

# NZ Police Workplace Survey 2015

## Report of Findings

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23.03.2015



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# 1. Introduction

2015 is the sixth 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 2015 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. Finally, it is possible to get a sense of what key issues are viewed as favourable or less favourable by going beyond 'the numbers'.

### 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 in section 3.11. These are the Key Drivers of engagement unique to NZ Police and are powerful predictors of engagement. They are therefore of great importance when considering priorities for improvement initiatives. As a rule you should focus your attention first on the '**high importance-low performance**' drivers (shaded red) – these key drivers have a significant impact on engagement but their performance scores are poor relative to the IBM 2015 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 2015 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

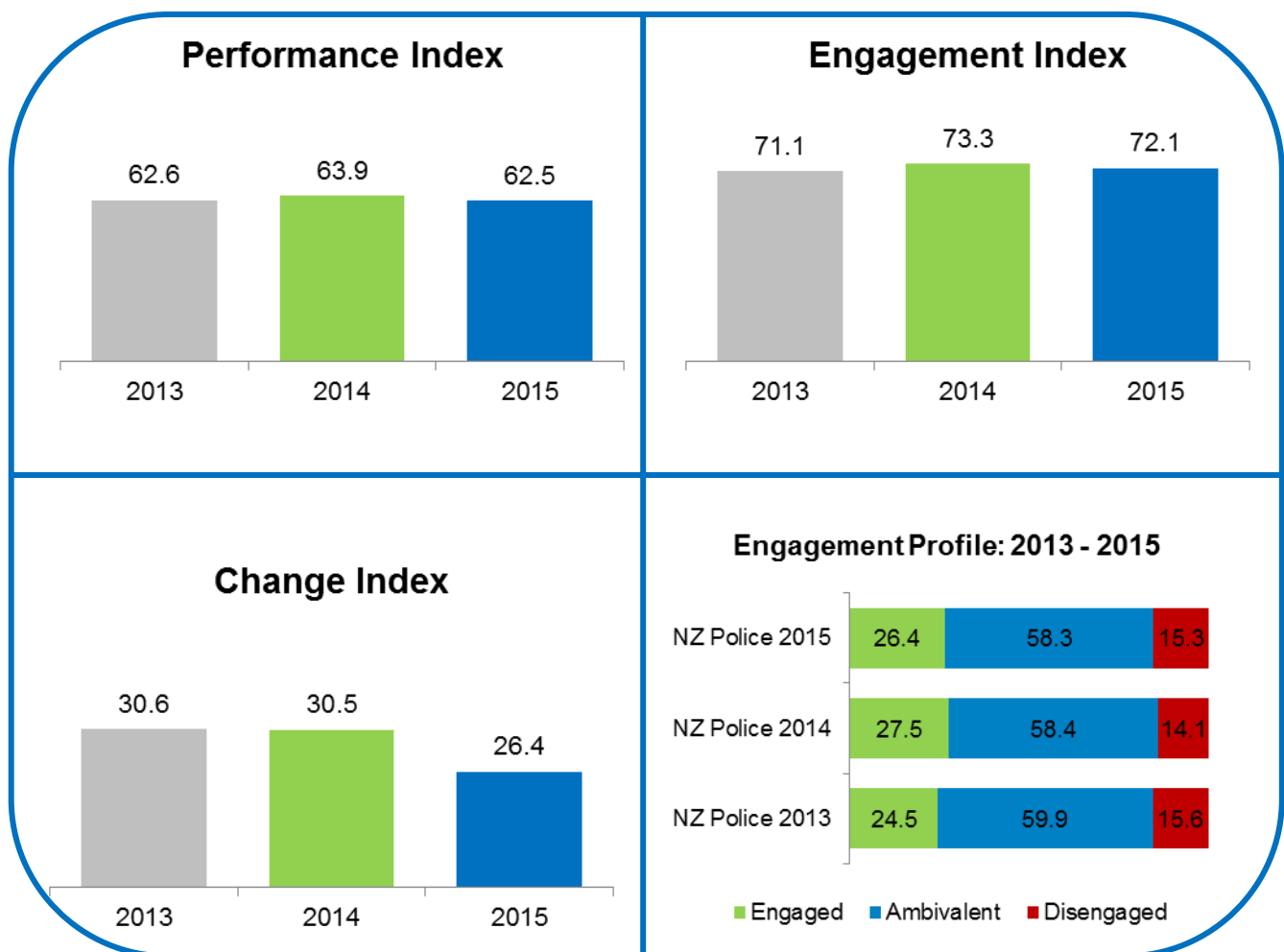
Key terms are defined in the Glossary on the very last page of this report. A comprehensive Survey Methodologies document provides a complete description of scope and methodologies employed in the NZ Police Workplace Survey 2015.

## 2. Executive Summary

### 2.1 Results Dashboard

The graphs below show the shifts in the key metrics since 2013.

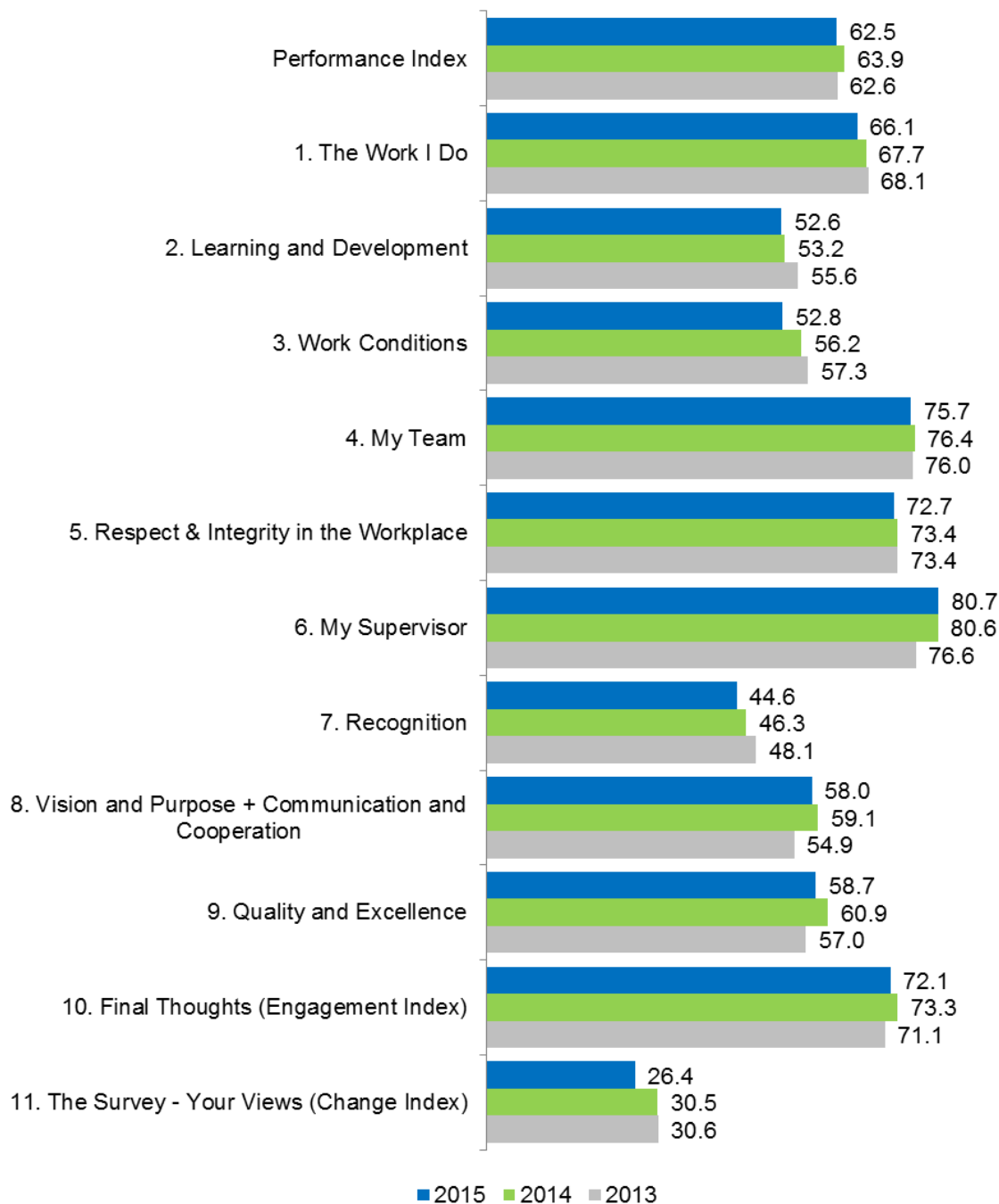
Since 2014, neither the Performance Index nor the Engagement Index have seen significant shifts. Similarly, looking at the Engagement Profile, there are no significant differences in the proportion of Engaged and Ambivalent staff between the 2015 and 2014 surveys. However, the proportion of Disengaged staff has seen a small but statistically significant increase since 2014, returning to 2013 levels. As for the Change Index, which represents perceptions of how effectively the survey has been used for improving the organisation, there has been a significant decrease since 2014 (-4.1).



\*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 2013. Relative to 2014, most sections have not changed, however two sections saw significant decreases: 'The Survey - Your Views' (-4.1) and 'Work Conditions' (-3.4).

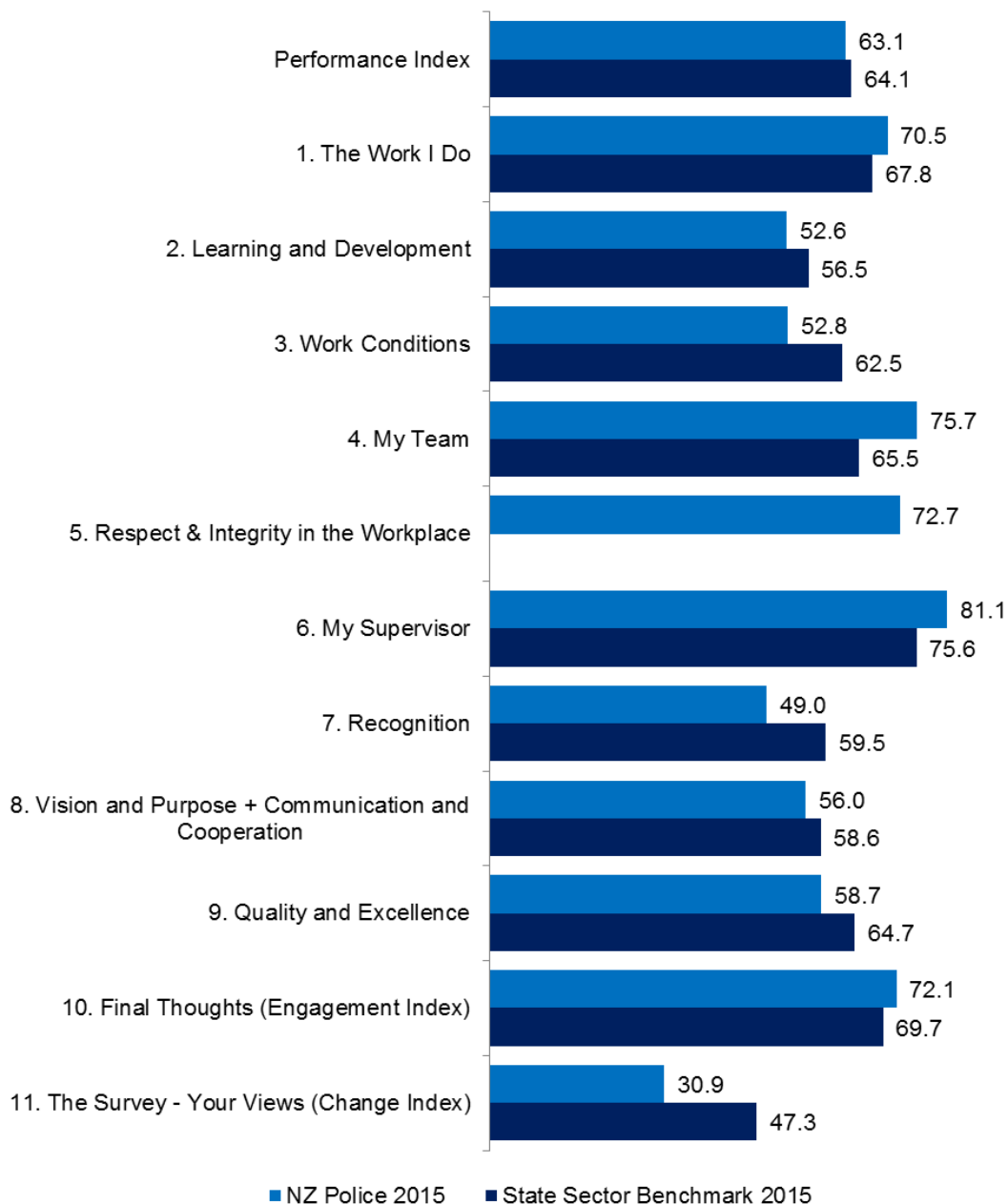


\*Please note that the section summary scores shown above are calculated based on questions common to the surveys from all three years to ensure that the scores being compared are based on the same set of questions.

