

# New Zealand Police Workplace Survey 2014

## Summary of Findings Prosecutions 2014



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## 1. Executive Summary

- Overall, scores across the four key indices (Performance, Engagement, Change and Enablement) are mostly on par with those from 2013, with the exception of the Change Index which saw a statistically significant increase of 6.5 points. When compared to NZ Police overall, Prosecutions also has a significantly higher Change Index score.
- The proportions of Engaged, Ambivalent and Disengaged employees have remained largely the same since 2013 with a small increase in the proportion of Engaged employees. Compared to NZ Police overall, Prosecutions has a lower proportion of engaged employees.
- Over half of the employees within PNHQ are engaged, while half of the employees within Central are disengaged. It is important to note that groups within Prosecutions sit within the mid and lower quartiles when compared to the rest of NZ Police based on Engagement Index scores, with Central District in the bottom three.
- Within Prosecutions, engaged people differ from disengaged people in three main ways.
  - **They feel connected to an effective organisation:** Highly engaged people are more likely to believe that NZ Police is an effective organisation with a clear vision of where it's going and how it's going to get there. They are also more likely to feel a sense of 'common purpose'. There have been significant improvements in employee perceptions around how effective the organisation is and whether it has a clear vision since last year. In addition, people's sense of 'common purpose' has increased slightly. Overall this is an area to maintain and continue improving for Prosecutions.
  - **They feel valued:** Engaged employees are more likely to feel that NZ Police cares about their wellbeing, are interested in their views and opinions and value their contributions. These areas have all seen significant improvement in scores since last year; however, the overall scores for 2014 are still low with less than 55% of employees agreeing to these items. It will be important to continue the good work that has occurred in this area over the last year to ensure further improvements can be achieved
  - **They feel developed:** People who are engaged are more likely to feel encouraged to develop their knowledge, skills and abilities. Employees' perceptions of this have not changed since 2013, with 50% of staff agreeing. In addition, just over one third of staff feel that there are career development opportunities in NZ Police, an area significantly falling behind NZ Police average. The focus on growth and development should be a priority going forward.
- Perceptions of respect and integrity within this service centre have remained largely the same since 2013. Compared to the NZ Police total, staff perceptions are significantly lower around the safe reporting and effective handling of inappropriate workplace behaviour.
- Prosecutions has seen a number of significant increases in individual question scores since last year with the largest increases in the areas of encouraging employee suggestions,, cohesiveness between teams, two way communication, caring for employee well-being and recognition.
- There were a few significant declines from last year around the areas of performance management - fair allocation of work, fair assessment of performance and the dealing of poor performance. These were also areas showing the biggest negative gaps to the NZ Police average suggesting that they should be investigated further.
- There has been significant improvement since last year around employees being actively involved in the changes since the 2013 survey and their expectations for change occurring as a result of the 2014 survey. Although not yet significant, there has also been a positive shift in score around employee perceptions that changes from the last survey have had a positive impact. This indicates that employees within the Prosecutions service centre are starting to feel that their opinions from the survey are listened to and acted upon by the organisation – something to maintain and continue improving.

## 2. Key Measures

### 2.1 Response Rate

Question	Prosecutions		NZ Police
	2014	2013	2014
Number of Responses	234	275	8707
Response Rate	73.1%	80.9%	73.0%

Note: For tables in this report where comparisons are made between the Service Centre's 2014 and 2013 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.

### 2.2 Summary of Key Measures for Prosecutions

Question	Prosecutions		NZ Police
	2014	2013	2014
Performance Index	62.7	+2.4	-1.2
Engagement Index	70.4	+3.6	-2.9
Change Index	37.5	+6.5	+7.0
Enablement Index	60.7	+4.2	+2.2

