and opinions of its staff**	39.9	34.8 (+5.1)	54.9 (-15.0)
🟧	9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.1	52.9 (+2.2)	55.9 (-0.8)
🟩	1.7: My job gives me a sense of personal achievement**	78.3	79.7 (-1.4)	74.9 (+3.4)
🟧	8.2: Communication in my District or my Service Centre is open and honest**	46.3	43.2 (+3.1)	46.3 (0.0)

Level of Agreement (%)

Note: The questions with **next to them were also key drivers of employee engagement within NZ Police in 2013.

Nine out of ten of the key drivers identified last year are still key drivers of employee engagement for NZ Police this year, suggesting that the things that were important to employee engagement levels in 2013 continue to be important this year. Thus, it is encouraging that there have been significant improvements on seven out of the ten key driver questions this year. It is also worth noting that two of the key driver questions are amongst the top five questions with the biggest improvements since 2013: 'NZ Police cares about the well-being of its staff' (+10.8) and 'NZ Police is an enjoyable place to work ' (+5.6).

The new entrant into the key driver list is question 9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police.

A number of questions within the NZ Police Workplace Survey 2014 are unique and do not have a benchmark-equivalent. Consequently, a direct comparison of scores is not possible and there are no coloured boxes next to these unique questions in the table above. However, it is possible to get an indication of relative performance through comparisons against similarly worded questions within the 2014 IBM State Sector benchmark.

- The benchmark question that is worded most similarly to the key driver question '**This organisation is an enjoyable place to work**' is, 'This organisation is a fun place to work'. Although the terms 'fun' and 'enjoyable' are not exact synonyms, NZ Police has a substantially higher score (72.4%) than the benchmark (56.9%). This suggests that NZ Police would have a significantly higher score than the benchmark if there had been a benchmark-equivalent, which would make this a '**green**' key driver (high importance-high performance).

- NZ Police's other unique key driver question is '**I feel I am working for an effective organisation**'. Within the benchmark, the most suitable question to serve as a comparison is 'I feel I am working for a successful organisation'. While 'effective' is not a perfect substitute for the word 'successful', there is still a considerable gap to close between NZ Police and the benchmark (64.2% and 68.1% respectively). The comparison suggests that this question is likely to have been performing significantly below the benchmark (i.e. a '**red**' key driver, high importance-low performance), if the same question existed within the benchmark.

Since each District and Service Centre is likely to have different contextual features (e.g., size, location, etc.) that can influence 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 scoring significantly above the 2014 IBM State Sector Benchmark on two key driver questions. These represent areas of relative **strength** that should be maintained and leveraged, both have strong relationships with employee engagement. Further, a comparison against a similarly worded benchmark question suggests that NZ Police is likely have performed significantly above the benchmark on one of its unique questions, had there been a benchmark-equivalent available. Taken together, this means that NZ Police effectively has three **high importance-high performance drivers.**

- There is a sense of 'common purpose' in NZ Police
- My job gives me a sense of personal achievement
- This organisation is an enjoyable place to work

On two key driver items, NZ Police has comparable scores with the benchmark, which makes them **high importance-medium performance** drivers. These items are likely to be the easiest to convert into areas of relative strength, given that they are already scoring on par with the benchmark.

- Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
- Communication in my District or my Service Centre is open and honest

Assuming that the similarly worded benchmark question related to organisational success provides a valid point of comparison for the unique question about organisational effectiveness, NZ Police effectively has significantly lower scores on half of the key driver questions. These **high importance-low performance drivers** require the most attention post-survey, as they have been identified as being important to engagement levels for NZ Police staff *and* are currently scoring significantly below the benchmark.

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

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, Rank/Level, Gender, Span of Control, Tenure, Time in Band, 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 and Service Centres. There may well also be key drivers that are unique to a particular District or Service Centre that warrants their attention.

3.10.2.1 Key Drivers by District

Examining the organisational key driver scores by District shows that both Auckland City and Counties/Manukau tend to have provided the highest scores. Notably, Counties/Manukau has had substantial increases on most of the organisational key driver questions, with the largest increases coming from questions related to care for well-being (+21.7), interest in employee views and opinions (+17.1), openness and honesty of communications within the District (+17.1), and the sense of common purpose (+16.9). Wellington District has also had sizeable improvements since 2013, with the biggest increases coming from the questions about care for well-being (+18.6), enjoyment experienced while at work (+13.4), as well as interest in staff views and opinions (+12.0).