## 2.3 Section Summary Results – Benchmark Comparisons

The graph below shows how NZ Police is currently scoring against the IBM 2015 State Sector Benchmark. As in 2014, 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 10.2 percentage points and 5.5 percentage points above the benchmark respectively. As in 2014 'The Survey – Your Views' (Change Index) remains the section with the largest negative gap to close, with this gap having widened since 2014 (from -11.5 to -16.4), followed by 'Recognition' (-10.5) and 'Work Conditions' (-9.7).



\*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

8,361 employees participated in the NZ Police Workplace Survey 2015, giving a response rate of 69.1% (down from 73.0% in 2014).

## 2.5 Accuracy of Measurement

With a response rate of 69.1% in an organisation the size of NZ Police, reported scores are good representative reflection 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

- Employee Engagement has remained static overall for NZ Police, with a slight increase in Disengaged Staff. Some areas and departments have had good improvements in Engagement levels, particularly those areas that have had improvements in people's perceptions of being involved and listen to.
- No survey items improved at the NZ Police overall level , although some differences exist in perceptions amongst Districts and Service Centres – with some experiencing positive change, and some experiencing negative change.
- NZ Police are ahead of the State Sector benchmark in some aspects of the workplace culture, particularly Employee Engagement and some aspects of managing individual performance.
- Other strengths include the high levels of commitment and motivation to the work people do at NZ Police, the connection people feel with supervisors, and camaraderie within teams.
- Taking into account the key drivers of engagement and aspects of the workplace that are furthest from the State Sector benchmark, IBM recommend that NZ Police's primary focus for 2015 is in improving people's perceptions that NZ Police values people's contribution through: growth & development; acknowledging people's contribution and recognising good work; and involving people in change, with a particular focus on involving people by responding to their feedback.

## 2.7 Executive Summary

### 2.7.1 Key Improvements and Declines

- Since the 2014 survey, there have been positive and negative changes in employee perceptions across Districts and Services Centres. However for NZ Police overall most topics surveyed saw no significant change in perceptions of NZ Police as a place to work. Nine of the 68 survey items had significant decreases at the total organisation level.
- Most of the significant declines this year are in relation to two themes: confidence that the *Workplace Survey is used effectively to improve the organisation*, and “enabling high performance”, through having *access to tools and resources, delivering on ‘the customer promise’, and development*. Perceptions have also declined in regard to receiving fair pay & benefits, and acceptable levels of workplace stress.

### 2.7.3 Employee Engagement





- The level of employee engagement within NZ Police has not seen significant change this year, remaining at a similar level to 2014. While statistically the proportion of disengaged increased from 2014, the overall levels of engaged and disengaged staff, and the Engagement Index are still slightly improved on 2013.
- Auckland City District and Counties Manukau have retained the highest Engagement levels at District level. While no Districts had 'significant' improvement in Engagement, there have been good improvements in some Areas. Northland's Engagement Index increased 4.2 points (5 would be considered 'significant'), with Disengaged staff decreasing from 30.5% to 23.5%, reflecting some good improvements in some of the Northland Areas. Although Northland still has the lowest Engagement Index at District level, they have a higher proportion of 'Engaged' staff than Eastern and Southern Districts, who along with Central District have a similar proportion of Disengaged staff to Northland. Notable declines in Engagement since 2014 were seen in Tasman District and Wellington District.
- Two Service Centres had notable increases in Engagement this year (Information and Technology, and RNZPC), and high levels of Engagement were maintained in Financial Crime Group, National Crime Group, National Intel, People, and Communications Centre. Declines in Engagement were seen in Finance, National Tactics, Upper North Investigations Support, and CVIU National.

#### 2.7.4 Comparison to Benchmark

- Compared to the State Sector benchmark, NZ Police still perform well in many areas, including employee engagement. NZ Police's greatest strengths compared to other State Sector organisations relate to people's perceptions of their *supervisor and their team* as well as *inter-team work, high performance standards expected of people, perceptions on how individual performance is managed, career development opportunities, clarity of team roles, and skills being put to good use*. These items, while important, are not directly drivers of employee engagement.
- NZ Police also have some internal strengths that do not have an external benchmark, particularly in regard to *commitment and motivation to do the work, teams' respect for diversity and values aligned behaviour within teams*.
- 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 of belonging with NZ Police, the sense that 'NZ Police' cares for people's wellbeing, is interested in people's opinions, values their contribution*, and also that *communication is open and honest*. These items form a theme requiring focus, along with others items related to 'involvement' such as *how the survey is used to drive improvements, including people in decision-making about things that affect their job, and encouraging improvements to the way things are done*.

#### 2.7.5 Key Drivers of Engagement within NZ Police

- There are three general themes of what drives engagement for people who work at NZ Police. These key drivers are the same ones identified in 2014, and the scores for these items are on par with 2014 scores. However, some Districts and Service Centres have seen good progress with improving people's perceptions of these important items – particularly Auckland City and Northland Districts, Information and Technology, and RNZPC. These are however, balanced out by some significant declines within some Districts – notably Central, Tasman, Wellington and Eastern Districts. Declines in these items were also seen in most Service Centres.
- Key Themes of items that drive engagement at NZ Police:

- **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. This desire to make a difference is backed up by the compelling and passionate comments that people made in relation to 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 **think the organisation is effective**, see a sense of **common purpose**, and believe that **decisions reflect that quality of service is a high priority**. Last year, these were considered strengths compared to the average for the State Sector, in 2015 NZ Police score on par with the benchmark in these areas.
- **Feeling included in what goes on at NZ Police:**  
People at NZ Police are more likely to be 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. These are all areas where NZ Police rate low compared to the State Sector Benchmark. It is also the topic that is most commented on with regard to what needs to change in the organisation.
- **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 environment**, 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. NZ Police score low overall on these factors compared to the State Sector benchmark.

## 2.7.6 Taking Action

- At the overall NZ Police level, many people are less positive this year about how effectively NZ Police use the Workplace Survey and their feedback to improve the organisation, 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 2015

- People at NZ Police are very passionate about making a difference and they find a strong sense of personal achievement through the work they do. 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 know that their efforts are acknowledged and *recognised*, and they need to *feel included* in what goes on at NZ Police. These three areas can be summarised as one key recommendation for NZ Police – improving people's **perceptions that their contribution is valued**. These recommended focus areas remain the same as in 2014. With work having begun to address some of these areas in

response to the 2014 survey, a new focus on the processes with which these improvements will be rolled out across the organisation will be critical for successful cultural transformation.

- **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), and has declined further this year.

- **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. NZ Police's Prevention First strategy and revised organisational values could be opportunities to review what behaviours and achievements get recognised, rewarded, and celebrated, as well as how recognition is delivered.

- **Involvement**

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.

While NZ Police overall haven't improved their scores in this theme, there are some Areas and Departments that have seen great improvements in regard to involving people, which has also had a flow on effect to improvements in Employee Engagement for the teams. 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, in a way that is tailored to be relevant for NZ Police.

Many people at NZ Police have positive perceptions that their supervisor is involving them in change, however this perception does not extend beyond their immediate team. Understanding how supervisors and managers communicate with their people about organisational level changes may help to ensure alignment of messaging throughout all levels of leadership. Ensuring supervisors realise that what they say about the 'organisation', and how they say it can influence people's perceptions of 'feeling valued' will not only be an important part of building engagement across the organisation, but also ensure change processes are effective, through gaining people's buy-in.

### 3. Detailed Results

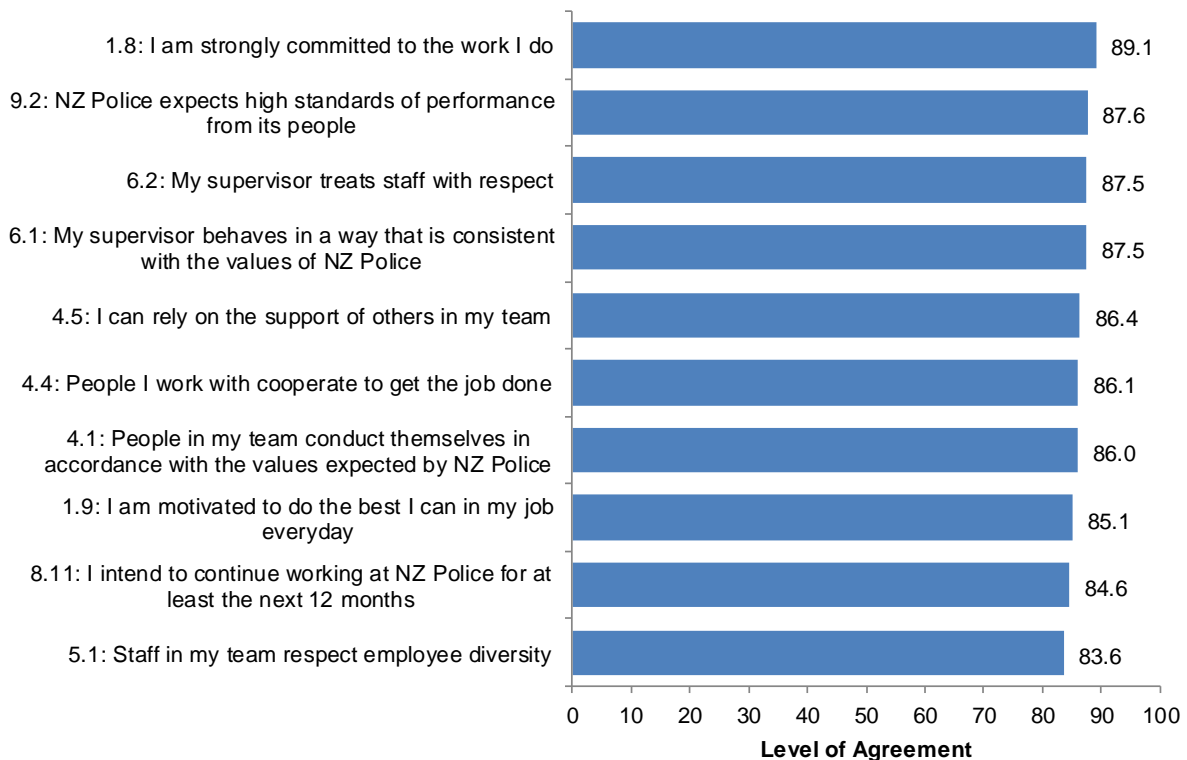
#### 3.1 Sample

All of NZ Police's approximately 12,105 employees were invited to participate in the survey. A total of 8,361 responses were obtained, giving a response rate of 69.1%. This is still considered a good response rate for an organisation of this size, although the response rates have been declining over the last few years (2014: 73.0% 2013: 74.8%, 2012: 77.1%).

