New Zealand Police Workplace Survey 2015

Summary of Findings
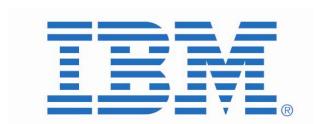# PIB 2015

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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.
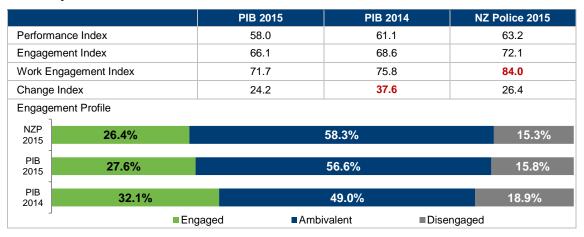
Response Rate

The 2015 survey response rate for PIB of 66.1% is a good improvement from the previous year (an increase of over 9%). It is fairly close to the NZ Police overall response rate, and is sufficient to be confident that the results presented in this report are an accurate indication of employee attitudes and opinions within PIB.

	PIB 2015	PIB 2014	NZ Police 2015
Number of Responses	78	54	8361
Response Rate	66.1%	56.8%	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

	PIB 2015	PIB 2014	NZ Police 2015
Performance Index	58.0	61.1	63.2
Engagement Index	66.1	68.6	72.1
Work Engagement Index	71.7	75.8	**84.0**
Change Index	24.2	**37.6**	26.4

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
PIB 2015	27.6%	56.6%	15.8%
PIB 2014	32.1%	49.0%	18.9%

■ Engaged   ■ Ambivalent   ■ Disengaged

Summary of Findings

PIB's overall survey results are comparable to the NZ Police average. However, PIB does score significantly lower than NZ Police overall with respect to work engagement, learning and development, respect and integrity, their team and immediate supervisor. Although people are clearer about their job responsibilities compared to last year, the sense of achievement from their job, along with the sense of skill utilisation has dropped. There is also less confidence within PIB with regards to post-survey action. The greatest influences on engagement within PIB relate to perceptions of organisational effectiveness (including the delivery of customer promises), and communication and involvement (two-way communication). Scores have declined in these areas since the last survey, and having a sense of personal achievement from one's job appears a particular gap.

Where to from here

With communication, involvement and perceived organisational effectiveness coming through as themes among the key driver questions, post-survey action planning with PIB teams should focus on these areas. Action planning serves as a great opportunity to involve people, open the lines of communication and build confidence that the survey will lead to positive, meaningful action. Focus primarily on exploring opportunities and ideas for how two-way communication can be improved, along with ways in which NZ Police can better deliver to its customers, and be perceived to be more effective.

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

	PIB 2015	PIB 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	58.0	61.1	63.2
1. The Work I Do	67.6	69.5	70.8
2. Learning and Development	42.2	44.1	**52.6**
3. Work Conditions	64.3	58.1	**52.8**
4. My Team	63.9	67.7	**75.7**
5. Respect & Integrity in the Workplace	61.4	64.5	**72.7**
6. My Supervisor	66.6	73.9	**80.7**
7. Recognition	44.3	47.7	44.6
8. Vision and Purpose + Communication and Cooperation	55.3	57.4	58.0
9. Quality and Excellence	56.0	60.0	58.7
10. Final Thoughts (Employee Engagement)	66.1	68.6	72.1
11. The Survey - Your Views (Change Index)	24.2	**37.6**	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

Section	Police Infringement Bureau	
	2015	2014
Performance Index	58.4	60.6
1. The Work I Do	66.4	69.7
2. Learning and Development	44.5	41.9
3. Work Conditions	62.5	57.4
4. My Team	63.9	68.0
5. Respect & Integrity in the Workplace	63.7	64.7
6. My Supervisor	66.1	72.9
7. Recognition	46.3	46.4
8. Vision and Purpose + Communication and Cooperation	56.4	56.9
9. Quality and Excellence	57.0	59.2
10. Final Thoughts	65.6	68.0
11. The Survey - Your Views	25.1	37.1

Please note there were insufficient responses to display the results for Counties/Manukau DHQ (PIB), Nat Comm's M'ment Group (PIB), Police National Headquarters (PIB), Waitemata DHQ (PIB) & Wellington DHQ (PIB)

2.3 Interpretation

Across the survey as a whole (as indicated by the Performance Index), PIB's results are comparable to NZ Police overall. However, there are some meaningful differences on individual sections, with PIB scoring significantly below NZ Police on 'Learning and development', 'My Team', 'Respect and integrity in the workplace', and 'My Supervisor'. One area of relative strength for PIB (scoring significantly higher than the rest of the organisation) is perceived work conditions. Compared to 2014, there is a reduced confidence within PIB about post-survey action.

