New Zealand Police Workplace Survey 2015

Summary of Findings
People 2015

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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

The response rate for People to the 2015 survey of 85% was very good. It is 16% higher than the NZ Police overall response rate, and we can be confident that the results presented in this report are an accurate indication of employee attitude and opinion within People.

	People 2015	People 2014	NZ Police 2015
Number of Responses	153	185	8361
Response Rate	85.0%	83.7%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District'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.

Summary of Results

	People 2015	People 2014	NZ Police 2015
Performance Index	67.7	71.8	63.2
Engagement Index	82.6	84.9	**72.1**
Work Engagement Index	86.9	87.3	84.0
Change Index	29.2	**39.7**	26.4

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
People 2015	39.5%	51.9%	8.6%
People 2014	39.7%	54.3%	6.0%

Summary of Findings

People has seen some declines in the past year, which are most apparent in the Change Index, Key Drivers of Engagement and the Learning and Development section (which now scores below average). PNHQ – District Support (People) scores markedly lower than the other People groups overall (and has shown some significant declines), although their engagement is still strong.

In many cases, despite declines, People still scores as well as if not better than NZ Police. Overall, the Engagement Index is still significantly higher than typically seen in NZ Police.

Where to from here

With development coming through as a theme in the Key Drivers of Engagement and this survey section showing sizeable decline and now scoring below the NZ Police average, we recommend focusing on ways to further develop staff within People and make the best use of people's key knowledge, skills and abilities. Action plan with teams on how this could be achieved, and explore perceptions around how this may relate to 'career development' opportunities. Note that the biggest decline this year was belief that their feedback through the survey would result in change. Linking actions taken post-survey with the key takeaways from the survey will demonstrate that people's feedback is of value. A second focus area is recognition of outstanding performance, which had the biggest decline among the key drivers and was accompanied by a sizeable drop in the perception that people's contribution is valued. Action plan with teams on how to best recognise staff contributions, deliver meaningful forms of recognition to one another, and ensure staff feel valued.

2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees' overall perceptions of the District as a place to work.

2.1 Across the District

	People 2015	People 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	67.7	71.8	63.2
1. The Work I Do	73.4	72.8	70.8
2. Learning and Development	44.0	**52.6**	**52.6**
3. Work Conditions	62.2	**73.5**	**52.8**
4. My Team	74.3	74.2	75.7
5. Respect & Integrity in the Workplace	78.9	81.4	**72.7**
6. My Supervisor	76.4	80.6	80.7
7. Recognition	55.2	**64.0**	**44.6**
8. Vision and Purpose + Communication and Cooperation	67.2	**72.7**	**58.0**
9. Quality and Excellence	67.5	70.4	**58.7**
10. Final Thoughts (Employee Engagement)	82.6	84.9	**72.1**
11. The Survey - Your Views (Change Index)	29.2	**39.7**	26.4

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

2.2 Across the Areas

Survey Sections	HRSC Recruiting		PNHQ - District Support (People)		Police National Headquarters (People)	
	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	66.0	69.3	60.4	67.9	75.6	78.5
1. The Work I Do	73.8	76.4	63.5	69.0	83.4	77.2
2. Learning and Development	33.3	36.9	28.7	44.2	61.4	68.2
3. Work Conditions	57.1	75.0	58.7	70.6	69.4	77.0
4. My Team	79.8	73.4	66.4	71.8	81.0	78.9
5. Respect & Integrity in the Workplace	67.6	75.9	78.1	79.0	83.0	85.5
6. My Supervisor	75.4	80.7	67.2	73.2	86.7	91.7
7. Recognition	47.6	59.6	51.0	60.3	62.6	68.2
8. Vision and Purpose + Communication and Cooperation	66.1	69.3	60.9	70.0	73.3	79.2
9. Quality and Excellence	70.7	66.1	60.6	66.2	72.7	78.2
10. Final Thoughts (Employee Engagement)	90.5	92.7	75.6	79.8	86.7	90.4
11. The Survey - Your Views (Change Index)	11.1	15.2	20.0	36.7	45.9	51.1

Please note that there were insufficient responses to display the results for ICT Service Centre (People) and Wellington DHQ (People)

2.3 Interpretation

There have been a number of declines since 2014, including Work Conditions, Recognition, Vision and Purpose, and Communication and Cooperation, however People continues to outscore NZ Police in these areas. Perceptions of Learning and Development have declined since 2014 and this section now scores significantly below the NZ Police average.