As in 2013, Northland District generally has the least favourable key driver ratings, with the lowest scores continuing to come from the areas of two-way communication (questions 8.5 and 8.2) and care for well-being. It is also worth noting that Northland has had decreases on most of the organisational key driver items since 2013, with the biggest decline coming from question 9.1: 'Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police' (-14.1). Relative to 2013, Eastern District is the only District that has had decreases across all of the organisational key drivers, with scores dropping most significantly for the questions related to organisational effectiveness and the prioritisation of quality of services.

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 District	Bay of Plenty District	Counties/ Manukau District	Northland District	Waikato District	Waitemata District	Total Organisation
n	646	547	952	237	531	556	8707
8.9: NZ Police is an enjoyable place to work	**80.6**	72.7	76.8	**52.5**	61.6	71.7	72.4
8.10: I feel I am working for an effective organisation	**73.9**	66.4	71.5	**39.1**	46.6	64.1	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	64.3	60.4	**71.2**	**43.2**	48.6	58.2	60.3
7.5: I feel my contribution is valued in NZ Police	**58.7**	51.1	50.2	**32.2**	37.0	48.1	51.0
8.8: NZ Police cares about the well-being of its staff	54.7	49.4	54.8	**26.3**	40.6	44.9	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**70.9**	60.8	66.1	**29.4**	44.2	57.0	58.2
8.5: NZ Police is interested in the views and opinions of its staff	47.4	37.8	**51.6**	**25.0**	**24.4**	34.8	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**68.1**	55.9	**68.7**	**31.5**	40.2	56.3	55.1
1.7: My job gives me a sense of personal achievement	81.1	77.8	78.0	**66.5**	71.9	76.4	78.3
8.2: Communication in my District or my Service Centre is open and honest	57.3	48.0	**59.1**	**21.3**	31.5	41.6	46.3

3.10.2.1 Key Drivers by District (continued)

Key Driver Questions	Canterbury District	Central District	Eastern District	Southern District	Tasman District	Wellington District	Total Organisation
n	662	554	371	445	277	685	8707
8.9: NZ Police is an enjoyable place to work	69.8	68.1	59.2	60.8	74.8	77.4	72.4
8.10: I feel I am working for an effective organisation	55.2	55.2	48.1	47.6	69.7	67.6	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	56.1	46.0	49.1	46.5	67.5	63.0	60.3
7.5: I feel my contribution is valued in NZ Police	42.9	43.9	41.9	40.6	**58.4**	56.3	51.0
8.8: NZ Police cares about the well-being of its staff	44.0	42.8	36.2	37.9	**58.5**	55.2	50.9
8.4: There is a sense of 'common purpose' in NZ Police	48.0	50.0	41.7	44.3	62.3	61.1	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**24.9**	31.2	**25.2**	29.3	47.1	44.6	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	43.8	46.7	41.0	38.0	64.0	59.2	55.1
1.7: My job gives me a sense of personal achievement	77.7	75.4	75.6	71.7	81.0	**82.6**	78.3
8.2: Communication in my District or my Service Centre is open and honest	35.8	32.8	27.4	29.0	**58.6**	51.4	46.3

3.10.2.2 Key Drivers by Service Centres

When looking at the tables presented over the next three pages, it is apparent that the highest scores on the organisational key driver questions are spread across a number of Service Centres. In contrast, ICT clearly stands out as the Service Centre that has most of the lowest scores, particularly in the areas related to two-way communication (questions 8.5 and 8.2) and the reflection of the prioritisation of service quality in day-to-day decisions. It is also worth noting that the latter question is one that ICT has had one of the biggest declines on since 2013 (-13.2), with the next largest decrease coming from the question about perceived organisational effectiveness (-11.9).

Compared to 2013, Service Centres that have made considerable improvements across the organisational key drivers include: Crime Services, Southern Comm's, Finance, Human Resources, Policy, Performance & Legal, and OFCANZ. The Service Centres that have had notable decreases relative to 2013 are National Tactics (particularly on the questions related to openness and honesty of communications within the Service Centre: -26.0, as well as interest in employee views and opinions: -17.6) and ICT.