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

With respect to levels of engagement with their work and with NZ Police, results for PIB are largely similar to 2014 and to NZ Police overall, with the exception of a significant drop in people reporting that they gain a sense of personal achievement from their job (also lower than NZ Police overall), and a significantly lower proportion agreeing that they take an active interest in what happens in NZ Police compared to the NZ Police average. When compared to other Areas/Districts across the organisation, PIB's engagement score sits within the lowest third.

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	PIB 2015	PIB 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	55.1	**67.9**	**77.9**
1.8 I am strongly committed to the work I do	81.8	84.6	89.1
1.9 I am motivated to do the best I can in my job every day	78.2	75.0	85.1

	Police Infringement Bureau	
	2015	**2014**
1.7	53.6	68.6
1.8	82.4	84.0
1.9	78.3	76.0

Please note there were insufficient responses to display the results for Counties/Manukau DHQ (PIB), Nat Comm's M'ment Group (PIB), Police National Headquarters (PIB), Waitemata DHQ (PIB) & Wellington DHQ (PIB)

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.

Question	PIB 2015	PIB 2014	NZ Police 2015
Engagement Index	66.1	68.6	72.1
10.1 Overall, I'm satisfied with my job	66.2	69.8	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	67.5	67.9	66.6
10.3 I take an active interest in what happens in NZ Police	67.1	66.0	**80.7**
10.4 I feel inspired to go the extra mile to help NZ Police succeed	64.5	67.9	71.5
10.5 I feel a sense of commitment to NZ Police	73.3	73.6	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	57.9	66.0	59.8

	Police Infringement Bureau	
	2015	**2014**
Index	65.6	68.0
10.1	66.2	68.6
10.2	66.2	66.7
10.3	64.7	64.7
10.4	64.7	68.6
10.5	73.1	72.5
10.6	58.8	66.7

Please note there were insufficient responses to display the results for Counties/Manukau DHQ (PIB), Nat Comm's M'ment Group (PIB), Police National Headquarters (PIB), Waitemata DHQ (PIB) & Wellington DHQ (PIB)

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.

The Engagement Profile for PIB is very similar to that for NZ Police overall, with just over half of the workforce in the 'ambivalent' category and around 28% 'engaged'. Since the Police Infringement Bureau makes up the majority within the PIB, it has a very similar profile to the overall group.
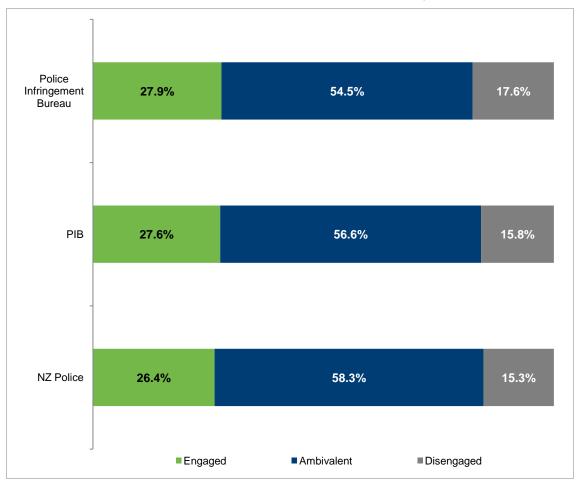

Please note there were insufficient responses to display the results for Counties/Manukau DHQ (PIB), Nat Comm's M'ment Group (PIB), Police National Headquarters (PIB), Waitemata DHQ (PIB) & Wellington DHQ (PIB)

3.4 District and Area Engagement Profile Trend 2014-15

There is no significant change in Police Infringement Bureau's Engagement Profile from 2014 to 2015, just a small shift towards people becoming more neutral / ambivalent.

Engagement Profile	Police Infringement Bureau	
	2015	2014
Engaged	27.9	31.4
Ambivalent	54.5	49.0
Disengaged	17.6	19.6

Please note there were insufficient responses to display the results for Counties/Manukau DHQ (PIB), Nat Comm's M'ment Group (PIB), Police National Headquarters (PIB), Waitemata DHQ (PIB) & Wellington DHQ (PIB)

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

Main themes among the key drivers of engagement within PIB include perceived organisational effectiveness, and communication and involvement. When compared to the previous year's results, there have been significant declines in the proportions of people within PIB who agree that they get a sense of personal achievement from their job (also significantly lower than the NZ Police average), that NZ Police delivers on promises to customers, and that employees are encouraged to provide ideas and suggestions. Notably, PIB is scoring around the 50% mark on the majority of the key driver items, indicating that approximately only half of the respondents have agreed to these statements.