Within People, responses indicate that the majority of the decline is due to changes in perception within PNHQ –District Support (People), which has had sizeable decreases in the areas of Learning and Development, Work Conditions and Change Index. HRSC Recruiting has also had marked declines in Work Conditions and Recognition.

2.3.1   Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

3. Engagement

Overall, People's engagement has remained similar between 2014 and 2015. People continue to outscore the NZ Police average in terms of organisational engagement, suggesting staff in People are more connected and engaged to the organisation than is typical. This year, fewer PNHQ - District Support (People) respondents have agreed that they would recommend NZ Police as a great place to work, and fewer Police National Headquarters (People) have agreed that they take an active interest in what happens in NZ Police. Each of these now score comparably to the NZ Police average.

3.1 Fulfilment, motivation and commitment towards work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

Question	People 2015	People 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	80.4	78.8	77.9
1.8 I am strongly committed to the work I do	90.8	92.9	89.1
1.9 I am motivated to do the best I can in my job every day	89.5	90.2	85.1

	HRSC Recruiting		PNHQ - District Support (People)		Police National Headquarters (People)	
	2015	2014	2015	2014	2015	2014
1.7	71.4	87.5	74.6	75.6	87.9	80.8
1.8	95.2	93.8	87.1	93.0	92.4	93.2
1.9	90.5	87.5	87.3	89.5	92.4	91.8

Please note that there were insufficient responses to display the results for ICT Service Centre (People) and Wellington DHQ (People)

3.2 Engagement with New Zealand Police

Organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

The Engagement Index is the average of all six engagement questions and measures employees engagement with NZ Police as an organisation as a whole.

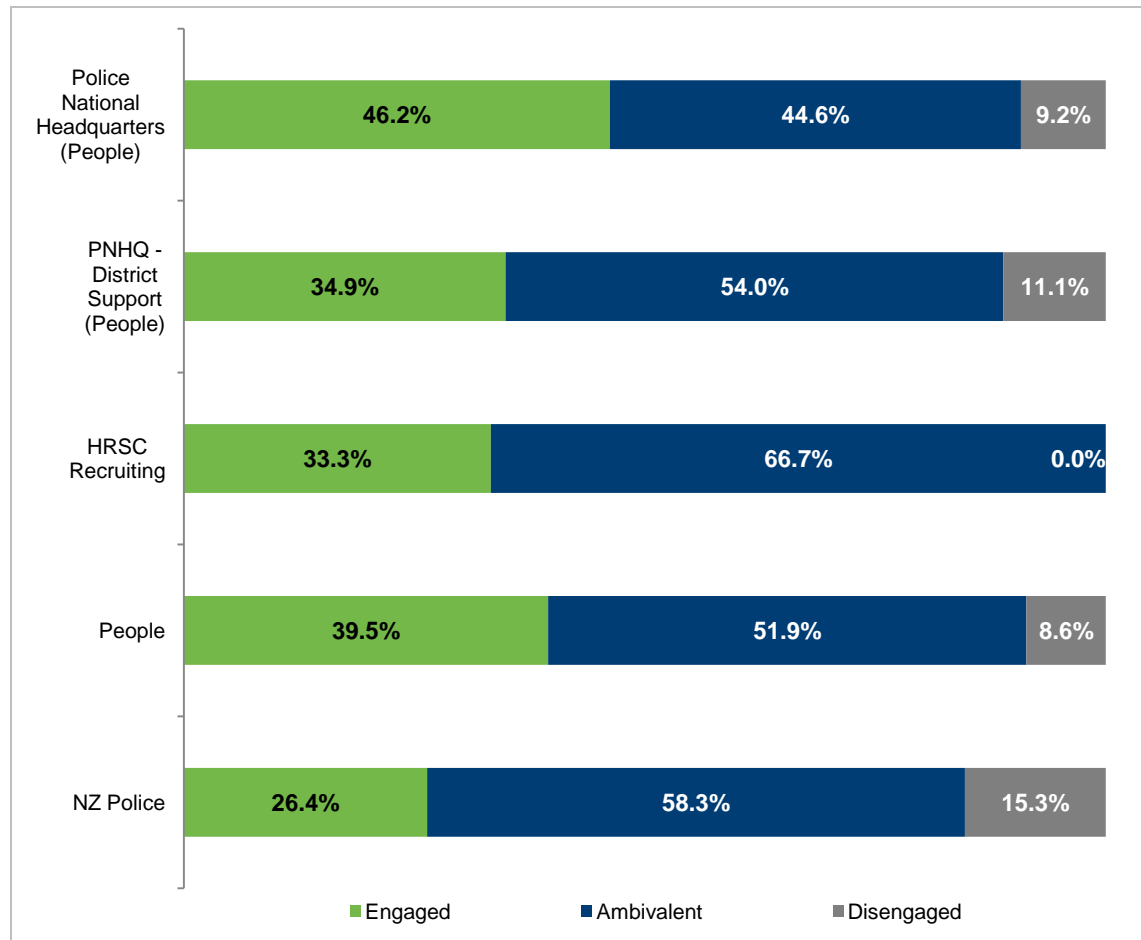| Question	People 2015	People 2014	NZ Police 2015
Engagement Index	82.6	84.9	**72.1**
10.1 Overall, I'm satisfied with my job	80.4	82.1	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	79.1	81.0	**66.6**
10.3 I take an active interest in what happens in NZ Police	88.9	92.4	**80.7**
10.4 I feel inspired to go the extra mile to help NZ Police succeed	84.2	85.2	**71.5**
10.5 I feel a sense of commitment to NZ Police	86.2	89.7	**80.9**
10.6 NZ Police inspires me to do the best I can in my job every day	76.7	79.2	**59.8**

