

New Zealand Police Workplace Survey 2015

Summary of Findings Prosecutions 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 Prosecutions has dropped by 3.5% this year to a level very similar to NZ Police overall. With close to 70% responding to the survey, we can be confident that the survey results provide a good reflection of general employee attitude and opinion within Prosecutions.

	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
Number of Responses	211	234	8361
Response Rate	69.6%	73.1%	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

	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
Performance Index	60.8	63.6	63.2
Engagement Index	66.8	70.4	72.1
Work Engagement Index	81.2	87.5	84.0
Change Index	32.6	37.5	26.4
Engagement Profile			
NZP 2015	26.4%	58.3%	15.3%
Prosecutions 2015	19.0%	59.1%	21.9%
Prosecutions 2014	20.1%	63.2%	16.7%
<div>■ Engaged ■ Ambivalent ■ Disengaged</div>			

Summary of Findings

People within Prosecutions generally hold similar perceptions to 2014, as well as NZ Police overall. However, notable differences include the significant drop in people's connection to their work, as well as the significant negative gaps in a few areas (including employee engagement) relative to NZ Police overall. At team level, the current results and comparisons to 2014 suggest that a few teams require more urgent attention: Canterbury District, which generally has the least favourable perceptions, as well as Waitemata and Southern Districts, which have had considerable declines in a number of areas since 2014. On the flip side, the Central District Prosecutions team has seen some marked improvements since 2014. The wide distribution of the Prosecutions teams' Performance Index and organisational engagement scores when positioned among the other Districts and Areas within NZ Police suggests that opportunities exist for shared learnings between the Prosecutions teams.

Where to from here

Based on the areas identified as being strongly related to organisational engagement levels within Prosecutions, we recommend that Prosecutions focus post-survey efforts on lifting perceptions related to organisational effectiveness, particularly in terms of the focus on quality and fulfilment of customer promises. One other area worthy of further investigation is care for well-being, which can influence the ability to sustain high levels of performance over time. Further, post-survey action is a relative area of strength for Prosecutions as a whole, though perceptions vary widely across teams. Therefore, there might

be value in sharing post-survey practices across teams, while consistently reinforcing the links between post-survey actions and the feedback received.

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

	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	60.8	63.6	63.2
1. The Work I Do	73.8	77.3	70.8
2. Learning and Development	43.2	44.7	52.6
3. Work Conditions	56.4	61.7	52.8
4. My Team	65.5	67.0	75.7
5. Respect & Integrity in the Workplace	69.5	69.7	72.7
6. My Supervisor	78.3	75.3	80.7
7. Recognition	44.9	48.4	44.6
8. Vision and Purpose + Communication and Cooperation	55.7	58.7	58.0
9. Quality and Excellence	56.3	63.0	58.7
10. Final Thoughts (Employee Engagement)	66.8	70.4	72.1
11. The Survey - Your Views (Change Index)	32.6	37.5	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	Auckland City Pros		Bay of Plenty Pros		Canterbury Dist Pros		Central Dist Pros		Counties/ Manukau Pros		Eastern Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	64.7	58.5	68.5	69.9	50.0	59.4	64.4	50.7	61.4	62.0	64.7	67.1
1. The Work I Do	80.4	77.2	81.1	82.1	66.7	67.2	70.9	71.2	73.5	74.5	80.6	81.5
2. Learning and Development	44.5	28.6	55.0	45.8	32.1	31.8	51.9	36.8	42.6	47.3	47.9	52.8
3. Work Conditions	50.0	50.0	65.0	72.2	48.8	67.0	73.1	64.7	47.8	54.1	77.1	75.0
4. My Team	66.4	69.6	80.0	78.3	51.8	61.4	82.7	69.3	57.4	58.7	77.1	67.2
5. Respect & Integrity in the Workplace	80.0	59.9	76.0	75.6	55.2	71.8	76.9	58.8	65.3	68.1	69.8	71.1
6. My Supervisor	90.7	57.9	86.5	76.9	57.9	66.7	88.1	58.8	84.3	66.2	87.5	83.3
7. Recognition	42.8	36.2	32.0	51.1	50.5	52.7	43.1	35.3	45.3	42.2	39.2	55.6
8. Vision and Purpose + Communication and Cooperation	57.2	56.3	65.5	66.7	45.9	57.9	59.4	40.1	60.0	62.9	55.4	57.6
9. Quality and Excellence	51.4	57.8	64.3	70.6	49.9	60.4	54.9	37.0	62.6	67.9	53.6	71.4
10. Final Thoughts (Employee Engagement)	80.0	75.4	83.3	80.6	50.8	63.3	56.0	42.6	67.6	68.5	69.4	72.2
11. The Survey - Your Views (Change Index)	48.0	34.9	26.7	37.0	9.5	28.8	25.6	21.6	44.1	47.8	29.5	25.9