### 2.3 Summary of Key Measures By Area

	Auckland City Pros	Bay of Plenty Pros	Canterbury Dist Pros	Central Dist Pros	Counties/Manukau Pros	Eastern Dist Pros	Northland Prosecutions	PNHQ - Pros	Southern Dist Pros	Tasman Dist Pros	Waikato Pros	Waitemata Pros	Wellington Dist Pros
Response Rate %	60.0	66.7	73.3	68.0	82.2	60.0	94.1	92.3	56.3	90.9	72.7	81.8	64.5
Performance Index	58.5	69.9	59.4	50.7	62.0	67.1	65.5	76.5	75.0	66.9	58.9	66.3	63.7
Engagement Index	75.4	80.6	63.3	42.6	68.5	72.2	58.9	79.2	79.6	80.0	66.7	77.8	78.3
Change Index	34.9	37.0	28.8	21.6	47.8	25.9	32.1	47.2	63.0	23.3	20.8	55.6	33.3
Enablement Index	57.7	68.1	55.7	39.0	65.5	72.2	66.4	77.1	74.8	65.0	55.5	63.9	55.3

### 3. Engagement

#### 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 were included in the 2014 survey designed to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

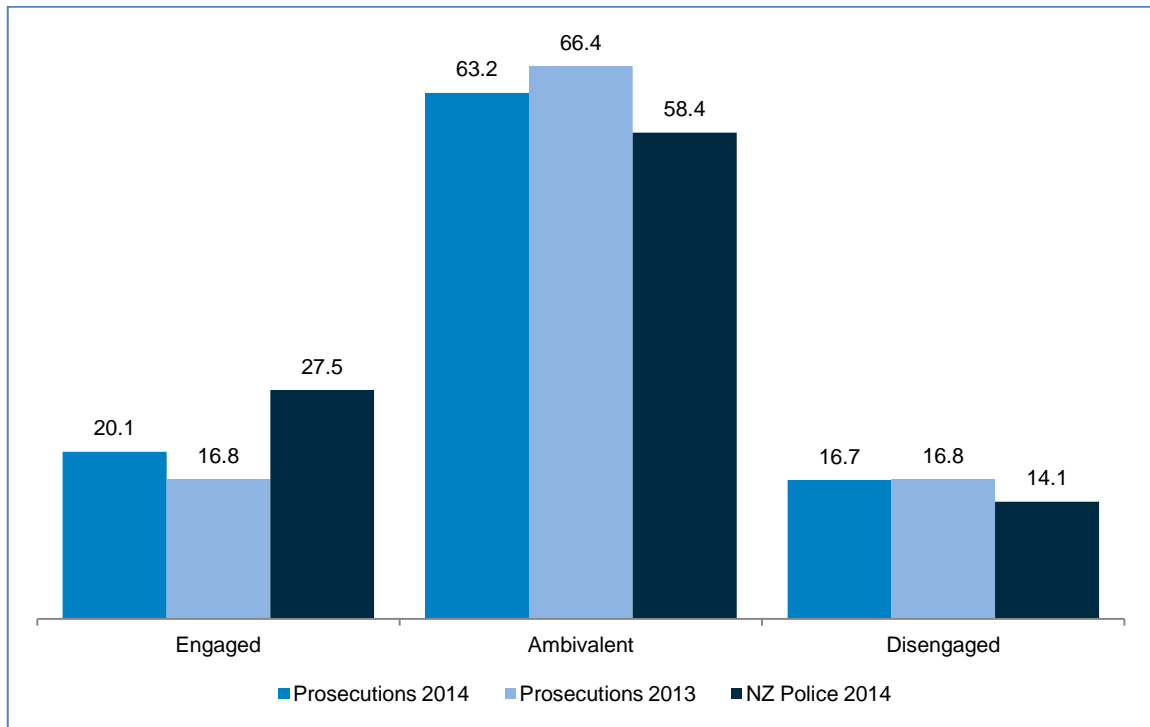
Question	Prosecutions		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	82.1	+3.3	+3.8
I am strongly committed to the work I do	90.6	NA	+2.0
I am motivated to do the best I can in my job everyday	89.7	NA	+4.6

#### 3.2 Engagement with NZ Police

On the other hand, 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.