	HRSC Recruiting		PNHQ - District Support (People)		Police National Headquarters (People)	
	2015	2014	2015	2014	2015	2014
Index	90.5	92.7	75.6	79.8	86.7	90.4
10.1	90.5	87.5	71.4	77.9	86.4	87.7
10.2	90.5	81.3	65.1	76.7	89.4	86.3
10.3	90.5	100.0	92.1	88.4	84.8	95.9
10.4	90.5	100.0	79.4	77.9	86.2	91.7
10.5	95.2	100.0	77.8	86.0	90.8	93.2
10.6	85.7	87.5	67.7	72.1	82.8	87.5

Please note that there were insufficient responses to display the results for ICT Service Centre (People) and Wellington DHQ (People)

3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

People as a group has a strong engagement profile, with 40% of people considered engaged and less than 10% disengaged. Overall it compares favourably to the NZ Police results. Police National Headquarters (People) has the most favourable engagement profile with close to 50% of staff in the engaged group.

	Engaged	Ambivalent	Disengaged
Police National Headquarters (People)	46.2%	44.6%	9.2%
PNHQ - District Support (People)	34.9%	54.0%	11.1%
HRSC Recruiting	33.3%	66.7%	0.0%
People	39.5%	51.9%	8.6%
NZ Police	26.4%	58.3%	15.3%

3.4 District and Area Engagement Profile Trend 2014-15

Police National Headquarters (People) has a slightly increased proportion of disengaged personnel compared to 2014.

Engagement Profile	HRSC Recruiting		PNHQ - District Support (People)		Police National Headquarters (People)	
	2015	2014	2015	2014	2015	2014
Engaged	33.3	37.5	34.9	36.0	46.2	46.6
Ambivalent	66.7	62.5	54.0	54.7	44.6	50.7
Disengaged	0.0	0.0	11.1	9.3	9.2	2.7

Please note that there were insufficient responses to display the results for ICT Service Centre (People) and Wellington DHQ (People)

3.5 What drives our employee's engagement within the District?

There have been some sizeable declines to the People group's key driver items since 2014. In all cases though, People is either still scoring comparably to NZ Police, or is outscoring NZ Police. A notable strength among the key drivers (despite declines) is the perception that NZ Police is interested in the views and opinions of its people.

In order to improve engagement we suggest focusing on ways to make the best use of people's key knowledge, skills and abilities, and further develop people. Two of People group's key drivers relate to this, and the key driver item 'I am encouraged to develop my knowledge, skills and abilities in NZ Police' has declined since 2014.

