

New Zealand Police Workplace Survey 2013



Summary of Findings Organised Financial Crime Agency NZ

April 2013

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RESPONSE RATE

	Org Financial Crime Agency NZ 2013	Org Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
Number of Responses	80	87	8863
Response Rate	88.9%	85.3%	74.8%

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

OVERALL PERCEPTIONS OF THE ORGANISED FINANCIAL CRIME AGENCY NZ AS A PLACE TO WORK

Section	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	62.5	64.0 (-1.5)	63.6 (-1.1)
1. Vision and Purpose + Communication and Cooperation	57.1	57.9 (-0.8)	54.9 (+2.2)
2. Quality and Excellence	39.7	NA	48.1 (-8.4)
3. My Supervisor	73.4	72.8 (+0.6)	76.6 (-3.2)
4. My Work Group	76.2	72.1 (+4.1)	79.9 (-3.7)
5. My Job	63.0	65.0 (-2.0)	62.4 (+0.6)
6. Respect & Integrity in the Workplace	66.6	75.4 (-8.8)	73.4 (-6.8)
7. Learning and Development	59.8	66.4 (-6.6)	58.9 (+0.9)
8. Performance and Feedback	64.6	57.2 (+7.4)	69.7 (-5.1)
9. Recognition	50.3	50.6 (-0.3)	48.1 (+2.2)
10. Final Thoughts (Engagement Index)	72.4	74.2 (-1.8)	71.1 (+1.3)
11. The Survey - Your Views (Change Index)	14.7	26.6 (-11.9)	28.9 (-14.2)

HOW ENGAGED ARE STAFF WITHIN THE ORGANISED FINANCIAL CRIME AGENCY NZ?

Engagement Index (average of all six engagement questions)

Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
72.4	74.2 (-1.8)	71.1 (+1.3)

Engagement Profile

Engagement Group	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
Engaged	26.3	31.0 (-4.7)	24.5 (+1.8)
Ambivalent	59.9	56.4 (+3.5)	59.9 (0.0)
Disengaged	13.8	12.6 (+1.2)	15.6 (-1.8)
Engagement Ratio	1.9:1	2.5:1	1.6:1

Proportion of Employees (%)

PERFORMANCE ENABLEMENT WITHIN THE ORGANISED FINANCIAL CRIME AGENCY NZ?

Performance Enablement Index (average of all eight enablement questions)

Organised Financial Crime Agency NZ 2013	NZ Police 2013 (Total Org)
51.0	54.3 (-3.3)

Enablement Questions

Concept	Question	Organised Financial Crime Agency NZ 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	43.8	52.9 (-9.1)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	35.0	42.5 (-7.5)
	I am sufficiently involved in decisions that affect my work	50.0	52.5 (-2.5)
Resource access	I have the tools and resources I need to do my job	62.5	52.6 (+9.9)
	NZ Police's systems and processes enable me to do my job well	35.0	42.8 (-7.8)
Training	NZ Police provides adequate training for the work I do	49.4	49.7 (-0.3)
Collaboration	People I work with cooperate to get the job done	87.5	87.1 (+0.4)
Customer Service	NZ Police delivers on the promises it makes to its customers	45.0	54.2 (-9.2)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE ORGANISED FINANCIAL CRIME AGENCY NZ?

	Key Driver Questions	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	72.5	78.2 (-5.7)	66.8 (+5.7)
	5.3: My job gives me a sense of personal achievement	73.8	79.3 (-5.5)	79.7 (-5.9)
	9.4: I feel my contribution is valued in NZ Police	47.5	52.9 (-5.4)	48.0 (-0.5)
	1.10: NZ Police is interested in the views and opinions of its staff	32.5	34.5 (-2.0)	34.8 (-2.3)
	1.4: NZ Police cares about the well-being of its staff	47.5	49.4 (-1.9)	40.1 (+7.4)
	6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	58.2	72.4 (-14.2)	68.4 (-10.2)
	6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.3	67.8 (-4.5)	70.2 (-6.9)
	1.5: There is a sense of 'common purpose' in NZ Police	51.3	60.9 (-9.6)	53.5 (-2.2)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	50.0	55.2 (-5.2)	52.5 (-2.5)
	9.1: I get recognition when I do a good job	67.5	58.6 (+8.9)	60.7 (+6.8)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the Service Centre. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represent a particularly useful leverage point when attempting to further engage employees.