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	Crime Services	Financial Crime Group	OFCANZ	Upper North Investigations Support	National Intel (Region)	Central Comm's	Total Organisation
n	132	52	74	98	56	102	8707
8.9: NZ Police is an enjoyable place to work	87.0	82.7	84.9	82.3	83.9	81.0	72.4
8.10: I feel I am working for an effective organisation	86.4	71.2	71.6	74.7	**89.3**	83.0	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	72.7	**80.8**	66.2	55.8	76.8	78.0	60.3
7.5: I feel my contribution is valued in NZ Police	**77.9**	69.2	59.5	58.3	71.4	71.0	51.0
8.8: NZ Police cares about the well-being of its staff	81.1	71.2	64.9	61.1	78.6	64.0	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**82.6**	62.7	**47.9**	66.3	78.6	72.0	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**68.2**	51.9	39.2	41.9	52.7	60.0	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	70.5	61.5	52.1	52.6	72.7	69.0	55.1
1.7: My job gives me a sense of personal achievement	83.3	**92.3**	82.4	87.5	76.4	87.9	78.3
8.2: Communication in my District or my Service Centre is open and honest	**69.7**	65.4	64.9	54.7	**69.6**	64.6	46.3

3.10.2.2 Key Drivers by Service Centres (Continued)

Key Driver Questions	Northern Comm's	Southern Comm's	National Tactics	Prosecutions	Finance	Human Resources	Total Organisation
n	294	110	80	234	63	185	8707
8.9: NZ Police is an enjoyable place to work	72.5	**89.8**	86.3	68.7	71.4	85.9	72.4
8.10: I feel I am working for an effective organisation	78.8	88.1	58.8	63.7	60.3	83.0	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	67.8	77.1	57.5	64.2	60.3	70.1	60.3
7.5: I feel my contribution is valued in NZ Police	55.7	69.7	**41.3**	51.5	61.9	71.0	51.0
8.8: NZ Police cares about the well-being of its staff	51.2	77.1	51.3	**45.3**	69.8	**83.5**	50.9
8.4: There is a sense of 'common purpose' in NZ Police	70.8	77.6	55.0	58.5	64.5	72.8	58.2
8.5: NZ Police is interested in the views and opinions of its staff	42.8	49.5	38.0	36.8	52.4	62.0	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.9	**79.8**	48.7	49.1	60.7	68.1	55.1
1.7: My job gives me a sense of personal achievement	80.6	**92.6**	87.3	82.1	76.2	78.8	78.3
8.2: Communication in my District or my Service Centre is open and honest	42.8	67.0	43.8	46.8	58.7	61.5	46.3

3.10.2.2 Key Drivers by Service Centres (Continued)

Key Driver Questions	ICT	Policy, Performance & Legal	RNZPC	CVIU	PIB	Total Organisation
n	188	56	208	95	54	8707
8.9: NZ Police is an enjoyable place to work	**59.4**	85.7	72.0	77.4	71.2	72.4
8.10: I feel I am working for an effective organisation	**55.1**	75.0	67.6	71.7	65.4	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**49.5**	74.5	66.0	68.8	59.6	60.3
7.5: I feel my contribution is valued in NZ Police	**40.6**	66.1	59.4	57.4	56.6	51.0
8.8: NZ Police cares about the well-being of its staff	**44.9**	71.4	56.3	53.8	53.8	50.9
8.4: There is a sense of 'common purpose' in NZ Police	54.3	76.8	58.9	51.6	56.6	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**33.2**	64.3	44.7	43.0	45.3	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**39.0**	55.6	50.5	57.6	51.9	55.1
1.7: My job gives me a sense of personal achievement	70.4	91.1	81.6	86.0	**67.9**	78.3
8.2: Communication in my District or my Service Centre is open and honest	**31.0**	62.5	52.9	58.1	45.3	46.3

3.10.2.3 Key Drivers by Rank/Level

Mirroring the pattern observed when comparing the engagement profiles by Rank/Level, the Authorised Officers typically have the highest scores on the organisational key driver items, while the Constabulary generally have the lowest scores. Relative to 2013, it is worth noting that there has been a marked improvement in perceptions of care for staff well-being across all three groups (Authorised Officers: +15.7, Employees: +13.5, Constabulary: +9.4). Interestingly, the scores of the three groups vary the most on the question related to the demonstration of prioritisation of service quality in day-to-day decision making, with the Constabulary and Employees providing much lower scores than the Authorised Officers. Further, there are noticeably big gaps between the scores of the Constabulary and both the Authorised Officers and Employees on a number of questions: 8.10, 7.5, 8.8, 8.4 and 8.5, which is likely to be worth investigating further.