The biggest decline among the key driver relates to the recognition of outstanding performance and along with that, we are also seeing a sizeable drop in the perception that people's contribution is valued.

Lastly, staff in People are also motivated by the sense that NZ Police is performing effectively as an organisation. They want to see the organisation demonstrating a stronger focus on quality of services and their level of engagement is affected by the extent to which they are enabled to make a difference through systems and processes.

Key Driver Questions	People 2015	People 2014	NZ Police 2015
1.7: My job gives me a sense of personal achievement	80.4	78.8	77.9
8.9: NZ Police is an enjoyable place to work	80.9	**85.9**	**71.2**
8.10: I feel I am working for an effective organisation	77.6	**83.0**	**62.8**
1.6: The work I do makes good use of my knowledge and skills	74.5	74.3	74.4
7.5: I feel my contribution is valued in NZ Police	61.4	**71.0**	**49.2**
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	57.9	**68.1**	**52.9**
9.5: Systems and processes I use enable me to do my job well	58.2	53.8	59.1
8.5: NZ Police is interested in the views and opinions of its staff	56.3	**62.0**	**38.9**
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	49.7	**56.0**	52.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.7	**59.4**	44.9

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 District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. Respect & Integrity reporting

Perceptions of Respect & Integrity have remained consistent since 2015, and remain comparable to NZ Police overall.

Question	People District 2015	People District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity	85.3	88.5	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.8	84.2	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	77.5	77.9	69.2
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)	75.5	80.3	68.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	75.5	76.1	63.0
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? Not Applicable	79.1	79.5	81.7
Yes	9.8	7.6	4.5
No	11.1	13.0	13.8

5. Biggest Differences 2014 - 2015

Three survey questions that have improved the most since 2014 relate to performance. Feeling that performance is fairly assessed is now a strength for the People group compared to NZ Police.

More questions have decreased since 2014, and of the five greatest declines, markedly fewer respondents agree that there are career opportunities for them within NZ Police, and this now scores markedly lower than the NZ Police average. Confidence around post-survey action and change is the question showing the biggest decline since last year. Note that some of the areas which have declined still greatly outscore NZ Police, e.g. feeling that NZ Police cares about the well-being of its staff.

5.1 Top five biggest differences within the District since 2014 - POSITIVE

| Question	People District 2015	People District 2014	NZ Police 2015
1.3: I understand how my performance is measured	64.2	**48.9**	59.4
1.4: My performance is fairly assessed	58.0	**52.5**	**52.7**
4.2: Roles and responsibilities are clearly defined in my team	73.2	**67.8**	76.4
9.5: Systems and processes I use enable me to do my job well	58.2	53.8	59.1
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.5	84.2	86.0

5.2 Top five biggest differences within the District since 2014 - NEGATIVE

| Question	People District 2015	People District 2014	NZ Police 2015
11.3: I believe actions will be taken based on the results of this survey	36.9	**52.0**	**29.3**
2.4: There are career development opportunities for me in NZ Police	32.7	**45.6**	**53.5**
3.2: The level of work-related stress I experience in my job is acceptable	57.2	**70.1**	**52.2**
7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.7	**59.4**	44.9
8.8: NZ Police cares about the well-being of its staff	70.9	**83.5**	**48.7**