TAKING ACTION WITHIN THE ORGANISED FINANCIAL CRIME AGENCY NZ?

Question	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	17.7	32.2 (-14.5)	34.9 (-17.2)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	11.7	20.9 (-9.2)	22.9 (-11.2)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	19.5	NA	34.0 (-14.5)

BIGGEST DIFFERENCES WITHIN THE ORGANISED FINANCIAL CRIME AGENCY NZ SINCE 2012 - POSITIVE

Question	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
4.3: Roles and responsibilities are clearly defined in my work group	77.5	53.5 (+24.0)	76.2 (+1.3)
1.11: Work groups in NZ Police work well together	43.8	28.7 (+15.1)	44.9 (-1.1)
8.2: People are held accountable for their performance in my work group	70.0	55.2 (+14.8)	69.2 (+0.8)
5.11: My performance is fairly assessed	61.3	52.3 (+9.0)	55.8 (+5.5)
9.1: I get recognition when I do a good job	67.5	58.6 (+8.9)	60.7 (+6.8)
4.5: The way work is allocated in my workgroup is fair	68.8	62.1 (+6.7)	71.6 (-2.8)
1.9: I feel informed about NZ Police and its activities	60.8	55.2 (+5.6)	54.2 (+6.6)
5.1: The responsibilities of my job are clearly defined	63.3	58.1 (+5.2)	76.0 (-12.7)
8.3: Poor performance is dealt with effectively in my work group	38.8	33.7 (+5.1)	52.6 (-13.8)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	60.8	56.3 (+4.5)	67.4 (-6.6)

BIGGEST DIFFERENCES WITHIN THE ORGANISED FINANCIAL CRIME AGENCY NZ SINCE 2012 - NEGATIVE

Question	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
7.1: NZ Police provides adequate training for the work I do	49.4	64.4 (-15.0)	49.7 (-0.3)
11.1: I believe actions will be taken based on the results of this survey	17.7	32.2 (-14.5)	34.9 (-17.2)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	58.2	72.4 (-14.2)	68.4 (-10.2)
4.4: I feel part of an effective work group	63.8	74.7 (-10.9)	78.3 (-14.5)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.0	70.1 (-10.1)	64.2 (-4.2)
1.7: I intend to continue working at NZ Police for at least the next 12 months	78.5	88.4 (-9.9)	83.1 (-4.6)
1.5: There is a sense of 'common purpose' in NZ Police	51.3	60.9 (-9.6)	53.5 (-2.2)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	11.7	20.9 (-9.2)	22.9 (-11.2)
10.3: I take an active interest in what happens in NZ Police	81.3	89.7 (-8.4)	81.1 (+0.2)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	73.4	81.6 (-8.2)	81.4 (-8.0)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Organised Financial Crime Agency NZ 2013	NZ Police Top 25%
5.8: I am able to maintain a balance between my personal and working life	76.3	73.9 (+2.4)
5.7: The level of work-related stress I experience in my job is acceptable	68.4	66.4 (+2.0)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Organised Financial Crime Agency NZ 2013	NZ Police Top 25%
11.1: I believe actions will be taken based on the results of this survey	17.7	49.4 (-31.7)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	19.5	44.2 (-24.7)
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	43.8	65.4 (-21.6)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	11.7	32.9 (-21.2)
4.4: I feel part of an effective work group	63.8	84.6 (-20.8)
2.1: NZ Police delivers on the promises it makes to its customers	45.0	65.1 (-20.1)
8.3: Poor performance is dealt with effectively in my work group	38.8	58.2 (-19.4)
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	35.0	53.0 (-18.0)
5.10: I understand how my performance is measured	47.5	65.3 (-17.8)
2.3: NZ Police's systems and processes enable me to do my job well	35.0	52.5 (-17.5)