Key driver scores across the demographic breakdown within 'Constabulary' and 'Employee' are presented on the next two pages. Within the Constabulary group, Commissioned Officers have provided the most favourable scores, while the Constables have the least favourable scores. As in 2013, those in 'Band 1 & above' within the Employee group continuing to have the highest scores, while 'Band A-F' generally has the lowest scores.

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	Authorised Officer	Constabulary	Employee	Total Organisation
n	146	6172	2389	8707
8.9: NZ Police is an enjoyable place to work	**79.3**	**72.0**	73.1	72.4
8.10: I feel I am working for an effective organisation	**74.0**	**61.5**	70.5	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**63.2**	**59.3**	**62.8**	60.3
7.5: I feel my contribution is valued in NZ Police	**59.6**	**48.2**	58.0	51.0
8.8: NZ Police cares about the well-being of its staff	56.8	**47.4**	**59.5**	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**67.6**	**55.8**	63.9	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**47.9**	**37.3**	46.2	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**71.2**	**53.5**	58.2	55.1
1.7: My job gives me a sense of personal achievement	**74.7**	**79.3**	76.1	78.3
8.2: Communication in my District or my Service Centre is open and honest	**54.2**	**45.0**	49.1	46.3

3.10.2.3.1 Key Drivers for Constabulary

Key Driver Questions	Constable	Sergeant	Senior Sergeant	Commissioned Officer	Constabulary	Total Organisation
n	4418	1121	369	264	6172	8707
8.9: NZ Police is an enjoyable place to work	**69.2**	75.1	83.0	**90.5**	72.0	72.4
8.10: I feel I am working for an effective organisation	**57.0**	67.0	78.1	**90.1**	61.5	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**54.6**	64.5	79.4	**87.4**	59.3	60.3
7.5: I feel my contribution is valued in NZ Police	**42.5**	55.6	68.5	**82.1**	48.2	51.0
8.8: NZ Police cares about the well-being of its staff	**42.3**	51.3	68.8	**87.0**	47.4	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**51.2**	59.6	76.0	**87.4**	55.8	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**31.3**	42.5	62.4	**81.3**	37.3	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**50.2**	55.4	67.2	**82.4**	53.5	55.1
1.7: My job gives me a sense of personal achievement	**77.2**	82.6	84.7	**92.4**	79.3	78.3
8.2: Communication in my District or my Service Centre is open and honest	**39.5**	51.3	67.2	**79.8**	45.0	46.3

3.10.2.3.2 Key Drivers for Employees

Key Driver Questions	Band A - F	Band G - J	Band 1 & above	Employee	Total Organisation
n	1682	566	141	2389	8707
8.9: NZ Police is an enjoyable place to work	**71.6**	75.8	**79.4**	73.1	72.4
8.10: I feel I am working for an effective organisation	70.7	**69.2**	**73.8**	70.5	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**61.5**	64.1	**73.0**	62.8	60.3
7.5: I feel my contribution is valued in NZ Police	**56.5**	60.4	**65.7**	58.0	51.0
8.8: NZ Police cares about the well-being of its staff	**57.0**	62.5	**76.6**	59.5	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**62.0**	64.9	**82.1**	63.9	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**43.6**	50.0	**61.7**	46.2	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	59.4	**53.4**	**63.1**	58.2	55.1
1.7: My job gives me a sense of personal achievement	**74.4**	79.5	**83.0**	76.1	78.3
8.2: Communication in my District or my Service Centre is open and honest	**46.2**	54.2	**63.8**	49.1	46.3

3.10.2.4 Key Drivers by Gender

Unlike the last two years where there was little difference in the way males and females responded to the key driver items, it is clear this year that females have generally responded more positively. Notably, both genders have responded similarly on three questions, related to enjoyment of the workplace, sense of belonging and the openness and honesty of communication within one's District or Service Centre. The biggest differences in scores have come from questions about care for staff well-being (4.7 percentage points), organisational effectiveness (3.6 percentage points) and the sense of common purpose (3.5 percentage points).