#### 3.2 Margin of Error

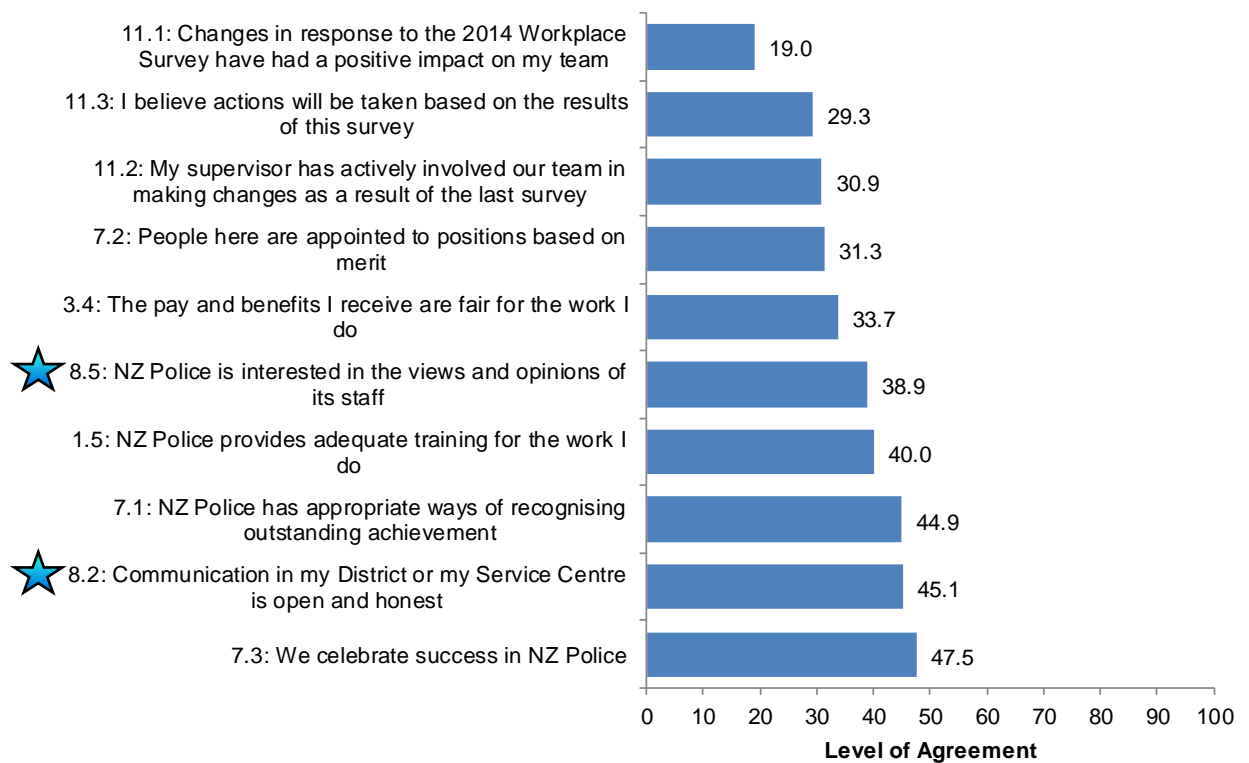
Based on a population size of 12,105 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 0.6%, indicating a very high degree of precision in measurement at the total organisation level. Note that the actual margin of error 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



Nine out of the ten highest rated questions this year were also amongst the list of ten highest rated questions last year, with question 5.1 being the only new one this year. As in 2014, this mix of questions reflects a highly committed workforce, with a high level of agreement to statements about performance expectations, as well as good individual and team work ethics, and favourable views of values-aligned behaviours, as well as supervisor-staff interactions.

### 3.4 Lowest Rated Questions



★ = a key driver of employee engagement within NZ Police in 2015

All of the 10 lowest rated questions were also the lowest scoring in 2014, with questions 11.1 and 11.3 continuing to be the two lowest rated questions across the organisation. All questions, excluding question 7.3, have also seen a decline in scores since 2014. For six questions (11.1, 11.3, 11.2, 7.2, 3.4, 1.5) this decline is statistically significant.

Concern remains that the area of involvement and communication continues to appear in the lowest rated questions, especially as questions 8.5 and 8.2 are once again key drivers of employee engagement within NZ Police. These questions have also seen a slight decline in scores since 2014.

### 3.5 Question Level Results – Benchmark

Responses to the NZ Police Workplace Survey 2015 were benchmarked against the IBM 2015 State Sector Benchmark. The benchmark database consists of 37 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, 15 questions scored significantly higher than the benchmark, 22 scored significantly lower than the benchmark and the remainder were not significantly different.

Differences in performance scores between NZ Police and the IBM 2015 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 8,300 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 2015. 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 2015	State Sector Benchmark 2015	Difference
4.8: Poor performance is dealt with effectively in my team	53.3	29.8	+23.5
2.4: There are career development opportunities for me in NZ Police	53.5	38.2	+15.3
1.6: The work I do makes good use of my knowledge and skills	74.4	59.6	+14.8
9.2: NZ Police expects high standards of performance from its people	87.6	78.8	+8.8
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	68.5	61.0	+7.5

#### 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 2015. 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 2015	State Sector Benchmark 2015	Difference
8.5: NZ Police is interested in the views and opinions of its staff*	38.9	57.0	-18.1
3.4: The pay and benefits I receive are fair for the work I do	33.7	51.3	-17.6
8.8: NZ Police cares about the well-being of its staff*	48.7	65.9	-17.2
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	30.9	47.3	-16.4
9.4: I am sufficiently involved in decisions that affect the way I do my job	49.2	63.4	-14.2

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 2015, alongside the corresponding IBM 2015 State Sector Benchmark, where available. In total, 49 survey questions were able to be benchmarked. Of these, 22 questions had significantly lower scores than the benchmark, 15 had significantly higher scores and the remainder were not significantly different to the benchmark.

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2015	State Sector Benchmark 2015	Difference
The Work I Do	1.1: The responsibilities of my job are clearly defined	75.8	73.6	2.2
	1.2: I know how my work contributes to the effectiveness of NZ Police	82.8	83.9	-1.1
	1.3: I understand how my performance is measured	59.4	59.2	0.2
	1.4: My performance is fairly assessed	52.7	60.4	-7.7
	1.5: NZ Police provides adequate training for the work I do	40.0	NA	NA
	1.6: The work I do makes good use of my knowledge and skills	74.4	59.6	14.8
	1.7: My job gives me a sense of personal achievement	77.9	75.6	2.3
	1.8: I am strongly committed to the work I do	89.1	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	52.3	65.8	-13.5
	2.2: I am encouraged to try new ways of doing things	49.7	60.9	-11.2
	2.3: There are learning and development opportunities for me in NZ Police	54.8	61.4	-6.6
	2.4: There are career development opportunities for me in NZ Police	53.5	38.2	15.3
Work Conditions	3.1: I am satisfied with my physical work environment	60.1	70.8	-10.7
	3.2: The level of work-related stress I experience in my job is acceptable	52.2	59.4	-7.2
	3.3: I am able to maintain a balance between my personal and working life	64.9	68.5	-3.6
	3.4: The pay and benefits I receive are fair for the work I do	33.7	51.3	-17.6
My Team	4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.0	NA	NA
	4.2: Roles and responsibilities are clearly defined in my team	76.4	69.5	6.9
	4.3: The way work is allocated in my team is fair	71.5	72.5	-1.0
	4.4: People I work with cooperate to get the job done	86.1	85.8	0.3
	4.5: I can rely on the support of others in my team	86.4	86.9	-0.5
	4.6: I feel part of an effective team	80.3	77.0	3.3
	4.7: People are held accountable for their performance in my team	65.7	NA	NA
	4.8: Poor performance is dealt with effectively in my team	53.3	29.8	23.5

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2015	State Sector Benchmark 2015	Difference
Respect & Integrity in the Workplace	5.1: Staff in my team respect employee diversity	83.6	NA	NA
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.1	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	69.2	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)	68.4	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	63.0	NA	NA
My Supervisor	6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.5	80.3	7.2
	6.2: My supervisor treats staff with respect	87.5	83.4	4.1
	6.3: My supervisor communicates the goals and objectives of our team effectively	78.8	NA	NA
	6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	81.0	77.8	3.2
	6.5: I get regular feedback on my performance from my supervisor (formal/informal)	68.5	61.0	7.5
	6.6: I have confidence in my supervisor	80.9	NA	NA
Recognition	7.1: NZ Police has appropriate ways of recognising outstanding achievement	44.9	NA	NA
	7.2: People here are appointed to positions based on merit	31.3	NA	NA
	7.3: We celebrate success in NZ Police	47.5	57.7	-10.2
	7.4: I get recognition when I do a good job	50.3	61.4	-11.1
	7.5: I feel my contribution is valued in NZ Police	49.2	59.4	-10.2
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	60.0	64.5	-4.5
	8.2: Communication in my District or my Service Centre is open and honest	45.1	49.3	-4.2
	8.3: I feel informed about NZ Police and its activities	56.0	61.7	-5.7
	8.4: There is a sense of 'common purpose' in NZ Police	57.2	57.8	-0.6
	8.5: NZ Police is interested in the views and opinions of its staff	38.9	57.0	-18.1
	8.6: Teams within NZ Police work well together	54.1	46.9	7.2
	8.7: I feel a sense of belonging to my District or my Service Centre	59.8	64.9	-5.1
	8.8: NZ Police cares about the well-being of its staff	48.7	65.9	-17.2



Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2015	State Sector Benchmark 2015	Difference
Vision and Purpose + Communication and Cooperation	8.9: NZ Police is an enjoyable place to work	71.2	NA	NA
	8.10: I feel I am working for an effective organisation	62.8	NA	NA
	8.11: I intend to continue working at NZ Police for at least the next 12 months	84.6	85.2	-0.6
Quality and Excellence	9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.9	55.1	-2.2
	9.2: NZ Police expects high standards of performance from its people	87.6	78.8	8.8
	9.3: I have the tools and resources I need to do my job	53.4	63.4	-10.0
	9.4: I am sufficiently involved in decisions that affect the way I do my job	49.2	63.4	-14.2
	9.5: Systems and processes I use enable me to do my job well	59.1	NA	NA
	9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	57.5	61.9	-4.4
	9.7: NZ Police delivers on the promises it makes to its customers	51.5	65.0	-13.5
Final Thoughts (Engagement Index)	10.1: Overall, I'm satisfied with my job	73.1	69.2	3.9
	10.2: Overall, I would recommend NZ Police as a great place to work	66.6	61.5	5.1
	10.3: I take an active interest in what happens in NZ Police	80.7	82.1	-1.4
	10.4: I feel inspired to go the extra mile to help NZ Police succeed	71.5	74.0	-2.5
	10.5: I feel a sense of commitment to NZ Police	80.9	76.7	4.2
	10.6: NZ Police inspires me to do the best I can in my job every day	59.8	54.8	5.0
The Survey - Your Views (Change Index)	11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	19.0	NA	NA
	11.2: My supervisor has actively involved our team in making changes as a result of the last survey	30.9	47.3	-16.4
	11.3: I believe actions will be taken based on the results of this survey	29.3	NA	NA

### 3.6 Question Level Results – Trend

Employee responses to the 2015 and 2014 NZ Police Workplace Surveys were compared. All 68 rating scale questions could be trended against the 2014 survey and of these, nine questions showed a significant decline in score, while the remaining questions did not have scores significantly different to the 2014 survey.

Differences in performance scores between the 2015 and 2014 NZ Police Workplace Surveys are presented in the following tables. The questions shown in **green font** are where the scores have significantly improved since 2014; those in **red font** have significantly declined; while the scores for questions in **black font** have not changed significantly since 2014.

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 8,300 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 2015 and 2014 surveys. As indicated by the font colour, there were no questions that have seen significant improvements since 2014.

Question	Performance Score (Level of Agreement)		
	NZ Police 2015	NZ Police 2014	Difference
6.2: My supervisor treats staff with respect	87.5	86.7	+0.8
1.8: I am strongly committed to the work I do	89.1	88.6	+0.5
7.3: We celebrate success in NZ Police	47.5	47.0	+0.5
9.2: NZ Police expects high standards of performance from its people	87.6	87.3	+0.3
5.1: Staff in my team respect employee diversity	83.6	83.4	+0.2

#### 3.6.2 Biggest Negative Differences– Trend Comparison

The table below shows the questions with the biggest negative differences between 2015 and 2014 scores. As indicated by the font colour, the scores for all of these questions have significantly declined since 2014.

Question	Performance Score (Level of Agreement)		
	NZ Police 2015	NZ Police 2014	Difference
3.4: The pay and benefits I receive are fair for the work I do	33.7	40.1	-6.4
1.5: NZ Police provides adequate training for the work I do	40.0	44.8	-4.8
11.3: I believe actions will be taken based on the results of this survey	29.3	33.8	-4.5
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	30.9	35.2	-4.3
9.3: I have the tools and resources I need to do my job	53.4	57.2	-3.8

### 3.6.3 Trend Comparisons - All Questions

The table below shows the results for the questions from the 2015 NZ Police Workplace Survey, as well as the corresponding score from 2014, where relevant. All 68 rating scale questions in the survey were able to be trended. Of these, 9 questions have significantly declined, and the remaining questions have not had a significant change in score since 2014.