6. Employee Comments Theme Analysis

Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work
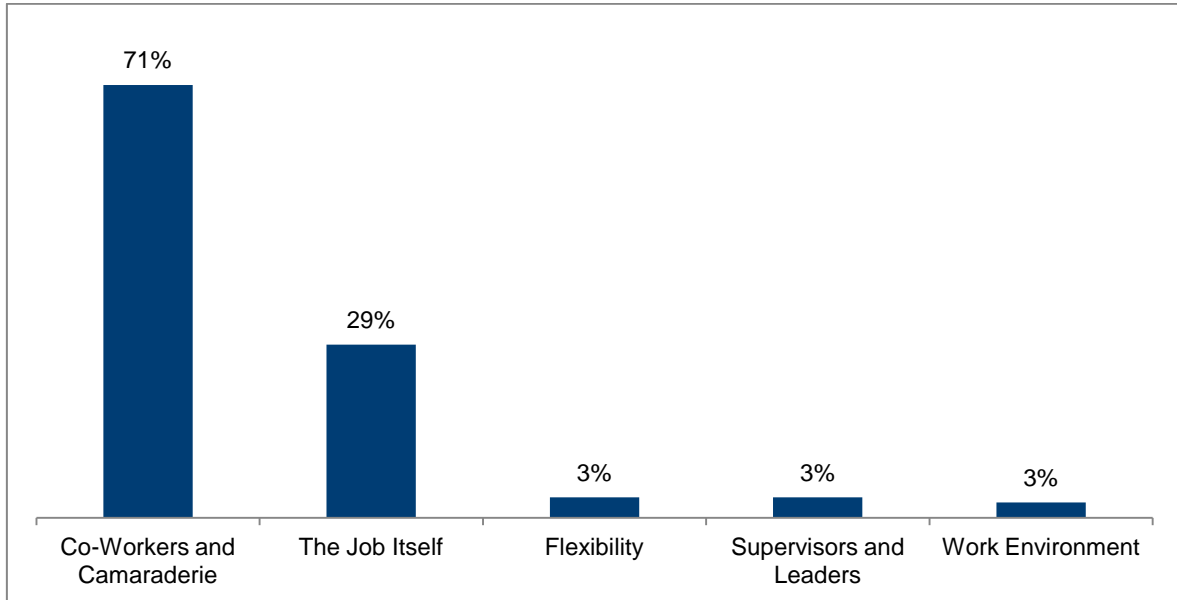
Respondents from the People group generally agree that it's their co-workers and the camaraderie they experience on a daily basis which primarily makes NZ Police a great place to work. Nearly 30% of the comments referred to aspects of the job itself contributing to people's perception of this organisation as a great place to work.

6.2 One thing that needs to change to make this a great place to work
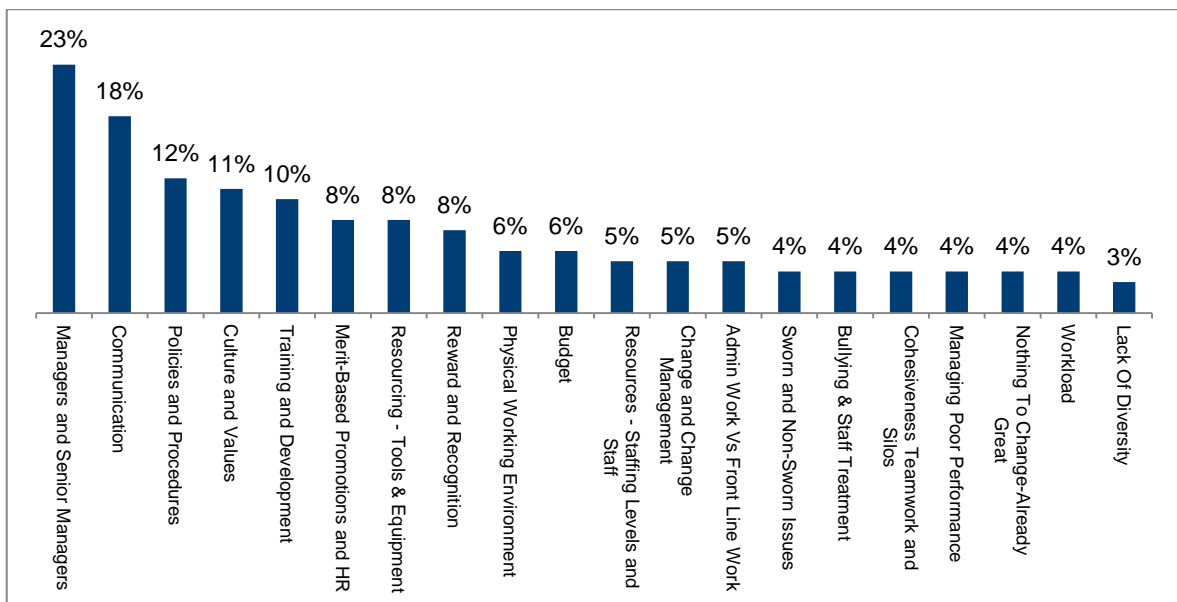
Responses to the question 'what is the one thing that needs to change to make this a great place to work' were more varied, but the most common responses relate to 'Managers and Senior managers' followed by 'Communication'.