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 Organisation
n	2734	5973	8707
8.9: NZ Police is an enjoyable place to work	72.6	72.3	72.4
8.10: I feel I am working for an effective organisation	**66.7**	**63.1**	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	60.8	60.1	60.3
7.5: I feel my contribution is valued in NZ Police	**52.7**	**50.3**	51.0
8.8: NZ Police cares about the well-being of its staff	**54.1**	**49.4**	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**60.6**	**57.1**	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**42.0**	**39.0**	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**56.6**	**54.4**	55.1
1.7: My job gives me a sense of personal achievement	**77.4**	**78.7**	78.3
8.2: Communication in my District or my Service Centre is open and honest	45.9	46.5	46.3

3.10.2.5 Key Drivers by Span of Control

Apart from the general improvement in scores across the board, the pattern of results when looking at key driver scores by span of control is very similar to last year. As in 2013, scores on the key driver items increase in line with the number of reporting staff. The questions with the greatest variability in scores are the same as 2013 – interest in employee views and opinions, care for staff well-being, and openness and honesty of communication within the District or Service Centre – which suggests that continued efforts are required in these areas to bridge these gaps despite improvements since 2013.

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	10-50 reports	Over 50 reports	Total Organisation
n	7033	1036	471	167	8707
8.9: NZ Police is an enjoyable place to work	**70.6**	75.8	84.6	**92.2**	72.4
8.10: I feel I am working for an effective organisation	**62.0**	68.0	79.1	**91.6**	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**57.5**	65.2	79.8	**91.6**	60.3
7.5: I feel my contribution is valued in NZ Police	**47.8**	57.9	73.3	**83.7**	51.0
8.8: NZ Police cares about the well-being of its staff	**47.9**	55.1	71.9	**89.2**	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**55.7**	61.9	76.4	**90.4**	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**36.5**	45.6	64.1	**81.9**	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**53.3**	56.5	68.6	**84.2**	55.1
1.7: My job gives me a sense of personal achievement	**76.6**	82.9	88.0	**93.4**	78.3
8.2: Communication in my District or my Service Centre is open and honest	**42.9**	53.6	68.5	**80.7**	46.3

3.10.2.6 Key Drivers by Tenure

Similar to the pattern observed when comparing the engagement profiles by tenure, staff that have a tenure of less than two years have the most positive views on the organisational key driver questions, while those in the '5 – 9' and '10 – 14' years groups are generally the least positive. Although favourability of scores tends be lower for those in the mid-range tenure groups, given that the '5 – 9' and '10 – 14' years groups are the two biggest tenure groups, it will be worth looking into how their experience of the workplace can be improved.

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 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	Over 35	Total Org
n	972	1046	2327	1387	1120	744	558	272	281	8707
8.9: NZ Police is an enjoyable place to work	**86.4**	80.5	**68.2**	69.0	70.7	**67.2**	70.1	73.2	69.9	72.4
8.10: I feel I am working for an effective organisation	**83.3**	70.0	**59.0**	**59.2**	62.1	**59.1**	63.5	69.0	63.1	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**72.9**	65.9	**56.0**	**55.7**	58.2	**56.0**	62.5	64.7	66.2	60.3
7.5: I feel my contribution is valued in NZ Police	**67.0**	53.1	**44.8**	46.6	48.9	48.8	56.3	54.6	62.2	51.0
8.8: NZ Police cares about the well-being of its staff	**72.0**	55.3	**44.2**	**44.1**	50.1	46.7	51.2	59.9	55.1	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**74.6**	61.2	**54.3**	**53.4**	55.5	56.7	57.7	60.4	60.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**57.4**	41.2	35.4	**33.4**	38.6	37.6	41.7	48.3	45.0	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**74.4**	62.3	51.9	**48.1**	49.9	49.9	52.9	61.6	55.6	55.1
1.7: My job gives me a sense of personal achievement	**84.2**	79.2	**74.1**	76.0	79.7	79.3	82.6	80.1	**83.4**	78.3
8.2: Communication in my District or my Service Centre is open and honest	**59.3**	49.4	**42.0**	**41.4**	43.9	43.6	48.4	56.3	52.7	46.3

3.10.2.7 Key Drivers by Time in Band

Similar to the results of the last two surveys, staff who have spent less than one year in the same band have responded the most favourably to the key driver questions, while those who have been in the same band for at least ten years have generally given the lowest ratings. Responses to the question about the sense of personal achievement derived from one's job are fairly consistent across all groups, while questions where there are the greatest variability in scores relate to care for staff well-being, interest in employee views and opinions, prioritisation of service quality in day-to-day decisions and feeling that one's contribution is valued.