RESPECT AND INTEGRITY WITHIN THE ORGANISED FINANCIAL CRIME AGENCY NZ

Question	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	77.9	85.1 (-7.2)	82.9 (-5.0)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	73.4	81.6 (-8.2)	81.4 (-8.0)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.3	67.8 (-4.5)	70.2 (-6.9)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	58.2	72.4 (-14.2)	68.4 (-10.2)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.0	70.1 (-10.1)	64.2 (-4.2)

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?

	Organised Financial Crime Agency NZ 2013	Organised Financial Crime Agency NZ 2012	NZ Police 2013 (Total Org)
Not Applicable	88.8	71.3 (+17.5)	84.0 (+4.8)
Yes	1.3	11.5 (-10.2)	3.9 (-2.6)
No	10.0	17.2 (-7.2)	12.1 (-2.1)

Gender Differences Within the Service Centre

Question	Organised Financial Crime Agency NZ - Female	Organised Financial Crime Agency NZ - Male
6.1: Staff in my workgroup respect employee diversity	86.4	74.5
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.0	72.7
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	75.0	58.2
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	70.8	52.7
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	66.7	57.1
Respect & Integrity in the Workplace (Overall Section Score)	74.8	63.1

If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?

	Organised Financial Crime Agency NZ - Female	Organised Financial Crime Agency NZ - Male
Not Applicable	83.3	91.1
Yes	4.2	0.0
No	12.5	8.9

SUMMARY AND KEY OBSERVATIONS – ORGANISED FINANCIAL CRIME AGENCY NZ

The following summary provides insight into how employees perceive the Organised Financial Crime Agency NZ (OFCANZ) as a place to work and how it fares to the rest of NZ Police. Engagement levels within the Service Centre are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within the Service Centre that would likely provide it with the greatest improvement leverage when attempting to make OFCANZ a truly great – and engaging – place to work.

Response Rate

There was an excellent response rate to the 2013 NZ Police Workplace Survey within the OFCANZ. Of 90 employees asked to participate, 80 completed the survey, representing a response rate of 88.9%. This high response rate ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the Organised Financial Crime Agency NZ.

How Employees Perceive Organised Financial Crime Agency NZ as a Place to Work

In general, the Organised Financial Crime Agency NZ's staff perceive their workplace fairly similarly to the NZ Police average. Most of the sections were also rated very similarly to the NZ Police average, with the exception of 'The Survey – Your Views' section, which significantly decreased since 2012 (-11.9) and now sits significantly below the NZ Police average (-14.2).

Looking more closely at this aberrant section, we observe that only 17.7% of people in OFCANZ believe that 'action will be taken based on the survey results', half as many as in 2012 and half as many as the NZ Police average. People in OFCANZ have answered this question very differently to those in the NZ Police Top 25%, and as such this constitutes the biggest gap in response to this benchmark. It is possible that it is related to the key driver items 'NZ Police is interested in the views and opinions of its staff' (discussed below under 'Key Drivers'). This low perception of past action may also form the basis of their low confidence about future action. Taken together, this data suggests that the post-survey process following this survey will be a great opportunity to ensure that staff feel involved and can clearly see the link between their feedback and workplace initiatives.