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2015	NZ Police 2014	Difference
The Work I Do	1.1: The responsibilities of my job are clearly defined	75.8	76.1	-0.3
	1.2: I know how my work contributes to the effectiveness of NZ Police	82.8	83.9	-1.1
	1.3: I understand how my performance is measured	59.4	61.1	-1.7
	1.4: My performance is fairly assessed	52.7	54.6	-1.9
	1.5: NZ Police provides adequate training for the work I do	40.0	44.8	-4.8
	1.6: The work I do makes good use of my knowledge and skills	74.4	75.0	-0.6
	1.7: My job gives me a sense of personal achievement	77.9	78.3	-0.4
	1.8: I am strongly committed to the work I do	89.1	88.6	0.5
	1.9: I am motivated to do the best I can in my job everyday	85.1	85.1	0.0
Learning and Development	2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	52.3	53.2	-0.9
	2.2: I am encouraged to try new ways of doing things	49.7	51.2	-1.5
	2.3: There are learning and development opportunities for me in NZ Police	54.8	55.0	-0.2
	2.4: There are career development opportunities for me in NZ Police	53.5	53.4	0.1
Work Conditions	3.1: I am satisfied with my physical work environment	60.1	62.5	-2.4
	3.2: The level of work-related stress I experience in my job is acceptable	52.2	54.9	-2.7
	3.3: I am able to maintain a balance between my personal and working life	64.9	67.2	-2.3
	3.4: The pay and benefits I receive are fair for the work I do	33.7	40.1	-6.4
My Team	4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.0	86.2	-0.2
	4.2: Roles and responsibilities are clearly defined in my team	76.4	76.9	-0.5
	4.3: The way work is allocated in my team is fair	71.5	72.5	-1.0
	4.4: People I work with cooperate to get the job done	86.1	86.5	-0.4
	4.5: I can rely on the support of others in my team	86.4	86.9	-0.5
	4.6: I feel part of an effective team	80.3	81.2	-0.9
	4.7: People are held accountable for their performance in my team	65.7	66.9	-1.2
	4.8: Poor performance is dealt with effectively in my team	53.3	54.4	-1.1

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2015	NZ Police 2014	Difference
Respect & Integrity in the Workplace	5.1: Staff in my team respect employee diversity	83.6	83.4	0.2
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.1	79.7	-0.6
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.2	70.4	-1.2
	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)	68.4	69.1	-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	63.0	64.4	-1.4
My Supervisor	6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.5	87.4	0.1
	6.2: My supervisor treats staff with respect	87.5	86.7	0.8
	6.3: My supervisor communicates the goals and objectives of our team effectively	78.8	79.0	-0.2
	6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	81.0	81.1	-0.1
	6.5: I get regular feedback on my performance from my supervisor (formal/informal)	68.5	68.8	-0.3
	6.6: I have confidence in my supervisor	80.9	80.8	0.1
Recognition	7.1: NZ Police has appropriate ways of recognising outstanding achievement	44.9	46.3	-1.4
	7.2: People here are appointed to positions based on merit	31.3	34.5	-3.2
	7.3: We celebrate success in NZ Police	47.5	47.0	0.5
	7.4: I get recognition when I do a good job	50.3	52.7	-2.4
	7.5: I feel my contribution is valued in NZ Police	49.2	51.0	-1.8
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	60.0	62.3	-2.3
	8.2: Communication in my District or my Service Centre is open and honest	45.1	46.3	-1.2
	8.3: I feel informed about NZ Police and its activities	56.0	56.5	-0.5
	8.4: There is a sense of 'common purpose' in NZ Police	57.2	58.2	-1.0
	8.5: NZ Police is interested in the views and opinions of its staff	38.9	39.9	-1.0
	8.6: Teams within NZ Police work well together	54.1	54.3	-0.2
	8.7: I feel a sense of belonging to my District or my Service Centre	59.8	60.3	-0.5
	8.8: NZ Police cares about the well-being of its staff	48.7	50.9	-2.2

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2015	NZ Police 2014	Difference
Vision and Purpose + Communication and Cooperation	8.9: NZ Police is an enjoyable place to work	71.2	72.4	-1.2
	8.10: I feel I am working for an effective organisation	62.8	64.2	-1.4
	8.11: I intend to continue working at NZ Police for at least the next 12 months	84.6	85.2	-0.6
Quality and Excellence	9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.9	55.1	-2.2
	9.2: NZ Police expects high standards of performance from its people	87.6	87.3	0.3
	9.3: I have the tools and resources I need to do my job	53.4	57.2	-3.8
	9.4: I am sufficiently involved in decisions that affect the way I do my job	49.2	51.3	-2.1
	9.5: Systems and processes I use enable me to do my job well	59.1	60.8	-1.7
	9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	57.5	59.1	-1.6
	9.7: NZ Police delivers on the promises it makes to its customers	51.5	55.1	-3.6
Final Thoughts (Engagement Index)	10.1: Overall, I'm satisfied with my job	73.1	74.9	-1.8
	10.2: Overall, I would recommend NZ Police as a great place to work	66.6	68.3	-1.7
	10.3: I take an active interest in what happens in NZ Police	80.7	81.6	-0.9
	10.4: I feel inspired to go the extra mile to help NZ Police succeed	71.5	72.5	-1.0
	10.5: I feel a sense of commitment to NZ Police	80.9	81.8	-0.9
	10.6: NZ Police inspires me to do the best I can in my job every day	59.8	60.6	-0.8
The Survey - Your Views (Change Index)	11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	19.0	22.6	-3.6
	11.2: My supervisor has actively involved our team in making changes as a result of the last survey	30.9	35.2	-4.3
	11.3: I believe actions will be taken based on the results of this survey	29.3	33.8	-4.5

### 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
<b>District</b>	<ul style="list-style-type: none"> <li>• Auckland City District (all survey sections excluding My Supervisor)</li> <li>• Wellington District (My Supervisor)</li> </ul>	<ul style="list-style-type: none"> <li>• Northland District (The Work I Do, Work Conditions, My Team, Respect &amp; Integrity in the Workplace, Recognition, Final Thoughts)</li> <li>• Central District (Learning and Development, The Survey – Your Views)</li> <li>• Eastern District (Vision and Purpose + Communication and Cooperation, Quality and Excellence)</li> <li>• Waikato District (My Supervisor)</li> </ul>
<b>Service Centres*</b>	<ul style="list-style-type: none"> <li>• Financial Crime Group (Learning and Development, Vision and Purpose + Communication and Cooperation, Final Thoughts)</li> <li>• National Crime Group (The Work I Do, Recognition, Quality and Excellence, The Survey - Your Views)</li> <li>• Upper North Investigations Support (My Team, Respect &amp; Integrity in the Workplace)</li> <li>• National Intel (Work Conditions, My Supervisor)</li> </ul>	<ul style="list-style-type: none"> <li>• Finance (all survey sections excluding Work Conditions, Quality and Excellence, The Survey - Your Views)</li> </ul>
<b>Rank/Level</b>	<ul style="list-style-type: none"> <li>• Authorised Officer (Vision and Purpose + Communication and Cooperation, Final Thoughts)</li> <li>• Constabulary (Learning and Development, My Team, Respect &amp; Integrity in the Workplace, My Supervisor)</li> <li>• Employee (The Work I Do, Work Conditions, Recognition, Quality and Excellence, The Survey – Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>• Constabulary (Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)</li> <li>• Employee (Learning and Development, My Team, My Supervisor)</li> <li>• Authorised Officer (The Work I Do, Respect &amp; Integrity in the Workplace, The Survey – Your Views)</li> </ul>

<b>Rank/Level – Lower Level Teams*</b>	<ul style="list-style-type: none"> <li>Commissioned Officers (all survey sections excluding My Team, My Supervisor)</li> <li>Senior Sergeant (My Team, My Supervisor)</li> </ul>	<ul style="list-style-type: none"> <li>Constable (All survey sections except Learning and Development, My Team, Respect &amp; Integrity in the Workplace, My Supervisor)</li> <li>Employee Band A – F (Learning and Development, Respect &amp; Integrity in the Workplace)</li> <li>Employee Band G – J (My Team, My Supervisor)</li> </ul>
<b>Span of Control</b>	<ul style="list-style-type: none"> <li>Over 50 reports (All survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>No reports (all survey sections except My Supervisor)</li> <li>Under 10 reports (My Supervisor)</li> </ul>
<b>Gender</b>	<ul style="list-style-type: none"> <li>Female (The Work I Do, Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)</li> <li>Male (Learning and Development, My Team, Respect &amp; Integrity in the Workplace, My Supervisor, The Survey – Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>Female (Learning and Development, My Team, Respect &amp; Integrity in the Workplace, My Supervisor, The Survey – Your Views)</li> <li>Male (The Work I Do, Work Conditions, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts)</li> </ul>
<b>Time in Band</b>	<ul style="list-style-type: none"> <li>Under 1 year (All survey sections)</li> <li>1-2 years (The Survey – Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>3-4 years (Work Conditions)</li> <li>Over 10 years (All survey sections except Work Conditions)</li> </ul>
<b>Tenure</b>	<ul style="list-style-type: none"> <li>Under 2 (All survey sections except The Work I Do, The Survey – Your Views)</li> <li>30-34 (The Survey – Your Views)</li> <li>Over 35 (The Work I Do)</li> </ul>	<ul style="list-style-type: none"> <li>2 – 4 (Work Conditions)</li> <li>5-9 (The Work I Do, Respect &amp; Integrity in the Workplace, Recognition, Quality and Excellence, The Survey – Your Views)</li> <li>10-14 (My Team, Vision and Purpose + Communication and Cooperation, Final Thoughts,)</li> <li>30-34 (My Supervisor)</li> <li>Over 35 (Learning and Development)</li> </ul>
<b>PE Type*</b>	<ul style="list-style-type: none"> <li>Corporate (Work Conditions, Recognition, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts, The Survey – Your Views)</li> <li>Investigations (The Work I Do, Learning and Development, My Team, My Supervisor)</li> <li>Response (Respect &amp; Integrity in the Workplace)</li> </ul>	<ul style="list-style-type: none"> <li>Operations (Learning and Development, My Team, My Supervisor)</li> <li>Response (Work Conditions)</li> <li>Road Policing (The Work I Do, Respect &amp; Integrity in the Workplace, Recognition, Vision and Purpose + Communication and Cooperation, Quality and Excellence, Final Thoughts, The Survey – Your Views)</li> </ul>



<p><b>Ethnicity</b></p>	<ul style="list-style-type: none"> <li>• <i>Pacific Peoples (All survey sections except Learning and Development, Work Conditions, Final Thoughts)</i></li> <li>• <i>Asian Peoples (Learning and Development)</i></li> <li>• <i>Other Ethnic Groups (Work Conditions, Final Thoughts)</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Pakeha (The Work I Do, Work Conditions, Vision and Purpose + Communication and Cooperation, Quality and Excellence, The Survey – Your Views)</i></li> <li>• <i>Europeans (The Work I Do, Final Thoughts)</i></li> <li>• <i>Other Ethnic Groups (Learning and Development, My Team, Respect &amp; Integrity in the Workplace, My Supervisor, Recognition)</i></li> </ul>
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\* Please note:

- 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=7) in Band G-J



### 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 2015 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

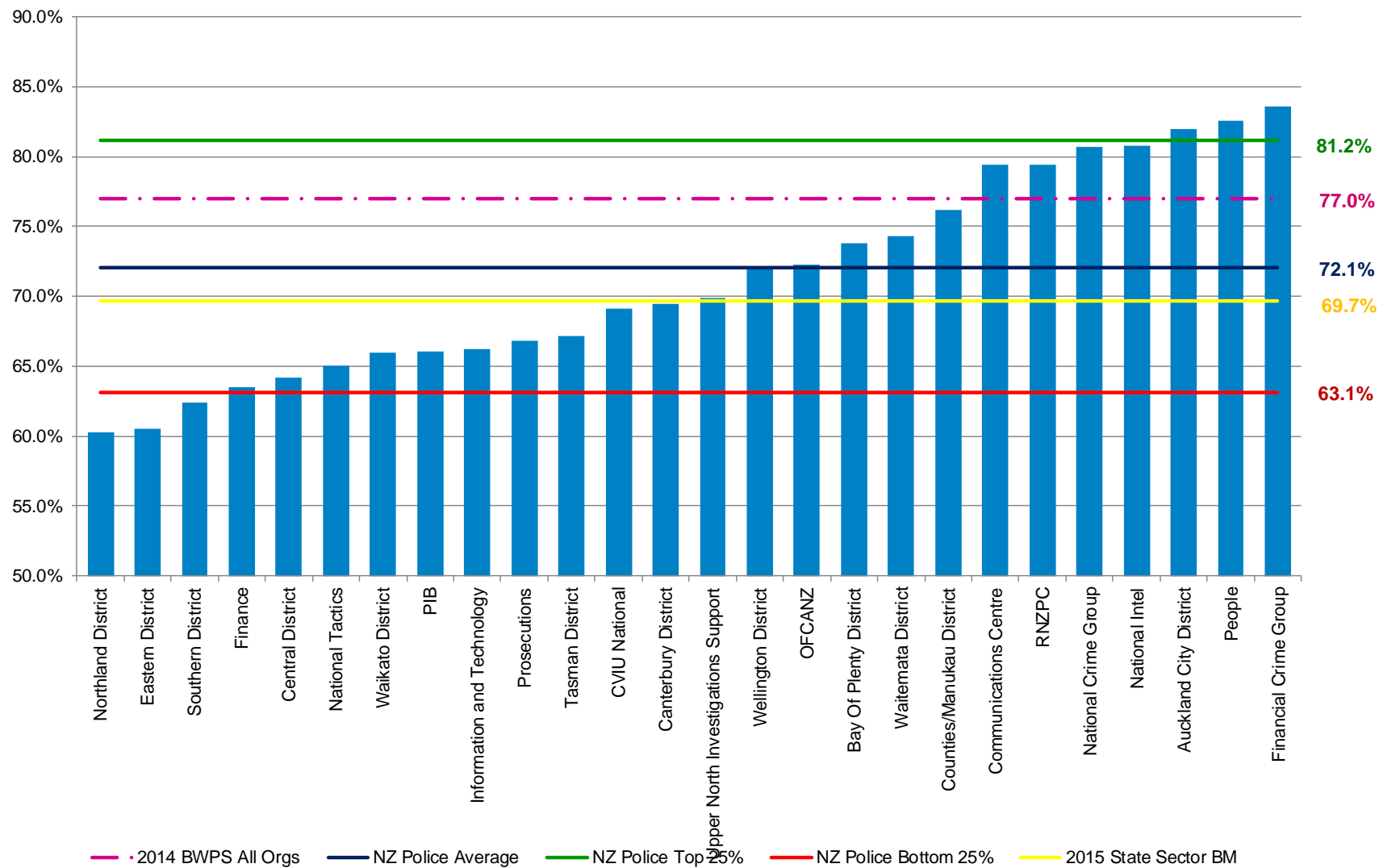
The Engagement Index is the average level of agreement for the six survey questions used to assess engagement.