It is also worth noting that the key driver scores have generally increased across all the groups since 2013, but scores on the question about the sense of personal achievement derived from the job have decreased for both the '5 – 9 years' (-3.2) and '10 years or over' groups (-4.6).

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 - 2 years	3 - 4 years	5 - 9 years	10 years or over	Total Organisation
n	1509	1593	1121	2550	1934	8707
8.9: NZ Police is an enjoyable place to work	**84.0**	78.2	72.3	69.2	**63.0**	72.4
8.10: I feel I am working for an effective organisation	**79.3**	69.5	65.6	59.1	**53.9**	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**73.5**	66.4	61.2	55.3	**51.2**	60.3
7.5: I feel my contribution is valued in NZ Police	**67.3**	56.6	50.5	44.8	**42.4**	51.0
8.8: NZ Police cares about the well-being of its staff	**70.7**	56.4	48.7	44.5	**40.5**	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**73.8**	62.4	57.0	54.6	**48.0**	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**58.8**	44.4	39.0	34.6	**29.1**	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	**70.3**	60.6	56.1	51.4	**43.0**	55.1
1.7: My job gives me a sense of personal achievement	**84.3**	80.7	79.0	**75.0**	**75.7**	78.3
8.2: Communication in my District or my Service Centre is open and honest	**61.8**	50.9	46.2	41.6	**36.7**	46.3

3.10.2.8 Key Drivers by PE Type

Examining the key driver scores by PE Type shows that Corporate typically has the most positive scores, while Road Policing generally has the least favourable responses, similar to the observed pattern of results when comparing the engagement profiles of the PE Type groups. Interestingly, relative to the other PE Type groups, staff within Corporate appear to be considerably more positive about care for staff well-being, interest in employee views, feeling valued and the sense of common purpose.

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	Corporate	Investigations	Operations	Prevention	Response	Road Policing	Total Organisation
n	857	1723	1261	1337	2625	881	8707
8.9: NZ Police is an enjoyable place to work	**76.4**	73.3	**69.8**	71.6	73.5	**69.0**	72.4
8.10: I feel I am working for an effective organisation	**71.4**	**61.9**	62.6	62.5	66.1	**61.3**	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	**65.5**	59.8	57.9	59.9	62.1	**55.0**	60.3
7.5: I feel my contribution is valued in NZ Police	**61.7**	50.4	50.2	49.5	50.2	**47.9**	51.0
8.8: NZ Police cares about the well-being of its staff	**66.7**	49.3	48.9	50.1	49.2	**47.0**	50.9
8.4: There is a sense of 'common purpose' in NZ Police	**67.5**	57.3	57.2	56.9	58.9	**52.5**	58.2
8.5: NZ Police is interested in the views and opinions of its staff	**52.6**	38.9	38.2	40.4	38.9	**34.6**	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	57.3	**51.7**	**51.9**	53.9	**59.2**	54.2	55.1
1.7: My job gives me a sense of personal achievement	80.2	**81.8**	**75.1**	78.0	78.4	**74.7**	78.3
8.2: Communication in my District or my Service Centre is open and honest	**54.5**	45.3	47.4	46.7	45.0	**42.1**	46.3

3.10.2.9 Key Drivers by Ethnicity – Overall Ethnicity Comparisons

Comparing the key driver scores of the different ethnic groups shows that the 'Other Ethnic Groups' have generally responded the most positively this year, while 'Pakeha' remains the least positive. Across the ethnic groups, the scores are most similar for the question about the sense of personal achievement, while the scores are most varied on the questions relating to the sense of common purpose and the perceived prioritisation of service quality in day-to-day decisions.