The OFCANZ has seen three survey items increase significantly since the 2012 survey, all of which relate to the way people work. The first two are 'Roles and responsibilities are clearly defined in my work group', and 'Work groups in NZ Police work well together'. The third survey item to increase significantly is 'People are held accountable for their performance in my work group' which 70.0% of people in this Service Centre have agreed to, an increase of 14.8 points since 2012. However, there is a large discrepancy between people's responses to this question and that of 'Poor performance is dealt with effectively in my work group' to which only 38.8% of people have agreed and which has not increased since 2012. The gap in perception between these two questions is larger than that seen in the rest of the NZ Police. This suggests addressing performance accountability and making roles and responsibilities clear may be a good starting point in addressing this area. Note it may take some time for the effect to filter through, and for people to see that there is a consequence for poor performance.

Respect and Integrity within the Organised Financial Crime Agency NZ

Survey item scores for five questions have significantly decreased since 2012, two of which deserve particular attention. These are from the Respect and Integrity section of the survey, suggesting that people are less confident that they can raise concerns about inappropriate conduct without fear of reprisal (dropped by 14.2 points to 58.2%, which is 10.2 points behind the NZ Police average) or that concerns regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with effectively (dropped by 10.1 points to 70.1%).

Looking closer at the Respect and Integrity section of the survey, some differences in perception are apparent between the genders. This is particularly evident for the two questions regarding confidence in raising concerns about inappropriate conduct in the workplace without fear of reprisal, which females answered markedly more positively than males.

A large number of respondents also responded that they do not believe incidents of harassment, discrimination or bullying they have experienced or witnessed in the last 12 months have been dealt with effectively. None of the males, and a quarter of the females who had witnessed or experienced any of these forms of inappropriate workplace behaviour felt it had been addressed effectively.

Among the comments made in the free-text section of the survey, one respondent specifically referred to sexual harassment and the process by which incidents are handled.

It is unusual for items on Respect and Integrity to be identified as key drivers. This will be discussed further below.

Employee Engagement within the Organised Financial Crime Agency NZ

Employee engagement levels within OFCANZ are on par with those of NZ Police as a whole, and have not altered significantly since 2012. Below we provide the results of an analysis that identifies what engages OFCANZ employees the most – information which serves as a means for increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis was performed on OFCANZ's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They will have the greatest influence in driving improvement in engagement levels.

Nine of OFCANZ's ten key drivers scored just as well as the NZ Police average, with nearly three-quarters of staff agreeing to the top two key drivers, 'NZ Police is an enjoyable place to work' (72.5%) and 'My job gives me a sense of personal achievement' (73.8%).

The key drivers fall into three main themes. The first is that people want to feel that the NZ Police is a safe and enjoyable place to work, where they feel that their well-being is cared for, and in which they can safely raise concerns relating to respect and integrity. As mentioned, the perceptions on '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)', has decreased significantly since 2012, and is now below the NZ Police average. It is unusual to see Respect and Integrity questions identified as key drivers, but for OFCANZ they are "top of mind" issues. Overall, this is a theme which is likely to most benefit OFCANZ if given further focus over the coming year. Conversations at a work group level could reveal a variety of ways that people could work together to achieve a workplace environment that is more supportive in these ways.

The second theme among the key drivers relates to a sense of reward for the contribution individuals make. At a personal level, people want acknowledgement and recognition which will support their sense of personal achievement from their jobs, and that their contribution is valued by others in their teams and the organisation as a whole. At present these items tend to score very similarly to the NZ Police average, and as such there is scope for improvement in this area.

The third theme relates to the input and ability of staff to put forward suggestions for improvement. These key drivers, 'NZ Police is interested in the views and opinions of its staff' and 'I am sufficiently involved in decisions that affect the way I do my job' as pointed out previously may impact people's perceptions on the questions in the Change Index. The survey is a good starting point for conversations about how to improve the local workplace. The post-survey action planning process is a good starting point for shifting these perceptions about inclusion.