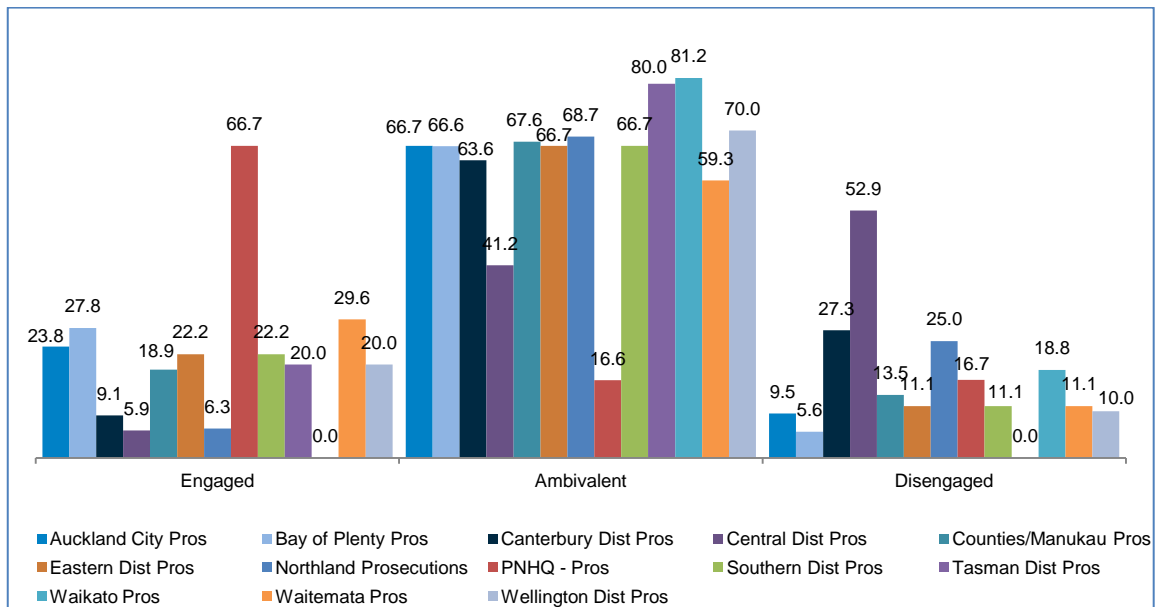
Question	Prosecutions		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	73.9	+4.1	-1.0
Overall, I would recommend NZ Police as a great place to work	62.8	+3.3	-5.5
I take an active interest in what happens in NZ Police	80.3	+1.8	-1.3
I feel inspired to go the extra mile to help NZ Police succeed	70.3	+4.6	-2.2
I feel a sense of commitment to NZ Police	78.2	+3.0	-3.6
NZ Police inspires me to do the best I can in my job every day	57.1	+5.1	-3.5

### 3.3 Engagement Profile for Prosecutions



Proportion of employees (%)

### 3.4 Engagement Profile by Area



Proportion of employees (%)

### 3.5 What drives our employees' engagement within Prosecutions?

Question	Prosecutions		NZ Police
	2014	2013	2014
8.10: I feel I am working for an effective organisation	63.7	+7.1	-0.5
8.9: NZ Police is an enjoyable place to work	68.7	+5.2	-3.7
8.8: NZ Police cares about the well-being of its staff	45.3	+14.2	-5.6
8.4: There is a sense of 'common purpose' in NZ Police	58.5	+3.4	+0.3
8.5: NZ Police is interested in the views and opinions of its staff	36.8	+11.3	-3.1
1.7: My job gives me a sense of personal achievement	82.1	+3.3	+3.8
8.7: I feel a sense of belonging to my District or my Service Centre	64.2	+4.6	+3.9
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	50.0	-3.3	-3.2
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	64.1	+5.0	+1.8
7.5: I feel my contribution is valued in NZ Police	51.5	+8.5	+0.5

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. Any difference highlighted in green represents a statistically significant positive difference between the Service Centre 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 Service Centre is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