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 Organisation
n	4930	735	1072	325	162	49	8707
8.9: NZ Police is an enjoyable place to work	70.9	74.2	71.4	78.1	76.7	81.6	72.4
8.10: I feel I am working for an effective organisation	61.2	65.2	65.0	75.2	71.0	77.6	64.2
8.7: I feel a sense of belonging to my District or my Service Centre	58.8	61.8	60.4	67.9	65.6	71.4	60.3
7.5: I feel my contribution is valued in NZ Police	48.0	51.2	51.0	60.6	57.8	59.2	51.0
8.8: NZ Police cares about the well-being of its staff	48.0	49.1	50.4	60.2	56.9	61.2	50.9
8.4: There is a sense of 'common purpose' in NZ Police	56.0	56.8	57.4	70.3	70.2	71.4	58.2
8.5: NZ Police is interested in the views and opinions of its staff	37.3	39.7	39.8	44.9	49.1	55.1	39.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.1	58.5	56.2	71.4	71.3	71.4	55.1
1.7: My job gives me a sense of personal achievement	78.2	82.1	77.1	82.9	80.9	81.6	78.3
8.2: Communication in my District or my Service Centre is open and honest	44.1	46.7	48.1	49.8	55.9	61.2	46.3

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

Service Centre	Number of Responses	Response Rate
Commissioner	45	81.8%
Ethnic Affairs	5	50.0%
Executive and Ministerial	20	87.0%
Public Affairs	20	90.9%
D/C Operations	12	57.1%
Investigations and International	377	80.2%
Crime Services	132	86.8%
Financial Crime Group	52	88.1%
ISG	20	37.7%
OFCANZ	74	86.0%
Pacific Islands Chief of Police	1	25.0%
Upper North Investigations Support	98	84.5%
National Intel	56	90.3%
National Operations	875	79.3%
Communications Centre	522	84.7%
Central Comm's	102	81.0%
Nat Comm's M'ment Group	16	100.0%
Northern Comm's	294	84.7%
Southern Comm's	110	86.6%
Firearms Licensing	4	100.0%
National Operations	15	83.3%
National Prevention	20	71.4%
National Tactics	80	68.4%
Prosecutions	234	73.1%
Resource Management	707	82.2%
Finance	63	75.9%
Human Resources	185	83.7%
ICT	188	77.0%
Policy, Performance & Legal	56	91.8%
Risk, Assurance & Planning	7	87.5%
RNZPC	208	85.6%
Road Policing	172	73.2%
CVIU	95	84.1%
PIB	54	56.8%
Road Policing	23	85.2%
Total Organisation	8707	73.0%

District	Number of Responses	Response Rate
Upper North	3469	71.3%
Auckland City District	646	66.5%
Bay of Plenty District	547	72.4%
Counties/Manukau District	952	76.5%
Northland District	237	63.4%
Waikato District	531	76.6%
Waitemata District	556	67.5%
Lower North & South	2994	70.3%
Canterbury District	662	65.5%
Central District	554	69.7%
Eastern District	371	73.8%
Southern District	445	69.1%
Tasman District	277	74.5%
Wellington District	685	73.2%
Total Organisation	8707	73.0%

Span of Control

Span of Control	Number of Responses
No reports	7033
Under 10 reports	1036
10-50 reports	471
Over 50 reports	167
Total Organisation	8707

Rank/Level

Rank/Level	Number of Responses
Authorised Officer	146
Band A - F	140
Band G - J	5
Constabulary	6172
Constable	4418
Sergeant	1121
Senior Sergeant	369
Commissioned Officer	264
Employee	2389
Band A - F	1682
Band G - J	566
Band 1 & above	141
Total Organisation	8707

Tenure

Tenure	Number of Responses
Under 2	972
2 - 4	1046
5 - 9	2327
10 - 14	1387
15 - 19	1120
20 - 24	744
25 - 29	558
30 - 34	272
Over 35	281
Total Organisation	8707

Time in Band

Time in Band	Number of Responses
Under 1 year	1509
1 - 2 years	1593
3 - 4 years	1121
5 - 9 years	2550
10 years or over	1934
Total Organisation	8707

Gender

Gender	Number of Responses
Female	2734
Male	5973
Total Organisation	8707

PE Type

PE Type	Number of Responses
Corporate	857
Investigations	1723
Operations	1261
Prevention	1337
Response	2625
Road Policing	881
Unassigned	23
Total Organisation	8707

Ethnicity

Ethnicity	Number of Responses
Pakeha	4930
Maori	735
Europeans	1072
Pacific Peoples	325
Asian Peoples	162
Other Ethnic Groups	49
Total Organisation	8707