- NZ Police has an Employee Engagement index of 72.1%
- The Engagement Index has declined by 1.2 percentage points since 2014, which isn't considered to be a significant change.
- NZ Police continues to outperform the State Sector Benchmark in terms of the Engagement Index, but whereas the score was 4.0 percentage points above benchmark in 2014, that margin has dropped to 2.4 percentage points this year

#### 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.

- As mentioned above, NZ Police's Engagement Index has declined since 2014 but remains ahead of the 2015 State Sector average.
- The size of the gap between the NZ Police Engagement Index score and that of the 2014 Best Workplaces All Organisations Benchmark has decreased from 5.4 percentage points in 2014 to 4.9 percentage points this year. It is worth noting however that the 2014 Best Workplaces All Organisations Benchmark Engagement Index has dropped 1.7 percentage points (78.7% in 2013, 77.0% in 2014).
- 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 (81.2%) being 4.2 percentage points and 11.5 percentage points ahead of the 2014 Best Workplaces All Organisations Benchmark and the 2015 State Sector Benchmark respectively. This suggests that there are opportunities for the transfer and adaptation of internal best practice within NZ Police.
- It is worth noting that the Engagement Index of the top quartile of Districts and Service Centres in NZ Police has dropped from 86.0% in 2014 to 81.2% for 2015, while the Engagement Index of the bottom quartile has remained relatively stable since 2014 (2014: 63.8%, 2015: 63.1%)
- The majority of the groups that make up the top quartile are again Service Centres, with Auckland City District once again the only District to sit in this group. Auckland City District has also seen an increase in its Engagement Index of 1.9 percentage points.
- Only 3 Districts have seen an increase in their Engagement Index score since 2014 of over 2 percentage points: Northland (+4.2), Waikato (+2.1), and Waitemata (+2.1). Tasman and Wellington Districts have both seen a decline in the Engagement Index score of more than 5 percentage points (Tasman -9.3 and Wellington -6.3)

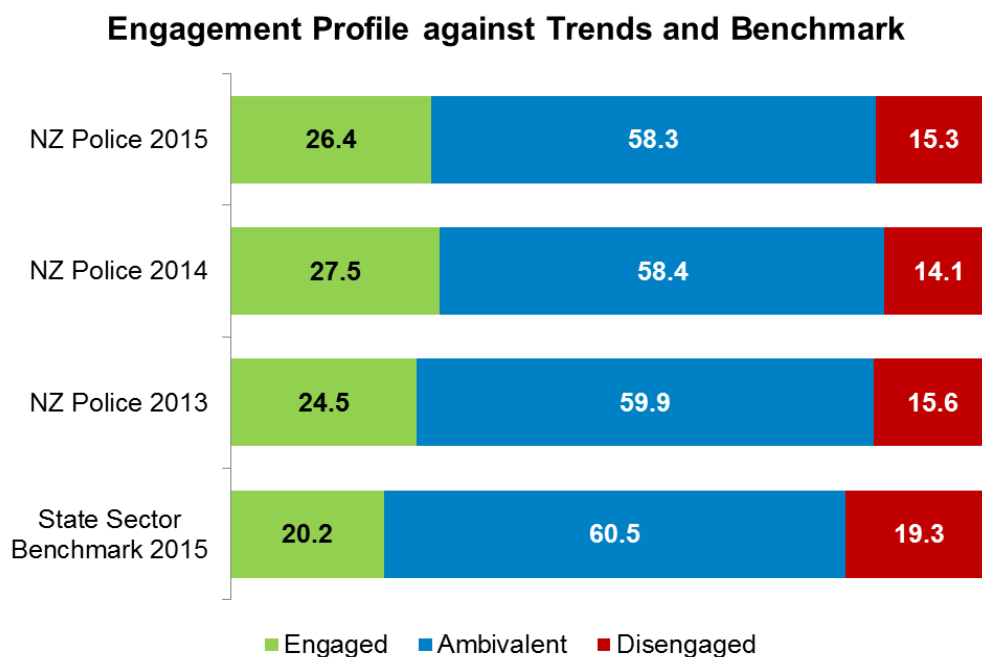


Note: The y-axis is the Engagement Index, expressed using level of agreement.

### 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 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 2014, there has been a small but statistically significant increase in the proportion of disengaged staff, but no significant changes in the proportions of engaged and ambivalent staff. When compared to 2013 however, there is still a significantly larger proportion of engaged staff in 2015.
- Relative to the 2015 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.



### 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 2015. 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. Consistent with 2014, Counties/Manukau also has over 30% of staff that can be considered Engaged.

As in 2014, Northland is the District with the lowest Engagement Index but this District has also seen the largest improvement in its Engagement Index score (+4.2) and a large decrease in the proportion of disengaged staff (30.5% in 2014 to 23.5% in 2015).

In 2014, Northland District had the lowest proportion of engaged staff but this year Eastern and Southern both have only 15.1% of staff that can be considered Engaged. These two Districts have both seen a decrease in their Engagement Index score (-3.6 and -1.3 respectively) and an increase in the proportion of disengaged staff (+4.0 and +1.3 respectively).

District	n	Engaged	Ambivalent	Disengaged	Engagement Index
Canterbury District	603	20.7	63.0	16.3	69.5
Central District	580	19.9	57.4	22.7	64.2
Eastern District	324	15.1	61.4	23.5	60.5
Southern District	392	15.1	61.9	23.0	62.4
Tasman District	264	22.0	60.6	17.4	67.2
Wellington District	642	27.5	58.0	14.5	72.0
Auckland City District	689	37.3	54.7	8.0	<b>82.0</b>
Bay Of Plenty District	537	27.4	58.6	14.0	73.8
Counties/Manukau District	855	30.4	58.1	11.5	76.2
Northland District	260	18.1	58.4	23.5	<b>60.3</b>
Waikato District	494	20.5	58.4	21.1	66.0
Waitemata District	544	25.6	61.5	12.9	74.3
Total Organisation	8361	26.4	58.3	15.3	72.1

### 3.9.2 Engagement Profiles by Service Centres

Comparing the engagement profiles of the Service Centres reveals that the Financial Crime Group 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. Relative to 2014, only two Service Centres have seen an increase in their Engagement Index score: Information and Technology (+2.9) and RNZPC (+5.4). Information and Technology has also seen the largest increase in the proportion of engaged staff (+10.1)

Based on the Engagement Index, Finance is the least engaged and also has the largest proportion of disengaged staff. In addition, the Engagement Index for Finance has decreased significantly (-11.9) and the proportion of disengaged staff has almost doubled since 2014. National Tactics, Upper North Investigations Support, and CVIU National have all seen a decrease of at least 5 percentage points in their Engagement Index score (-12.5, -8.0, and -7.4 respectively). These Service Centres also saw the proportion of disengaged staff increase by at least 5 percentage points, with National Tactics showing an increase of 10.3 percentage points.

Service Centres	n	Engaged	Ambivalent	Disengaged	Engagement Index
Communications Centre	427	31.0	59.8	9.2	79.4
Financial Crime Group	62	37.1	56.4	6.5	83.6
National Crime Group	155	36.6	54.2	9.2	80.7
OFCANZ	75	32.4	58.1	9.5	72.3
Upper North Investigations Support	54	18.5	64.8	16.7	69.9
National Intel	44	34.9	58.1	7.0	80.8
National Tactics	79	24.1	50.6	25.3	65.0
Prosecutions	211	19.0	59.1	21.9	66.8
Finance	37	16.2	56.8	27.0	63.5
Information and Technology	187	24.1	54.0	21.9	66.2
People	153	39.5	51.9	8.6	82.6
RNZPC	181	29.8	58.6	11.6	79.4
CVIU National	94	23.7	59.1	17.2	69.1
PIB	78	27.6	56.6	15.8	66.1
Total Organisation	8361	26.4	58.3	15.3	72.1

### 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. However, the Authorised Officers have seen a decrease in the proportion of engaged staff of 11.2 percentage points.

Within the Employee group, 'Band 1 & above' remains the most engaged and still has the largest proportion of engaged staff. This group has also seen an increase in the proportion of engaged staff (+5.9) along with Band G – J (+2.7) while Band A – F have seen a decrease in their proportion of engaged staff (-3.6). Overall, the Engagement Index for Band A-F has shown a significant decrease (-3.4).

As for the Constabulary group, the Commissioned Officers continue to lead the way with the highest Engagement Index and more than half of staff in the Engaged category, although the Engagement Index for this group has declined slightly (-3.9). Constables, the largest group within Constabulary, remain the group with the lowest Engagement Index score and the largest proportion of disengaged staff. This group has seen little change in the proportions of engaged, ambivalent, or disengaged staff since 2013.

Rank/Level	n	Engaged	Ambivalent	Disengaged	Engagement Index
Authorised Officer	144	32.6	54.2	13.2	77.2
Constabulary	6018	25.1	59.3	15.6	71.3
Employee	2199	29.3	56.2	14.5	74.0
Total Organisation	8361	26.4	58.3	15.3	72.1

#### 3.9.4.1 Engagement Profiles of Employees

Employee	n	Engaged	Ambivalent	Disengaged	Engagement Index
Band A - F	1515	26.5	57.6	15.9	72.2
Band G - J	552	32.4	53.8	13.8	75.3
Band 1 & above	132	48.5	49.2	2.3	89.6
Employee	2199	29.3	56.2	14.5	74.0
Total Organisation	8361	26.4	58.3	15.3	72.1

#### 3.9.4.2 Engagement Profiles of Constabulary

Rank/Level	n	Engaged	Ambivalent	Disengaged	Engagement Index
Constable	4313	21.7	60.7	17.6	68.3
Sergeant	1087	24.7	62.1	13.2	74.4
Senior Sergeant	357	44.7	48.0	7.3	85.0
Commissioned Officer	261	57.5	39.1	3.4	89.6
Constabulary	6018	25.1	59.3	15.6	71.3
Total Organisation	8361	26.4	58.3	15.3	72.1

### 3.9.4 Engagement Profiles by Gender

Consistent with the results in the 2014 survey, there is a significant gap in the Engagement Index scores between the gender groups, which has increased from 3.1 percentage points in 2014 to 3.3 this year. Females remain more engaged, with a higher Engagement Index, a significantly smaller proportion of Disengaged staff and a significantly larger proportion of Engaged staff.

Gender	n	Engaged	Ambivalent	Disengaged	Engagement Index
Female	2556	28.4	58.4	13.2	74.4
Male	5805	25.5	58.3	16.2	71.1
Total Organisation	8361	26.4	58.3	15.3	72.1

### 3.9.5 Engagement Profiles by Span of Control

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

All groups have seen a decrease in the proportion of engaged staff, with the largest shift coming from the Over 50 reports group (-8.3).