## 4. High Level Results

### 4.1 Section Summary Across Prosecutions

Question	Prosecutions		NZ Police
	2014	2013	2014
<b>Performance Index (average of all survey questions)</b>	62.7	+2.4	-1.2
1. The Work I Do	73.6	-2.4	+5.9
2. Learning and Development	44.7	-1.2	-8.5
3. Work Conditions	61.7	-1.1	+5.5
4. My Team	67.0	-5.2	-9.4
5. Respect & Integrity in the Workplace	69.7	+2.1	-3.7
6. My Supervisor	75.3	+3.2	-5.3
7. Recognition	48.4	+5.2	+2.1
8. Vision and Purpose + Communication and Cooperation	58.7	+7.5	-0.4
9. Quality and Excellence	62.1	+6.6	+1.2
<b>10. Final Thoughts (Engagement Index)</b>	70.4	+3.6	-2.9
<b>11. The Survey - Your Views (Change Index)</b>	37.5	+6.5	+7.0

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.



## 4.2 Section Summary Across Area

Section	Auckland City Pros	Bay of Plenty Pros	Canterbury Dist Pros	Central Dist Pros	Counties/Manukau Pros	Eastern Dist Pros	Northland Prosecutions	PNHQ - Pros	Southern Dist Pros	Tasman Dist Pros	Waikato Pros	Waitemata Pros	Wellington Dist Pros	Prosecutions
<b>Performance Index</b> (average of all survey questions)	58.5	69.9	59.4	50.7	62.0	67.1	65.5	76.5	75.0	66.9	58.9	66.3	63.7	63.6
1. The Work I Do	77.2	82.1	67.2	71.2	74.5	81.5	84.7	83.3	81.5	76.7	73.6	80.2	80.6	77.3
2. Learning and Development	28.6	45.8	31.8	36.8	47.3	52.8	48.4	72.9	61.1	40.0	37.5	50.0	46.3	44.7
3. Work Conditions	50.0	72.2	67.0	64.7	54.1	75.0	71.9	79.2	61.1	55.0	47.5	59.3	63.8	61.7
4. My Team	69.6	78.3	61.4	69.3	58.7	67.2	72.7	68.8	79.4	71.3	68.8	56.9	72.5	67.0
5. Respect & Integrity in the Workplace	59.9	75.6	71.8	58.8	68.1	71.1	67.6	68.3	86.7	74.0	68.8	70.4	76.8	69.7
6. My Supervisor	57.9	76.9	66.7	58.8	66.2	83.3	99.0	97.2	81.5	66.7	82.3	80.9	85.0	75.3
7. Recognition	36.2	51.1	52.7	35.3	42.2	55.6	46.3	71.7	66.7	72.0	42.8	57.0	34.0	48.4
8. Vision and Purpose + Communication and Cooperation	56.3	66.7	57.9	40.1	62.9	57.6	51.8	78.0	69.7	70.0	51.1	59.3	51.8	58.7
9. Quality and Excellence	57.8	70.6	60.4	37.0	67.9	71.4	64.3	76.2	79.2	65.7	53.6	69.8	54.7	63.0
<b>10. Final Thoughts</b> (Engagement Index)	75.4	80.6	63.3	42.6	68.5	72.2	58.9	79.2	79.6	80.0	66.7	77.8	78.3	70.4
<b>11. The Survey - Your Views</b> (Change Index)	34.9	37.0	28.8	21.6	47.8	25.9	32.1	47.2	63.0	23.3	20.8	55.6	33.3	37.5

Note: that for the table above, red scores indicate the lowest performing area within the Service Centre on the survey sections – and reflect potentially important intervention areas. Green coloured scores reflect possible ‘best practice’ areas in terms of the respective survey section.