Appendix 2: Questionnaire

The NZ Police Workplace Survey 2014 is made up of 68 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. The Work I Do
1.1: The responsibilities of my job are clearly defined
1.2: I know how my work contributes to the effectiveness of NZ Police
1.3: I understand how my performance is measured
1.4: My performance is fairly assessed
1.5: NZ Police provides adequate training for the work I do
1.6: The work I do makes good use of my knowledge and skills
1.7: My job gives me a sense of personal achievement
1.8: I am strongly committed to the work I do
1.9: I am motivated to do the best I can in my job everyday

2. Learning and Development
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police
2.2: I am encouraged to try new ways of doing things
2.3: There are learning and development opportunities for me in NZ Police
2.4: There are career development opportunities for me in NZ Police

3. Work Conditions
3.1: I am satisfied with my physical work environment
3.2: The level of work-related stress I experience in my job is acceptable
3.3: I am able to maintain a balance between my personal and working life
3.4: The pay and benefits I receive are fair for the work I do

4. My Team
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police
4.2: Roles and responsibilities are clearly defined in my team
4.3: The way work is allocated in my team is fair
4.4: People I work with cooperate to get the job done
4.5: I can rely on the support of others in my team
4.6: I feel part of an effective team
4.7: People are held accountable for their performance in my team
4.8: Poor performance is dealt with effectively in my team

5. Respect & Integrity in the Workplace
5.1: Staff in my team respect employee diversity
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately
5.6: If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively? (Yes/No)

6. My Supervisor
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police
6.2: My supervisor treats staff with respect
6.3: My supervisor communicates the goals and objectives of our team effectively
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team
6.5: I get regular feedback on my performance from my supervisor (formal/informal)

6.6: I have confidence in my supervisor

7. Recognition
7.1: NZ Police has appropriate ways of recognising outstanding achievement
7.2: People here are appointed to positions based on merit
7.3: We celebrate success in NZ Police
7.4: I get recognition when I do a good job
7.5: I feel my contribution is valued in NZ Police

8. Vision and Purpose + Communication and Cooperation
8.1: NZ Police has a clear vision of where it's going and how it's going to get there
8.2: Communication in my District or my Service Centre is open and honest
8.3: I feel informed about NZ Police and its activities
8.4: There is a sense of 'common purpose' in NZ Police
8.5: NZ Police is interested in the views and opinions of its staff
8.6: Teams within NZ Police work well together
8.7: I feel a sense of belonging to my District or my Service Centre
8.8: NZ Police cares about the well-being of its staff
8.9: NZ Police is an enjoyable place to work
8.10: I feel I am working for an effective organisation
8.11: I intend to continue working at NZ Police for at least the next 12 months

9. Quality and Excellence
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
9.2: NZ Police expects high standards of performance from its people
9.3: I have the tools and resources I need to do my job
9.4: I am sufficiently involved in decisions that affect the way I do my job
9.5: Systems and processes I use enable me to do my job well
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done
9.7: NZ Police delivers on the promises it makes to its customers

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: Changes in response to the 2013 Workplace Survey have had a positive impact on my team
11.2: My supervisor has actively involved our team in making changes as a result of the last survey
11.3: I believe actions will be taken based on the results of this 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: IBM State Sector Benchmark

The following 35 New Zealand State Sector organisations made up the 2014 IBM State Sector Benchmark. These organisations have conducted their workplace/employee survey with IBM within the last 2 years.

Airways New Zealand
Careers New Zealand
Civil Aviation Authority of New Zealand
Commerce Commission
Creative New Zealand
Crown Law Office
Department of Corrections
Department of Internal Affairs
Dispute Resolution Services Ltd
Education New Zealand
Electricity Authority
Energy Efficiency & Conservation Authority
Environmental Protection Authority
Maritime New Zealand
Ministry for Culture & Heritage
Ministry for Primary Industries
Ministry of Defence
Ministry of Foreign Affairs & Trade
Ministry of Justice
Ministry of Women's Affairs
New Zealand Customs Service
New Zealand Historic Places Trust
New Zealand Police
New Zealand Qualifications Authority
New Zealand Trade & Enterprise
Parliamentary Counsel Office
Real Estate Agents Authority
Reserve Bank of New Zealand
Serious Fraud Office
Standards New Zealand
Statistics New Zealand - Te Tari Tatau
Te Puni Kokiri - Ministry of Maori Development
The Quit Group
The Treasury
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.

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

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 2014 New Zealand Police Workplace Survey contained 68 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.