Span of Control	n	Engaged	Ambivalent	Disengaged	Engagement Index
No reports	6686	23.9	59.3	16.8	70.1
Under 10 reports	1077	29.2	59.4	11.4	76.7
10-50 reports	453	44.4	48.5	7.1	83.9
Over 50 reports	145	64.8	33.1	2.1	94.7
Total Organisation	8361	26.4	58.3	15.3	72.1

### 3.9.6 Engagement Profiles by Tenure

Examining the engagement profiles by tenure groups has shown that the U-shaped relationship between engagement levels and tenure, with engagement levels dipping for the mid-length tenure groups, remains a pattern consistently seen across the years.

A significant drop in Engagement Index was found in the 2 – 4 and 30 – 34 year groups (-3.4 and -3.3 respectively).

Tenure	n	Engaged	Ambivalent	Disengaged	Engagement Index
Under 2	1110	44.8	49.9	5.3	86.8
2 - 4	889	24.4	63.1	12.5	75.5
5 - 9	2112	22.6	59.9	17.5	67.9
10 - 14	1326	21.8	58.6	19.6	66.8
15 - 19	1119	19.7	62.5	17.8	69.3
20 - 24	731	28.3	55.4	16.3	72.1
25 - 29	520	26.9	56.8	16.3	70.2
30 - 34	251	28.3	58.2	13.5	72.3
Over 35	303	28.5	57.9	13.6	74.8
Total Organisation	8361	26.4	58.3	15.3	72.1

### 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. As in previous years, 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	1236	43.1	50.0	6.9	84.7
1 - 2 years	1839	32.2	56.4	11.4	77.3
3 - 4 years	1078	23.5	60.4	16.1	71.6
5 - 9 years	2318	21.0	62.1	16.9	68.4
10 years or over	1890	18.0	59.8	22.2	63.7
Total Organisation	8361	26.4	58.3	15.3	72.1

### 3.9.8 Engagement Profiles by PE Type

As we saw in 2014, an examination of engagement across the different PE Type groups reveals that Corporate is the most engaged, with the highest Engagement Index and the largest proportion of engaged staff. A positive sign for this group is that both the Engagement Index score and the proportion of engaged staff has increased over the past year.

Based on the Engagement Index, Road Policing are once again the least engaged. They have also seen the largest increase in the proportion of disengaged staff (+4.5) since 2014.

PE Type	n	Engaged	Ambivalent	Disengaged	Engagement Index
Corporate	820	37.2	51.0	11.8	79.6
Investigations	1705	21.8	63.0	15.2	70.7
Operations	1192	25.0	57.4	17.6	69.8
Prevention	1310	24.3	60.2	15.5	71.3
Response	2466	29.4	57.7	12.9	75.1
Road Policing	867	21.5	56.3	22.2	63.9
Total Organisation	8361	26.4	58.3	15.3	72.1

\*Please note that there were insufficient responses to display the results for Unassigned



### 3.9.9 Engagement Profiles by Ethnicity – Overall Comparison

Examining the engagement profiles by ethnicity shows that once again the smallest group, 'Other Ethnic Group', along with 'Asian Peoples' are the most engaged this year, with the highest Engagement Index scores and at least a third of employees considered engaged. The latter group has also seen a significant improvement in the Engagement Index score (+5.8).

Similar to 2013 and 2014, the Engagement Index scores of the 'Pakeha' and 'Europeans' groups are the lowest.

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	4753	24.7	59.3	16.0	70.9
Maori	717	30.3	56.3	13.4	73.6
Europeans	1023	25.0	57.8	17.2	70.3
Pacific Peoples	340	36.2	55.3	8.5	81.1
Asian Peoples	176	31.8	58.5	9.7	82.5
Other Ethnic Groups	39	43.6	51.3	5.1	82.8
Total Organisation	8361	26.4	58.3	15.3	72.1

### 3.10 The Key Drivers of Engagement Within NZ Police

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

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

The results of the key driver analysis are presented in Table below. Key drivers are ranked in descending order of importance, and are colour coded in terms of their scores relative to the 2015 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 2015 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 2015	New Zealand Police 2014	State Sector Benchmark 2015
	8.9: NZ Police is an enjoyable place to work**	71.2	72.4 (-1.2)	NA
	8.10: I feel I am working for an effective organisation**	62.8	64.2 (-1.4)	NA
	8.7: I feel a sense of belonging to my District or my Service Centre**	59.8	60.3 (-0.5)	64.9 (-5.1)
	7.5: I feel my contribution is valued in NZ Police**	49.2	51.0 (-1.8)	59.4 (-10.2)
	8.8: NZ Police cares about the well-being of its staff**	48.7	50.9 (-2.2)	65.9 (-17.2)
	8.5: NZ Police is interested in the views and opinions of its staff**	38.9	39.9 (-1.0)	57.0 (-18.1)
	8.4: There is a sense of 'common purpose' in NZ Police**	57.2	58.2 (-1.0)	57.8 (-0.6)
	9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police**	52.9	55.1 (-2.2)	55.1 (-2.2)
	8.2: Communication in my District or my Service Centre is open and honest**	45.1	46.3 (-1.2)	49.3 (-4.2)
	1.7: My job gives me a sense of personal achievement**	77.9	78.3 (-0.4)	75.6 (+2.3)

Level of Agreement (%)

**Note:** The questions with \*\*next to them were also key drivers of employee engagement within NZ Police in 2014.

All 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 and 2014 continue to be important this year. While the scores across all ten key drivers have shown a downward trend since 2014, the differences are not considered significant.

Although a number of key drivers scored above the State Sector Benchmark in 2014 (e.g. sense of 'common purpose' and 'sense of personal achievement', this year, the key drivers tend to score on par with and in some cases below the benchmark. The biggest gaps to close remain *care of well-being*, *feeling that people's views are listened to* and *their contribution valued*.

A number of questions within the NZ Police Workplace Survey 2015 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 2015 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 (71.2%) than the benchmark (60.2%). 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 (62.8% and 66.8% 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

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 scored significantly higher than the 2015 IBM State Sector Benchmark on one key driver question. This represents an area of relative **strength** that should be maintained and leveraged.

- This organisation is an enjoyable place to work

On three 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.

- There is a sense of 'common purpose' in NZ Police
- Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
- My job gives me a sense of personal achievement

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 six 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
- Communication in my District or my Service Centre is open and honest
- 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 Auckland City District has provided the highest scores across all but one of the key questions. This District has seen increases of over 5 percentage points on questions relating to communication being open and honest (+9.2), interest in employee views and opinions (+8.4), sense of belonging (+8.4), care for staff well-being (+7.1). In 2014 Northland had generally provided the least favourable key driver ratings. This year, while this District has still scored the lowest on three of the organisational key drivers, it has seen improvements in nine out of the ten questions, with increases of over 5 percentage points for seven questions. The perceptions of a 'common purpose' within NZ Police (+15.4) and decisions demonstrating that quality of services is a top priority (+10.2) were the areas that saw the biggest positive changes.

This year the Eastern District generally has the least favourable key driver ratings, with the lowest scores from the areas of two-way communication (questions 8.5 and 8.2). This District has seen declines of over 5 percentage points for questions 8.4 (-8.6), 8.7 (-6.4), and 9.1 (-7.3). It is worth noting that Central, Tasman and Wellington Districts have shown decreases on all of the organisational key driver items since 2014, with Tasman District showing score decreases of over 10 percentage points on eight of the key questions, and over 20 percentage points on the question relating to open and honest communication. This question also saw the biggest decline in score for Wellington District (-12.6).

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	Canterbury District	Central District	Eastern District	Southern District	Tasman District	Wellington District	Total Organisation
n	603	580	324	392	264	642	8361
8.9: NZ Police is an enjoyable place to work	71.8	63.1	56.8	59.8	64.8	70.0	71.2
8.10: I feel I am working for an effective organisation	56.4	47.8	43.2	50.8	60.1	59.2	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	54.6	44.9	42.7	47.2	54.5	58.7	59.8
7.5: I feel my contribution is valued in NZ Police	44.3	37.0	38.0	40.9	47.3	51.6	49.2
8.8: NZ Police cares about the well-being of its staff	47.7	34.4	32.4	35.7	43.0	46.1	48.7
8.5: NZ Police is interested in the views and opinions of its staff	28.9	26.7	23.9	26.2	31.4	35.0	38.9
8.4: There is a sense of 'common purpose' in NZ Police	50.2	40.1	33.1	39.2	51.1	53.1	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.3	42.3	33.7	37.8	46.4	52.8	52.9
8.2: Communication in my District or my Service Centre is open and honest	39.4	28.7	22.7	28.0	36.5	38.8	45.1
1.7: My job gives me a sense of personal achievement	78.9	73.3	77.1	72.2	78.8	79.2	77.9

### 3.10.2.1 Key Drivers by District (continued)

Key Driver Questions	Auckland City District	Bay Of Plenty District	Counties/Ma nukau District	Northland District	Waikato District	Waitemata District	Total Organisation
n	689	537	855	260	494	544	8361
8.9: NZ Police is an enjoyable place to work	81.9	72.4	78.5	58.5	66.3	75.6	71.2
8.10: I feel I am working for an effective organisation	75.9	65.6	72.2	47.1	52.0	67.8	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	72.7	61.7	75.1	49.4	47.9	59.9	59.8
7.5: I feel my contribution is valued in NZ Police	57.4	54.1	48.5	36.9	42.2	46.9	49.2
8.8: NZ Police cares about the well-being of its staff	61.8	50.7	50.9	34.4	41.5	48.1	48.7
8.5: NZ Police is interested in the views and opinions of its staff	55.8	39.3	47.6	22.1	30.5	39.9	38.9
8.4: There is a sense of 'common purpose' in NZ Police	72.6	62.9	68.5	44.8	44.6	59.3	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.9	55.9	67.0	41.7	41.4	58.6	52.9
8.2: Communication in my District or my Service Centre is open and honest	66.5	44.1	59.2	30.1	33.0	43.4	45.1
1.7: My job gives me a sense of personal achievement	82.9	76.7	79.9	70.9	75.2	77.0	77.9

### 3.10.2.2 Key Drivers by Service Centres

When looking at the tables presented over the next two pages, it is apparent that the highest scores on the organisational key driver questions are again spread across a number of Service Centres, but this year the Financial Crime Group has provided the most favourable ratings on five of the key questions. This Service Centre has seen improvements in four of the ten questions, with increase of over five percentage points for questions 8.10 (+11.1) and 8.4 (+9.9). Compared to 2014, ICT and RNZPC are the Service Centres that have made considerable improvements across the majority of the organisational key drivers. In addition, OFCANZ has seen an increase of 18.3 percentage points on the question related to 'listening to staff views and opinions', which is the single largest score increase observed across the Service Centres.

This year, Finance has provided the least favourable ratings on five of the key questions, and comparatively low scores on the remaining five. Compared to 2014, Service Centres that have seen a considerable decline across the majority of the organisational key drivers include: Communications Centre, National Crime Group, Upper North Investigations Support, National Intel, National Tactics, Finance, People, and CVIU National and PIB. Upper North Investigations Support, National Intel, National Tactics, Finance, People, and CVIU National are areas of particular concern as they have all seen at least three key driver questions decline by 10 percentage points or more.