Key Driver Questions	PIB 2015	PIB 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	66.2	71.2	71.2
8.10: I feel I am working for an effective organisation	59.7	65.4	62.8
7.5: I feel my contribution is valued in NZ Police	51.3	56.6	49.2
8.3: I feel informed about NZ Police and its activities	51.3	51.0	56.0
7.3: We celebrate success in NZ Police	53.3	51.9	47.5
9.7: NZ Police delivers on the promises it makes to its customers	48.6	**59.6**	51.5
8.2: Communication in my District or my Service Centre is open and honest	40.8	45.3	45.1
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	48.7	**59.6**	57.5
1.7: My job gives me a sense of personal achievement	55.1	**67.9**	**77.9**
8.7: I feel a sense of belonging to my District or my Service Centre	52.0	59.6	59.8

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 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

In comparison to NZ Police overall, PIB scores less favourably across many of the 'Respect and Integrity' questions, with fewer people agreeing that people in their workgroup respect diversity, that they know who to contact to report instances of harassment, bullying or discrimination, and that they are confident they could report incidents of other such behaviour or inappropriate conduct without fear of reprisal. The proportion of people within PIB who answered 'Not Applicable' regarding witnessing or experiencing such incidents is similar to NZ Police overall.

Question		PIB 2015	PIB 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		71.1	78.8	**83.6**
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		64.0	73.1	**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		58.7	60.8	**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)		57.3	56.9	**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		56.0	53.1	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	81.8	81.5	81.7
	Yes	5.2	3.7	4.5
	No	13.0	14.8	13.8

5. Biggest Differences 2014 - 2015

The three most improved questions within PIB scored significantly higher in 2015 compared to 2014. More people within PIB now agree that day-to-day decisions demonstrate quality of services is a top priority, that job responsibilities are clearly defined, and that pay and benefits are fair. Across the majority of the most improved questions, PIB has scored more favourably than NZ Police overall. For the questions showing the greatest declines since 2014, all are of significant magnitude (and three significantly lower than NZ Police overall). Two of these declines relate to perceived action (or inaction) resulting from the previous year's survey. Further, fewer PIB staff (compared to the previous year and to NZ Police overall) agree that their work makes good use of the knowledge/skills or gives them a sense of personal achievement, and that poor performance is dealt with effectively.

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

Question	PIB 2015	PIB 2014	NZ Police 2015
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	63.6	**51.9**	**52.9**
1.1: The responsibilities of my job are clearly defined	82.1	**71.7**	75.8
3.4: The pay and benefits I receive are fair for the work I do	48.0	**37.7**	**33.7**
3.2: The level of work-related stress I experience in my job is acceptable	65.8	56.9	**52.2**
8.8: NZ Police cares about the well-being of its staff	59.7	53.8	**48.7**

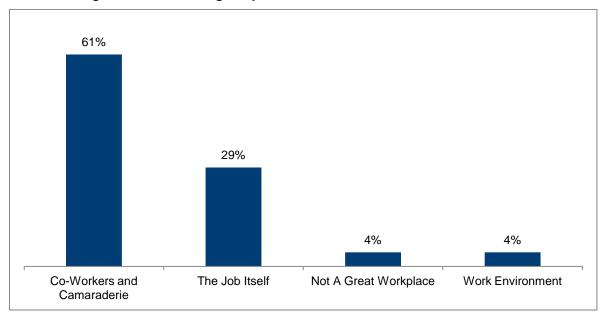### 5.2 Top five biggest differences within the District since 2014 - NEGATIVE

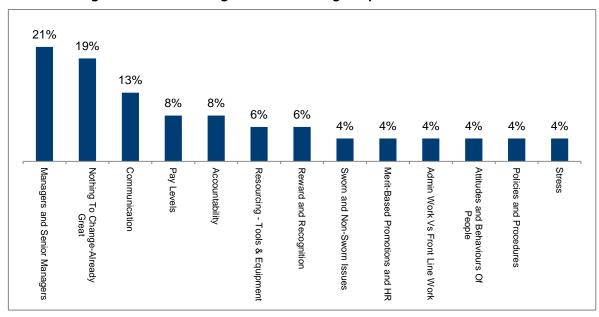| Question	PIB 2015	PIB 2014	NZ Police 2015
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	17.1	**34.6**	19.0
1.6: The work I do makes good use of my knowledge and skills	51.9	**67.9**	**74.4**
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	25.3	**39.6**	30.9
4.8: Poor performance is dealt with effectively in my team	38.7	**52.9**	**53.3**
1.7: My job gives me a sense of personal achievement	55.1	**67.9**	**77.9**

6. Employee Comments Theme Analysis

All 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

Regarding the aspects that make NZ Police a great place to work, colleagues and the sense of camaraderie experienced stood out as the most common theme among PIB's comments, followed by the job itself.