#### 4.3 Employee perceptions of respect & integrity in the workplace

Question		Prosecutions		NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		80.3	+4.3	-3.1
I know who to contact to report instances of workplace harassment, bullying or discrimination		79.5	+3.4	-0.2
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		65.4	-1.4	-5.0
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)		64.7	+2.6	-4.4
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		58.9	+2.1	-5.5
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	84.2	-3.1	+0.0
	Yes	3.0	+1.5	-0.9
	No	12.8	+1.5	+0.9

#### 4.4 Biggest differences within Prosecutions since 2013 – POSITIVE

Question		Prosecutions		NZ Police
		2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done		62.2	+22.9	+3.1
8.6: Teams within NZ Police work well together		56.0	+14.4	+1.7
8.8: NZ Police cares about the well-being of its staff		45.3	+14.2	-5.6
8.5: NZ Police is interested in the views and opinions of its staff		36.8	+11.3	-3.1
7.1: NZ Police has appropriate ways of recognising outstanding achievement		52.4	+9.5	+6.1
11.2: My supervisor has actively involved our team in making changes as a result of the last survey		46.1	+9.5	+10.9
8.3: I feel informed about NZ Police and its activities		59.8	+9.4	+3.3
7.5: I feel my contribution is valued in NZ Police		51.5	+8.5	+0.5
7.3: We celebrate success in NZ Police		51.1	+8.4	+4.1
8.10: I feel I am working for an effective organisation		63.7	+7.1	-0.5

#### 4.5 Biggest differences within Prosecutions since 2013 – NEGATIVE

Question		Prosecutions		NZ Police
		2014	2013	2014
4.7: People are held accountable for their performance in my team		46.3	-13.9	-20.6
1.4: My performance is fairly assessed		56.4	-10.0	+1.8
4.3: The way work is allocated in my team is fair		54.1	-8.3	-18.4
4.8: Poor performance is dealt with effectively in my team		35.2	-6.1	-19.2
3.2: The level of work-related stress I experience in my job is acceptable		48.3	-5.9	-6.6
4.4: People I work with cooperate to get the job done		81.6	-4.9	-4.9
1.3: I understand how my performance is measured		66.2	-4.7	+5.1
4.2: Roles and responsibilities are clearly defined in my team		76.9	-4.6	0.0
1.5: NZ Police provides adequate training for the work I do		54.3	-4.5	+9.5
4.6: I feel part of an effective team		76.9	-3.8	-4.3

## 5. Appendix

### 5.1 Question Level Results

Question	Prosecutions		NZ Police
	2014	2013	2014
<b>1. The Work I Do</b>			
1.1: The responsibilities of my job are clearly defined	82.1	-2.9	+6.0
1.2: I know how my work contributes to the effectiveness of NZ Police	88.9	-0.9	+5.0
1.3: I understand how my performance is measured	66.2	-4.7	+5.1
1.4: My performance is fairly assessed	56.4	-10.0	+1.8
1.5: NZ Police provides adequate training for the work I do	54.3	-4.5	+9.5
1.6: The work I do makes good use of my knowledge and skills	85.5	+3.3	+10.5
1.7: My job gives me a sense of personal achievement	82.1	+3.3	+3.8
1.8: I am strongly committed to the work I do	90.6	NA	+2.0
1.9: I am motivated to do the best I can in my job everyday	89.7	NA	+4.6
<b>2. Learning and Development</b>			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	50.0	-3.3	-3.2
2.2: I am encouraged to try new ways of doing things	46.2	-2.7	-5.0
2.3: There are learning and development opportunities for me in NZ Police	47.0	+1.9	-8.0
2.4: There are career development opportunities for me in NZ Police	35.5	-0.9	-17.9
<b>3. Work Conditions</b>			
3.1: I am satisfied with my physical work environment	68.4	-1.8	+5.9
3.2: The level of work-related stress I experience in my job is acceptable	48.3	-5.9	-6.6
3.3: I am able to maintain a balance between my personal and working life	74.4	+4.6	+7.2
3.4: The pay and benefits I receive are fair for the work I do	55.8	-1.1	+15.7
<b>4. My Team</b>			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.8	+2.1	-3.4
4.2: Roles and responsibilities are clearly defined in my team	76.9	-4.6	0.0
4.3: The way work is allocated in my team is fair	54.1	-8.3	-18.4
4.4: People I work with cooperate to get the job done	81.6	-4.9	-4.9
4.5: I can rely on the support of others in my team	82.0	-2.0	-4.9
4.6: I feel part of an effective team	76.9	-3.8	-4.3
4.7: People are held accountable for their performance in my team	46.3	-13.9	-20.6
4.8: Poor performance is dealt with effectively in my team	35.2	-6.1	-19.2
<b>5. Respect &amp; Integrity in the Workplace</b>			
5.1: Staff in my team respect employee diversity	80.3	+4.3	-3.1
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.5	+3.4	-0.2
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.4	-1.4	-5.0
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)	64.7	+2.6	-4.4
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	58.9	+2.1	-5.5