7. Appendix 1 – All Question Results

Question	People		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	73.4	72.8	70.8	71.9
1.1: The responsibilities of my job are clearly defined	71.2	76.0	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	88.2	89.7	82.8	83.9
1.3: I understand how my performance is measured	64.2	48.9	59.4	61.1
1.4: My performance is fairly assessed	58.0	52.5	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	43.7	52.0	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	74.5	74.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	80.4	78.8	77.9	78.3
1.8: I am strongly committed to the work I do	90.8	92.9	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	89.5	90.2	85.1	85.1
2. Learning and Development	44.0	52.6	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	49.7	56.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	54.2	60.7	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	39.5	48.1	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	32.7	45.6	53.5	53.4
3. Work Conditions	62.2	73.5	52.8	56.2
3.1: I am satisfied with my physical work environment	64.7	73.9	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	57.2	70.1	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	71.1	82.6	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	55.9	67.2	33.7	40.1
4. My Team	74.3	74.2	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.5	84.2	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	73.2	67.8	76.4	76.9
4.3: The way work is allocated in my team is fair	59.5	69.2	71.5	72.5
4.4: People I work with cooperate to get the job done	89.5	87.3	86.1	86.5
4.5: I can rely on the support of others in my team	87.6	87.0	86.4	86.9
4.6: I feel part of an effective team	79.7	79.2	80.3	81.2
4.7: People are held accountable for their performance in my team	69.1	65.9	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	48.6	53.1	53.3	54.4
5. Respect & Integrity in the Workplace	78.9	81.4	72.7	73.4
5.1: Staff in my team respect employee diversity	85.3	88.5	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.8	84.2	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	77.5	77.9	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	75.5	80.3	68.4	69.1
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	75.5	76.1	63.0	64.4

Question	People		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	76.4	80.6	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	80.4	88.4	87.5	87.4
6.2: My supervisor treats staff with respect	82.2	88.4	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	71.7	76.7	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	79.1	82.3	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	68.9	67.8	68.5	68.8
6.6: I have confidence in my supervisor	76.3	80.1	80.9	80.8
7. Recognition	55.2	64.0	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.7	59.4	44.9	46.3
7.2: People here are appointed to positions based on merit	48.4	55.8	31.3	34.5
7.3: We celebrate success in NZ Police	59.9	66.3	47.5	47.0
7.4: I get recognition when I do a good job	59.5	67.6	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	61.4	71.0	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	67.2	72.7	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.8	74.9	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	50.7	61.5	45.1	46.3
8.3: I feel informed about NZ Police and its activities	66.0	72.8	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	71.1	72.8	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	56.3	62.0	38.9	39.9
8.6: Teams within NZ Police work well together	57.0	57.1	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	63.6	70.1	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	70.9	83.5	48.7	50.9
8.9: NZ Police is an enjoyable place to work	80.9	85.9	71.2	72.4
8.10: I feel I am working for an effective organisation	77.6	83.0	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	77.6	76.5	84.6	85.2
9. Quality and Excellence	67.5	70.4	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	57.9	68.1	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	82.4	83.7	87.6	87.3
9.3: I have the tools and resources I need to do my job	66.7	72.7	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	66.7	70.1	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	58.2	53.8	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	68.0	72.1	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	73.0	71.9	51.5	55.1
10. Final Thoughts	82.6	84.9	72.1	73.3
10.1: Overall, I'm satisfied with my job	80.4	82.1	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	79.1	81.0	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	88.9	92.4	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	84.2	85.2	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	86.2	89.7	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	76.7	79.2	59.8	60.6

Question	People		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	29.2	39.7	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	22.6	28.5	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	28.1	38.7	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	36.9	52.0	29.3	33.8

Question	People	NZ Police
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?		
Not Applicable	79.1	81.7
Yes	9.8	4.5
No	11.1	13.8

8. Appendix 2 – Notes on taking action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the Police Intranet 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. Districts 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 different 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.

9. Appendix 3 – 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 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 2015 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) 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 12 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.