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	Comms Centre	Financial Crime Group	National Crime Group	OFCANZ	Upper North Investigations Support	National Intel	National Tactics	Total Organisation
n	427	62	155	75	54	44	79	8361
8.9: NZ Police is an enjoyable place to work	71.0	<b>85.5</b>	77.0	79.7	75.5	79.1	69.6	71.2
8.10: I feel I am working for an effective organisation	72.6	<b>82.3</b>	77.5	76.0	68.5	65.1	51.9	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	68.9	<b>74.2</b>	63.6	66.7	59.3	65.1	44.9	59.8
7.5: I feel my contribution is valued in NZ Police	56.5	<b>71.0</b>	70.6	59.5	38.9	48.8	35.4	49.2
8.8: NZ Police cares about the well-being of its staff	50.0	69.4	68.4	52.8	50.0	<b>72.1</b>	42.3	48.7
8.5: NZ Police is interested in the views and opinions of its staff	43.3	56.5	<b>62.7</b>	47.3	<b>24.1</b>	55.8	30.4	38.9
8.4: There is a sense of 'common purpose' in NZ Police	69.2	72.6	<b>74.8</b>	66.2	50.0	59.1	<b>45.6</b>	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	62.4	59.7	<b>67.3</b>	46.6	46.3	65.1	<b>36.7</b>	52.9
8.2: Communication in my District or my Service Centre is open and honest	57.0	62.9	61.6	<b>68.5</b>	46.3	58.1	35.4	45.1
1.7: My job gives me a sense of personal achievement	81.6	<b>88.7</b>	85.6	81.3	83.3	72.7	77.2	77.9

### 3.10.2.2 Key Drivers by Service Centres (Continued)

Key Driver Questions	Prosecutions	Finance	ICT	People	RNZPC	CVIU National	PIB	Total Organisation
n	211	37	187	153	181	94	78	8361
8.9: NZ Police is an enjoyable place to work	67.8	45.9	60.4	80.9	78.3	69.1	66.2	71.2
8.10: I feel I am working for an effective organisation	59.3	51.4	57.6	77.6	73.2	54.3	59.7	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	63.5	32.4	57.0	63.6	68.3	56.4	52.0	59.8
7.5: I feel my contribution is valued in NZ Police	48.3	35.1	49.5	61.4	61.3	48.9	51.3	49.2
8.8: NZ Police cares about the well-being of its staff	43.3	40.5	51.9	70.9	56.7	53.2	59.7	48.7
8.5: NZ Police is interested in the views and opinions of its staff	34.1	29.7	37.8	56.3	43.9	36.2	43.4	38.9
8.4: There is a sense of 'common purpose' in NZ Police	56.3	51.4	65.4	71.1	65.7	47.9	57.1	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.8	51.4	41.3	57.9	50.0	45.2	63.6	52.9
8.2: Communication in my District or my Service Centre is open and honest	45.7	40.5	35.1	50.7	58.0	39.8	40.8	45.1
1.7: My job gives me a sense of personal achievement	75.1	56.8	68.8	80.4	84.5	79.6	55.1	77.9



### 3.10.2.3 Key Drivers by Rank/Level

When comparing the engagement profiles by Rank/Level, Authorised Officers were the most engaged with Constabulary the least. However when examining the scores across the organisational key drivers, we can see that Employees have provided marginally higher scores than the Authorised Officers in some cases. Relative to 2014, the Authorised Officer group has seen a decline in score across the majority of the key driver questions, ranging from -0.7 percentage points for question 8.7 to -19.8 for question 9.1.

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 once again provided the most favourable scores, while the Constables have the least favourable scores. As in 2013 and 2014, those in 'Band 1 & above' within the Employee group continue 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	144	6018	2199	8361
8.9: NZ Police is an enjoyable place to work	74.1	71.6	69.9	71.2
8.10: I feel I am working for an effective organisation	68.1	61.1	67.0	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	62.5	59.5	60.4	59.8
7.5: I feel my contribution is valued in NZ Police	52.8	47.3	54.3	49.2
8.8: NZ Police cares about the well-being of its staff	59.7	46.3	54.6	48.7
8.5: NZ Police is interested in the views and opinions of its staff	41.0	37.1	43.7	38.9
8.4: There is a sense of 'common purpose' in NZ Police	63.6	54.7	63.7	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	51.4	52.0	55.5	52.9
8.2: Communication in my District or my Service Centre is open and honest	46.9	43.8	48.5	45.1
1.7: My job gives me a sense of personal achievement	64.8	79.5	74.1	77.9

### 3.10.2.3.1 Key Drivers for Constabulary

Key Driver Questions	Constable	Sergeant	Senior Sergeant	Commissioned Officer	Constabulary	Total Organisation
n	4313	1087	357	261	6018	8361
8.9: NZ Police is an enjoyable place to work	<b>68.7</b>	74.3	85.3	<b>88.5</b>	71.6	71.2
8.10: I feel I am working for an effective organisation	<b>56.5</b>	66.0	80.3	<b>89.6</b>	61.1	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	<b>55.3</b>	63.2	80.2	<b>85.1</b>	59.5	59.8
7.5: I feel my contribution is valued in NZ Police	<b>42.4</b>	53.1	68.5	<b>75.4</b>	47.3	49.2
8.8: NZ Police cares about the well-being of its staff	<b>41.3</b>	49.9	71.3	<b>80.1</b>	46.3	48.7
8.5: NZ Police is interested in the views and opinions of its staff	<b>31.2</b>	42.1	63.7	<b>77.0</b>	37.1	38.9
8.4: There is a sense of 'common purpose' in NZ Police	<b>49.9</b>	60.0	72.5	<b>86.2</b>	54.7	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	<b>48.7</b>	53.2	70.4	<b>75.9</b>	52.0	52.9
8.2: Communication in my District or my Service Centre is open and honest	<b>38.5</b>	49.6	62.6	<b>81.5</b>	43.8	45.1
1.7: My job gives me a sense of personal achievement	<b>77.9</b>	81.4	85.1	<b>90.8</b>	79.5	77.9

### 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	1515	552	132	2199	8361
8.9: NZ Police is an enjoyable place to work	68.3	71.2	81.8	69.9	71.2
8.10: I feel I am working for an effective organisation	65.2	68.1	82.6	67.0	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	57.7	63.4	79.5	60.4	59.8
7.5: I feel my contribution is valued in NZ Police	51.3	58.1	72.0	54.3	49.2
8.8: NZ Police cares about the well-being of its staff	50.7	59.7	77.3	54.6	48.7
8.5: NZ Police is interested in the views and opinions of its staff	40.0	47.9	68.9	43.7	38.9
8.4: There is a sense of 'common purpose' in NZ Police	60.0	68.1	87.8	63.7	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.1	50.5	69.7	55.5	52.9
8.2: Communication in my District or my Service Centre is open and honest	45.9	49.9	72.5	48.5	45.1
1.7: My job gives me a sense of personal achievement	72.1	76.0	89.4	74.1	77.9

### 3.10.2.4 Key Drivers by Gender

Once again females have generally responded more positively across the majority of the organisational key drivers. Both genders have responded similarly to the questions related to enjoyment of the workplace and sense of belonging to one's District or Service Centre. The biggest differences in scores have again come from questions about care for staff well-being (5.2 percentage points), decisions demonstrating quality of service as being a top priority (4.3 percentage points) and organisational effectiveness (4.1 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	2556	5805	8361
8.9: NZ Police is an enjoyable place to work	71.5	71.0	71.2
8.10: I feel I am working for an effective organisation	65.6	61.5	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	59.6	59.9	59.8
7.5: I feel my contribution is valued in NZ Police	50.9	48.5	49.2
8.8: NZ Police cares about the well-being of its staff	52.3	47.1	48.7
8.5: NZ Police is interested in the views and opinions of its staff	41.1	37.9	38.9
8.4: There is a sense of 'common purpose' in NZ Police	59.9	56.0	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.9	51.6	52.9
8.2: Communication in my District or my Service Centre is open and honest	46.2	44.6	45.1
1.7: My job gives me a sense of personal achievement	76.3	78.5	77.9

### 3.10.2.5 Key Drivers by Span of Control

The pattern of results when looking at key driver scores by span of control is very similar to previous years: as in 2013 and 2014, scores on the key driver items increase in line with the number of reporting staff. There has generally been a decline in scores across all groups for the majority of the key drivers, the exception being the 'Over 50 reports' group which has seen an improvement of over 2 percentage points in four questions, with an increase of 7.6 percentage points for question 8.2. The biggest declines are for the '10-50 reports' group for questions 8.2 (-6.1) and 8.4 (-5.8).

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	6686	1077	453	145	8361
8.9: NZ Police is an enjoyable place to work	<b>69.1</b>	75.6	83.2	<b>94.4</b>	71.2
8.10: I feel I am working for an effective organisation	<b>60.2</b>	67.3	79.2	<b>94.4</b>	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	<b>57.1</b>	64.4	78.0	<b>91.7</b>	59.8
7.5: I feel my contribution is valued in NZ Police	<b>46.6</b>	53.2	68.6	<b>81.4</b>	49.2
8.8: NZ Police cares about the well-being of its staff	<b>45.9</b>	52.7	67.3	<b>89.0</b>	48.7
8.5: NZ Police is interested in the views and opinions of its staff	<b>35.4</b>	45.0	61.1	<b>84.1</b>	38.9
8.4: There is a sense of 'common purpose' in NZ Police	<b>54.7</b>	62.4	70.6	<b>90.3</b>	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	<b>50.9</b>	55.5	65.6	<b>84.1</b>	52.9
8.2: Communication in my District or my Service Centre is open and honest	<b>42.1</b>	50.7	62.4	<b>88.3</b>	45.1
1.7: My job gives me a sense of personal achievement	<b>75.9</b>	84.5	85.6	<b>93.1</b>	77.9

### 3.10.2.6 Key Drivers by Tenure

Examining the scores for the organisational key drivers across tenure reveals results similar to those seen in the 2014 survey. The pattern that was observed when comparing the engagement profiles is also seen here: 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 to 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	1110	889	2112	1326	1119	731	520	251	303	8361
8.9: NZ Police is an enjoyable place to work	84.3	75.5	67.2	67.2	69.7	69.4	68.9	71.5	68.5	71.2
8.10: I feel I am working for an effective organisation	80.3	64.6	58.0	56.5	61.2	61.3	63.7	66.5	58.9	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	73.2	61.9	55.1	56.0	57.0	59.0	59.5	63.9	63.5	59.8
7.5: I feel my contribution is valued in NZ Police	63.2	49.2	43.7	44.4	47.9	49.9	52.2	52.2	54.0	49.2
8.8: NZ Police cares about the well-being of its staff	69.0	46.0	42.5	42.0	45.3	49.7	51.2	57.6	52.5	48.7
8.5: NZ Police is interested in the views and opinions of its staff	56.9	37.3	33.5	33.3	34.4	41.2	40.0	47.0	42.5	38.9
8.4: There is a sense of 'common purpose' in NZ Police	74.1	59.1	53.3	52.2	54.0	54.7	56.6	58.0	57.1	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	70.3	54.2	50.3	48.2	47.5	49.2	52.2	55.6	52.2	52.9
8.2: Communication in my District or my Service Centre is open and honest	61.3	46.0	40.1	40.0	40.1	44.2	49.0	52.8	48.5	45.1
1.7: My job gives me a sense of personal achievement	82.6	77.5	73.1	75.1	79.7	81.0	81.3	81.7	83.1	77.9

### 3.10.2.7 Key Drivers by Time in Band

Similar to the results of the last three surveys, staff who have spent less than one year in the same band have responded the most favourably to all of the key driver questions, while those who have been in the same band for at least ten years have generally given the lowest ratings. Similar to 2014, responses to the question about the sense of personal achievement derived from one's job are fairly consistent across all groups, while all of the remaining questions have a difference of at least 20 percentage points between the highest and lowest scoring group.

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

Key Driver Questions	Under 1 year	1 - 2 years	3 - 4 years	5 - 9 years	10 years or over	Total Organisation
n	1236	1839	1078	2318	1890	8361
8.9: NZ Police is an enjoyable place to work	<b>82.9</b>	76.3	70.8	68.5	<b>62.0</b>	71.2
8.10: I feel I am working for an effective organisation	<b>77.9</b>	69.0	61.8	58.9	<b>52.1</b>	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	<b>72.7</b>	64.7	60.3	56.6	<b>50.3</b>	59.8
7.5: I feel my contribution is valued in NZ Police	<b>63.5</b>	54.8	48.4	44.2	<b>41.2</b>	49.2
8.8: NZ Police cares about the well-being of its staff	<b>64.9</b>	54.1	46.4	44.0	<b>39.9</b>	48.7
8.5: NZ Police is interested in the views and opinions of its staff	<b>54.1</b>	46.9	36.8	34.0	<b>28.6</b>	38.9
8.4: There is a sense of 'common purpose' in NZ Police	<b>71.5</b>	64.3	57.5	53.2	<b>45.7</b>	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	<b>67.3</b>	57.6	52.8	50.0	<b>42.5</b>	52.9
8.2: Communication in my District or my Service Centre is open and honest	<b>60.9</b>	51.8	44.1	39.3	<b>35.9</b>	45.1
1.7: My job gives me a sense of personal achievement	<b>84.2</b>	79.0	76.5	<b>75.0</b>	76.8	77.9

### 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

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	820	1705	1192	1310	2466	867	8361
8.9: NZ Police is an enjoyable place to work	<b>75.9</b>	73.2	68.1	69.9	73.5	<b>61.8</b>	71.2
8.10: I feel I am working for an effective organisation	<b>73.2</b>	61.8	60.3	62.2	64.8	<b>53.4</b>	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	<b>67.5</b>	59.6	56.6	61.7	61.8	<b>49.0</b>	59.8
7.5: I feel my contribution is valued in NZ Police	<b>61.5</b>	49.6	46.6	49.2	49.1	<b>41.2</b>	49.2
8.8: NZ Police cares about the well-being of its staff	<b>65.6</b>	46.0	46.2	49.9	47.8	<b>42.1</b>	48.7
8.5: NZ Police is interested in the views and opinions of its staff	<b>53.1</b>	37.4	36.4	41.2	38.1	<b>30.7</b>	38.9
8.4: There is a sense of 'common purpose' in NZ Police	<b>70.9</b>	55.3	56.2	56.9	58.8	<b>45.3</b>	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	<b>56.4</b>	52.3	<b>47.3</b>	53.9	56.3	<b>47.3</b>	52.9
8.2: Communication in my District or my Service Centre is open and honest	<b>56.0</b>	44.7	43.7	46.5	44.8	<b>36.0</b>	45.1
1.7: My job gives me a sense of personal achievement	79.5	<b>80.9</b>	74.6	77.9	79.4	<b>70.4</b>	77.9

Please note there were insufficient responses to display the results for Unassigned



### 3.10.2.9 Key Drivers by Ethnicity – Overall Ethnicity Comparisons

Comparing the key driver scores of the different ethnic groups shows that no one ethnic group has provided the majority of the highest scores, while 'Pakeha' remains the least positive. It is worth noting that the 'Other Ethnic Group' have seen some of the biggest declines in scores with six questions decreasing by at least 5 percentage points.