Performance Enablement within the Organised Financial Crime Agency NZ

'Performance enablement' is about ensuring that staff have the basic resources, training and support they need to do their jobs. Additionally, it considers an emphasis on delivering a quality, customer-focused service to support a high performing workplace. A workforce that is both highly enabled (can do the job) and engaged (want to do the job) will outperform those that lack enablement or engagement. While OFCANZ has achieved very similar results to the enablement questions as observed across the NZ Police, opportunity to further enable OFCANZ staff is possible in the areas of quality emphasis and customer focus.

Taking Action within the Organised Financial Crime Agency NZ

As mentioned previously, very few staff believe that action will be taken based on the survey results (17.7%, 17.2 points behind the NZ Police average), and even fewer report that changes in response to the 2012 Workplace Survey have had a positive impact on their work group (11.7%, 11.2 points behind the NZ Police average). Approximately one fifth of people agreed that their supervisor has actively involved their work group in making changes as a result of the last survey. Given that involvement features among the key drivers, taking action based on the survey results will be critical to driving engagement within this Service Centre over the coming year.

Employee Comments

Examining the comments made by staff we see further support for the Key Drivers mentioned above. Many comments about what makes the NZ Police a great place to work refer to the people they work with, teamwork and the sense of pride people get from the effect of their work on the community.

A number of issues were raised as things that needed to change. Some commented on fair reward and merit-based recognition, and the fair promotion and recruitment of staff. Associated with this, a number of staff commented on the need for effective performance management and accountability. Comments relating to care and respect also featured, together with references to resources, including budget and technology.

Among the comments made in the free-text section of the survey, one specifically referred to sexual harassment and the process by which incidents are handled.

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

Summary

OFCANZ consists of people who enjoy one another's company, are passionate about the effect their jobs have on the community, and want to be empowered to improve their ability to make a difference. The Key Driver analysis shows that significant areas to focus on include building the sense that the NZ Police values them as individuals, beyond what they achieve through their work; fair recognition of strong performance so that people feel their contribution is valuable; and involving staff in the ongoing effort to improve the effectiveness of NZ Police as a whole. To achieve this you can:

- Begin by using the survey results as a conversation-starter on what needs to improve, why people answered the way they did, and what can be done to take OFCANZ further forward on its journey to becoming a 'best place to work'. Use this as an opportunity to involve people, as a way of demonstrating their value.
- Implement initiatives that show you care for the well-being of your staff.
- Address issues around perceptions of Respect and Integrity, particularly around confidence in raising concerns without fear of reprisal.
- Place greater emphasis on creating an enjoyable and inclusive workplace where staff feel that their views, opinions or involvement are sought after.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Service Centres that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

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

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

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

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

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

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

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

	NZ Police 2013	NZ Police 2012
Number of Responses	8863	9393
Response Rate	74.8%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2013	NZ Police 2012
Performance Index	63.6	64.7 (-1.1)
1. Vision and Purpose + Communication and Cooperation	54.9	58.2 (-3.3)
2. Quality and Excellence	48.1	NA
3. My Supervisor	76.6	76.4 (+0.2)
4. My Work Group	79.9	79.2 (+0.7)
5. My Job	62.4	63.3 (-0.9)
6. Respect & Integrity in the Workplace	73.4	72.4 (+1.0)
7. Learning and Development	58.9	59.6 (-0.7)
8. Performance and Feedback	69.7	68.9 (+0.8)
9. Recognition	48.1	48.3 (-0.2)
10. Final Thoughts (Engagement Index)	71.1	74.4 (-3.3)
11. The Survey - Your Views (Change Index)	28.9	31.9 (-3.0)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2013	NZ Police 2012
Engaged	24.5	27.8 (-3.3)
Ambivalent	59.9	59.7 (+0.2)
Disengaged	15.6	12.5 (+3.1)
Engagement Ratio	1.6:1	2.2:1

Proportion of Employees (%)

GLOSSARY

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

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

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

Engagement Ratio: the proportion of engaged to disengaged employees

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

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

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

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

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

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

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

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

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

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

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