Question			NZ Police
	2014	2013	2014
<b>6. My Supervisor</b>			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	79.8	+5.4	-7.6
6.2: My supervisor treats staff with respect	81.5	+2.2	-5.2
6.3: My supervisor communicates the goals and objectives of our team effectively	76.4	+4.3	-2.6
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	75.5	+4.4	-5.6
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	64.8	+0.5	-4.0
6.6: I have confidence in my supervisor	73.8	+2.4	-7.0
<b>7. Recognition</b>			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	52.4	+9.5	+6.1
7.2: People here are appointed to positions based on merit	35.3	+1.0	+0.8
7.3: We celebrate success in NZ Police	51.1	+8.4	+4.1
7.4: I get recognition when I do a good job	51.9	-1.4	-0.8
7.5: I feel my contribution is valued in NZ Police	51.5	+8.5	+0.5
<b>8. Vision and Purpose + Communication and Cooperation</b>			
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	64.1	+5.0	+1.8
8.2: Communication in my District or my Service Centre is open and honest	46.8	+5.6	+0.5
8.3: I feel informed about NZ Police and its activities	59.8	+9.4	+3.3
8.4: There is a sense of 'common purpose' in NZ Police	58.5	+3.4	+0.3
8.5: NZ Police is interested in the views and opinions of its staff	36.8	+11.3	-3.1
8.6: Teams within NZ Police work well together	56.0	+14.4	+1.7
8.7: I feel a sense of belonging to my District or my Service Centre	64.2	+4.6	+3.9
8.8: NZ Police cares about the well-being of its staff	45.3	+14.2	-5.6
8.9: NZ Police is an enjoyable place to work	68.7	+5.2	-3.7
8.10: I feel I am working for an effective organisation	63.7	+7.1	-0.5
8.11: I intend to continue working at NZ Police for at least the next 12 months	81.5	+2.4	-3.7
<b>9. Quality and Excellence</b>			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	49.1	+6.6	-6.0
9.2: NZ Police expects high standards of performance from its people	83.8	+0.5	-3.5
9.3: I have the tools and resources I need to do my job	72.1	+3.1	+14.9
9.4: I am sufficiently involved in decisions that affect the way I do my job	53.8	+1.6	+2.5
9.5: Systems and processes I use enable me to do my job well	68.2	NA	+7.4
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	62.2	+22.9	+3.1
9.7: NZ Police delivers on the promises it makes to its customers	51.7	+4.6	-3.4
<b>10. Final Thoughts (Engagement Index)</b>			
10.1: Overall, I'm satisfied with my job	73.9	+4.1	-1.0
10.2: Overall, I would recommend NZ Police as a great place to work	62.8	+3.3	-5.5
10.3: I take an active interest in what happens in NZ Police	80.3	+1.8	-1.3
10.4: I feel inspired to go the extra mile to help NZ Police succeed	70.3	+4.6	-2.2
10.5: I feel a sense of commitment to NZ Police	78.2	+3.0	-3.6
10.6: NZ Police inspires me to do the best I can in my job every day	57.1	+5.1	-3.5
<b>11. The Survey - Your Views (Change Index)</b>			
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	26.7	+4.6	+4.1
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	46.1	+9.5	+10.9
11.3: I believe actions will be taken based on the results of this survey	39.7	+5.4	+5.9

## 5.2 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 event, 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 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.

### 5.3 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'

**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 by 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
- Employees are encouraged to provide ideas and suggestions to improve the way things are done
- I am sufficiently involved in decisions that affect the way I do my job
- I have the tools and resources I need to do my job
- Systems and processes I use 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 2014 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.