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	4753	717	1023	340	176	39	8361
8.9: NZ Police is an enjoyable place to work	70.6	72.7	<b>70.5</b>	<b>80.8</b>	74.9	79.5	71.2
8.10: I feel I am working for an effective organisation	<b>61.2</b>	63.0	61.4	<b>75.9</b>	73.3	69.2	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	<b>58.8</b>	61.7	59.5	<b>72.9</b>	71.0	69.2	59.8
7.5: I feel my contribution is valued in NZ Police	47.3	52.9	49.3	58.8	<b>59.1</b>	<b>46.2</b>	49.2
8.8: NZ Police cares about the well-being of its staff	<b>46.8</b>	46.9	50.5	56.5	55.7	<b>59.0</b>	48.7
8.5: NZ Police is interested in the views and opinions of its staff	<b>36.7</b>	40.4	40.7	49.4	<b>50.9</b>	48.7	38.9
8.4: There is a sense of 'common purpose' in NZ Police	<b>55.1</b>	58.0	58.8	<b>70.1</b>	68.2	66.7	57.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	<b>50.6</b>	56.1	54.0	68.4	<b>73.3</b>	64.1	52.9
8.2: Communication in my District or my Service Centre is open and honest	<b>43.0</b>	46.0	44.9	55.5	<b>60.3</b>	53.8	45.1
1.7: My job gives me a sense of personal achievement	78.3	79.5	<b>76.1</b>	83.2	82.4	<b>84.6</b>	77.9

## Appendix 1: Profile of Respondents

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

### District/Service Centre

District/Service Centre	Number of Responses	Response Rate
Total Organisation	8361	69.1%
Communications Centre	427	72.4%
Central Comm's (Communications Centre)	81	71.7%
Nat Comm's M'ment Group (Communications Centre)	10	71.4%
Northern Comm's (Communications Centre)	240	71.4%
Southern Comm's (Communications Centre)	96	75.6%
Financial Crime Group	62	95.4%
FCG: Central ARU (Financial Crime Group)	9	100.0%
FCG: Northern ARU (Financial Crime Group)	15	83.3%
FCG: Southern ARU (Financial Crime Group)	5	100.0%
FCG: Waikato ARU (Financial Crime Group)	12	100.0%
FCG: Financial Intelligence (Financial Crime Group)	14	100.0%
Financial Crime Group HQ (Financial Crime Group)	6	100.0%
Police National Headquarters (Financial Crime Group)	1	100.0%
National Crime Group	155	82.9%
Crime (National Crime Group)	112	81.8%
National Fingerprints Centre (National Crime Group)	43	87.8%
OFCANZ (National Crime Group)	0	0.0%
OFCANZ	75	84.3%
Upper North Investigations Support	54	58.1%
Canterbury	603	59.7%
Canterbury DHQ (Canterbury)	308	59.8%
Canterbury Metro (Canterbury)	211	57.5%
Mid/South Canterbury (Canterbury)	84	65.6%
Central	580	72.0%
Central District DHQ (Central)	94	71.2%
Manawatu (Central)	203	74.4%
Taranaki (Central)	118	68.2%
Traffic Services Central Dist (Central)	49	72.1%
Whanganui (Central)	116	73.0%
Eastern	324	64.2%
Eastern DHQ (Eastern)	92	60.9%
Hawkes Bay (Eastern)	158	68.1%
Tairāwhiti (Eastern)	74	60.7%
Southern	392	61.0%
Dunedin (Southern)	131	59.8%
Otago Rural (Southern)	45	54.2%
Southern DHQ (Southern)	117	66.9%

District/Service Centre	Number of Responses	Response Rate
Southland (Southern)	99	59.6%
Tasman	264	68.8%
Marlborough (Tasman)	67	72.0%
Nelson Bays (Tasman)	95	68.8%
Tasman DHQ (Tasman)	47	61.8%
West Coast (Tasman)	55	71.4%
Wellington	642	69.9%
Hutt Valley (Wellington)	99	64.7%
Kapiti-Mana (Wellington)	85	75.2%
Wairarapa (Wellington)	54	65.1%
Wellington (Wellington)	98	66.2%
Wellington DHQ (Wellington)	306	72.7%
National Intel	44	81.5%
National Tactics	79	69.9%
Police National Headquarters (National Tactics)	3	75.0%
Protection Services (National Tactics)	42	61.8%
Special Tactics Group (National Tactics)	30	83.3%
Specialist Search Group (National Tactics)	4	80.0%
Prosecutions	211	69.6%
Auckland City Pros (Prosecutions)	25	71.4%
Bay of Plenty Pros (Prosecutions)	10	43.5%
Canterbury Dist Pros (Prosecutions)	21	70.0%
Central Dist Pros (Prosecutions)	14	56.0%
Counties/Manukau Pros (Prosecutions)	34	79.1%
Eastern Dist Pros (Prosecutions)	12	75.0%
Northland Prosecutions (Prosecutions)	12	80.0%
PNHQ - Pros (Prosecutions)	9	81.8%
Southern Dist Pros (Prosecutions)	9	60.0%
Tasman Dist Pros (Prosecutions)	10	90.9%
Waikato Pros (Prosecutions)	18	78.3%
Waitemata Pros (Prosecutions)	24	82.8%
Wellington Dist Pros (Prosecutions)	13	48.1%
Finance	37	68.5%
PNHQ - District Support (Finance)	11	57.9%
Police National Headquarters (Finance)	26	74.3%
Information and Technology	187	79.2%
Central ICTSC (Information and Technology)	12	66.7%
ICT Service Centre (Information and Technology)	144	82.3%
Northern ICTSC (Information and Technology)	18	69.2%
Police National Headquarters (Information and Technology)	1	100.0%
Southern ICTSC (Information and Technology)	12	75.0%
People	153	85.0%
HRSC Recruiting (People)	21	84.0%
ICT Service Centre (People)	2	100.0%
PNHQ - District Support (People)	63	78.8%
Police National Headquarters (People)	66	91.7%
Wellington DHQ (People)	1	100.0%
RNZPC	181	75.1%
Corporate Services Group (RNZPC)	18	50.0%

District/Service Centre	Number of Responses	Response Rate
Field Learning and Development (RNZPC)	11	73.3%
National Managers Office (RNZPC)	3	75.0%
School of Initial Training (RNZPC)	16	80.0%
School of Investigations (RNZPC)	14	87.5%
School of Leadership, Mgmt Command (RNZPC)	7	87.5%
School of Prevention (RNZPC)	18	81.8%
School of Response (RNZPC)	76	77.6%
Teaching and Learning (RNZPC)	18	81.8%
CVIU National	94	81.7%
CVIU Central (CVIU National)	22	73.3%
CVIU Midland (CVIU National)	23	88.5%
CVIU Northern (CVIU National)	17	63.0%
CVIU PNHQ (CVIU National)	4	100.0%
CVIU Southern (CVIU National)	28	100.0%
PIB	78	66.1%
Counties/Manukau DHQ (PIB)	2	66.7%
Nat Comm's M'ment Group (PIB)	1	100.0%
Police Infringement Bureau (PIB)	69	65.1%
Police National Headquarters (PIB)	2	100.0%
Waitemata DHQ (PIB)	4	80.0%
Wellington DHQ (PIB)	0	0.0%
Auckland City	689	70.7%
Auckland Central (Auckland City)	98	68.5%
Auckland CIB (Auckland City)	79	65.3%
Auckland DHQ (Auckland City)	132	70.2%
Auckland District Ops Support (Auckland City)	109	69.4%
Auckland East (Auckland City)	110	80.3%
Auckland West (Auckland City)	97	72.9%
Metro Operations (Auckland City)	64	66.7%
Bay Of Plenty	537	70.3%
Bay of Plenty DHQ (Bay Of Plenty)	135	72.2%
Eastern Bay of Plenty (Bay Of Plenty)	70	70.7%
Rotorua (Bay Of Plenty)	75	59.5%
Taupo (Bay Of Plenty)	94	70.1%
Western Bay of Plenty (Bay Of Plenty)	163	74.8%
Counties / Manukau	855	68.9%
CM Central (Counties / Manukau)	101	60.8%
CM East (Counties / Manukau)	115	68.5%
CM South (Counties / Manukau)	150	67.9%
CM West (Counties / Manukau)	171	74.0%
Counties/Manukau DHQ (Counties / Manukau)	318	69.9%
Northland	260	67.7%
Far North (Northland)	82	62.1%
Whangarei (Northland)	178	70.6%
Waikato	494	69.5%
Hamilton City (Waikato)	117	62.9%
Waikato DHQ (Waikato)	209	71.3%
Waikato East (Waikato)	82	75.9%
Waikato West (Waikato)	86	69.4%
Waitemata	544	62.7%

District/Service Centre	Number of Responses	Response Rate
Auckland Motorways (Waitemata)	54	62.1%
North Shore (Waitemata)	118	63.1%
Rodney (Waitemata)	80	61.5%
Waitakere (Waitemata)	148	61.4%
Waitemata DHQ (Waitemata)	144	64.6%

### Span of Control

Span of Control	Number of Responses
No reports	6686
Under 10 reports	1077
10-50 reports	453
Over 50 reports	145
Total Organisation	8361

### Rank/Level

Rank/Level	Number of Responses
Authorised Officer	144
Band A - F	137
Band G - J	7
Constabulary	6018
Constable	4313
Sergeant	1087
Senior Sergeant	357
Commissioned Officer	261
Employee	2199
Band A - F	1515
Band G - J	552
Band 1 & above	132
Total Organisation	8361

### Tenure

Tenure	Number of Responses
Under 2	1110
2 - 4	889
5 - 9	2112
10 - 14	1326
15 - 19	1119
20 - 24	731
25 - 29	520
30 - 34	251
Over 35	303
Total Organisation	8361

## Time in Band

Time in Band	Number of Responses
Under 1 year	1236
1 - 2 years	1839
3 - 4 years	1078
5 - 9 years	2318
10 years or over	1890
Total Organisation	8361

## Gender

Gender	Number of Responses
Female	2556
Male	5805
Total Organisation	8361

## PE Type

PE Type	Number of Responses
Corporate	820
Investigations	1705
Operations	1192
Prevention	1310
Response	2466
Road Policing	867
Unassigned	1
Total Organisation	8361

## Ethnicity

Ethnicity	Number of Responses
Pakeha	4753
Maori	717
Europeans	1023
Pacific Peoples	340
Asian Peoples	176
Other Ethnic Groups	39
Total Organisation	8361

## Appendix 2: Questionnaire

The NZ Police Workplace Survey 2015 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 2014 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 37 New Zealand State Sector organisations made up the 2015 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  
Department of Corrections  
Department of Internal Affairs  
Education New Zealand  
Electricity Authority  
Energy Efficiency & Conservation Authority  
Environmental Protection Authority  
Human Rights Commission  
Lotto New Zealand  
Maritime New Zealand  
Ministry for Culture & Heritage  
Ministry for Primary Industries  
Ministry of Business Innovation & Employment (Labour Group)  
Ministry of Defence  
Ministry of Foreign Affairs & Trade  
Ministry of Justice  
Ministry of Women's Affairs  
New Zealand Customs Service  
New Zealand Police  
New Zealand Qualifications Authority  
New Zealand Trade & Enterprise  
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  
Tertiary Education Commission  
The Performance Hub  
The Quit Group  
The Treasury  
Tourism New Zealand  
WorkSafe NZ

## 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 2015 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.