6.2 One thing that needs to change to make this a great place to work

With respect to what needs to change to make NZ Police a great place to work, Managers and Senior Managers emerged as the most frequently mentioned aspect within PIB, closely followed by a considerable proportion stating that NZ Police is already a great place to work and therefore no change is needed. Communication was the third most frequent suggestion for change.

7. Appendix 1 – All Question Results

Question	PIB		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	67.6	69.5	70.8	71.9
1.1: The responsibilities of my job are clearly defined	82.1	71.7	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	85.9	88.7	82.8	83.9
1.3: I understand how my performance is measured	60.3	57.7	59.4	61.1
1.4: My performance is fairly assessed	56.6	53.8	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	56.4	58.5	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	51.9	67.9	74.4	75.0
1.7: My job gives me a sense of personal achievement	55.1	67.9	77.9	78.3
1.8: I am strongly committed to the work I do	81.8	84.6	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	78.2	75.0	85.1	85.1
2. Learning and Development	42.2	44.1	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	44.2	45.3	52.3	53.2
2.2: I am encouraged to try new ways of doing things	35.1	47.2	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	45.5	42.3	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	44.2	41.5	53.5	53.4
3. Work Conditions	64.3	58.1	52.8	56.2
3.1: I am satisfied with my physical work environment	64.5	64.2	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	65.8	56.9	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	78.9	73.6	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	48.0	37.7	33.7	40.1
4. My Team	63.9	67.7	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	71.1	67.3	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	71.1	73.6	76.4	76.9
4.3: The way work is allocated in my team is fair	60.5	63.5	71.5	72.5
4.4: People I work with cooperate to get the job done	75.0	69.2	86.1	86.5
4.5: I can rely on the support of others in my team	76.0	82.7	86.4	86.9
4.6: I feel part of an effective team	67.1	73.1	80.3	81.2
4.7: People are held accountable for their performance in my team	52.0	59.6	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	38.7	52.9	53.3	54.4
5. Respect & Integrity in the Workplace	61.4	64.5	72.7	73.4
5.1: Staff in my team respect employee diversity	71.1	78.8	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	64.0	73.1	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	58.7	60.8	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)	57.3	56.9	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	56.0	53.1	63.0	64.4

Question	PIB		NZ Police	
	2015	**2014**	**2015**	**2014**
6. My Supervisor	66.6	73.9	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	68.8	77.4	87.5	87.4
6.2: My supervisor treats staff with respect	71.4	83.0	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	66.2	77.4	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	71.1	75.5	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	55.8	60.4	68.5	68.8
6.6: I have confidence in my supervisor	66.2	69.8	80.9	80.8
7. Recognition	44.3	47.7	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	38.7	37.7	44.9	46.3
7.2: People here are appointed to positions based on merit	31.5	40.4	31.3	34.5
7.3: We celebrate success in NZ Police	53.3	51.9	47.5	47.0
7.4: I get recognition when I do a good job	46.7	51.9	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	51.3	56.6	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	55.3	57.4	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	65.8	64.2	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	40.8	45.3	45.1	46.3
8.3: I feel informed about NZ Police and its activities	51.3	51.0	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	57.1	56.6	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	43.4	45.3	38.9	39.9
8.6: Teams within NZ Police work well together	41.6	40.4	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	52.0	59.6	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	59.7	53.8	48.7	50.9
8.9: NZ Police is an enjoyable place to work	66.2	71.2	71.2	72.4
8.10: I feel I am working for an effective organisation	59.7	65.4	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	71.1	79.2	84.6	85.2
9. Quality and Excellence	56.0	60.0	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	63.6	51.9	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	73.7	78.8	87.6	87.3
9.3: I have the tools and resources I need to do my job	70.1	71.7	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	42.9	49.0	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	44.7	49.0	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	48.7	59.6	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	48.6	59.6	51.5	55.1
10. Final Thoughts	66.1	68.6	72.1	73.3
10.1: Overall, I'm satisfied with my job	66.2	69.8	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	67.5	67.9	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	67.1	66.0	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	64.5	67.9	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	73.3	73.6	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	57.9	66.0	59.8	60.6

Question	PIB		NZ Police	
	2015	**2014**	**2015**	**2014**
11. The Survey - Your Views	24.2	37.6	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	17.1	34.6	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	25.3	39.6	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	30.3	38.5	29.3	33.8

Question	PIB	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	81.8	81.7
Yes	5.2	4.5
No	13.0	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.