Survey Sections	Northland Pros		PNHQ - Pros		Southern Dist Pros		Tasman Dist Pros		Waikato Pros		Waitemata Pros		Wellington Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	61.1	65.5	71.9	76.5	56.2	75.0	68.7	66.9	64.1	58.9	50.3	66.3	59.6	63.7
1. The Work I Do	78.7	84.7	77.8	83.3	56.8	81.5	86.7	76.7	70.3	73.6	65.3	80.2	79.5	80.6
2. Learning and Development	34.1	48.4	52.8	72.9	33.3	61.1	55.0	40.0	42.3	37.5	35.4	50.0	51.9	46.3
3. Work Conditions	72.9	71.9	75.0	79.2	58.3	61.1	57.5	55.0	52.8	47.5	56.3	59.3	36.5	63.8
4. My Team	68.8	72.7	69.4	68.8	70.8	79.4	78.8	71.3	75.0	68.8	51.0	56.9	62.5	72.5
5. Respect & Integrity in the Workplace	66.4	67.6	77.8	68.3	73.3	86.7	62.0	74.0	76.7	68.8	58.3	70.4	83.3	76.8
6. My Supervisor	92.8	99.0	88.9	97.2	64.8	81.5	86.7	66.7	86.1	82.3	47.2	80.9	75.6	85.0
7. Recognition	44.7	46.3	55.6	71.7	37.8	66.7	74.0	72.0	55.1	42.8	33.3	57.0	38.5	34.0
8. Vision and Purpose + Communication and Cooperation	47.1	51.8	69.7	78.0	55.6	69.7	67.3	70.0	52.4	51.1	48.7	59.3	52.4	51.8
9. Quality and Excellence	57.8	64.3	76.2	76.2	57.1	79.2	52.9	65.7	58.7	53.6	50.0	69.8	52.7	54.7
10. Final Thoughts (Employee Engagement)	56.3	58.9	77.8	79.2	59.3	79.6	75.0	80.0	67.6	66.7	61.8	77.8	70.5	78.3
11. The Survey - Your Views (Change Index)	32.1	32.1	51.9	47.2	22.2	63.0	16.7	23.3	58.2	20.8	21.1	55.6	17.9	33.3

2.3 Interpretation

Perceptions within Prosecutions generally remain comparable to 2014 and NZ Police overall. Significant declines since 2014 were seen in areas relating to work conditions, as well as quality and excellence. Views on post-survey action is an area of relative strength for Prosecutions when compared to NZ Police overall, while the areas of learning and development, my team and organisational engagement are significantly behind the wider NZ Police organisation.

At team level, both the Southern and Waitemata District teams have had the most notable declines in scores since 2014, which is concerning since both currently fall within the bottom quartile when their Performance Index (i.e., overall average) scores are compared against all other Districts and Areas in NZ Police. In contrast, the Central District Prosecutions team has seen marked improvements in a number of areas since 2014. When comparing perceptions across teams, Canterbury generally has the least favourable scores, with one of the lowest scores at the District/Area level in relation to post-survey action (i.e., Change Index).

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

Significantly lower proportions of people in Prosecutions feel connected to their work since 2014, though the results remain comparable to NZ Police overall. Across teams, the most notable decline in the level of connection to the work were observed for the Waitemata Prosecutions teams. The Tasman District Prosecution Team is the only one that has had more favourable scores across all three questions since 2014.

Organisational engagement levels remain largely unchanged since 2014 for Prosecutions as a whole, with the exception of the question about feeling inspired to go above and beyond to help NZ Police succeed, which has declined significantly. Compared to NZ Police overall, people in Prosecutions hold views that are significantly less favourable on all elements of organisational engagement, apart from job satisfaction where scores are comparable to the wider NZ Police organisation. At team level, both the Waitemata and Southern District Prosecution teams have had the most notable decreases since 2014, while Central District has seen a few sizeable increases.

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	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	75.1	82.1	77.9
1.8 I am strongly committed to the work I do	85.2	90.6	89.1
1.9 I am motivated to do the best I can in my job every day	83.3	89.7	85.1

	Auckland City Pros		Bay of Plenty Pros		Canterbury Dist Pros		Central Dist Pros		Counties/Manukau Pros		Eastern Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	83.3	100.0	80.0	94.4	71.4	63.6	69.2	82.4	82.4	75.7	66.7	77.8
1.8	96.0	90.5	100.0	94.4	81.0	90.9	61.5	82.4	85.3	83.8	83.3	88.9
1.9	100.0	90.5	90.0	100.0	66.7	86.4	76.9	88.2	79.4	83.8	83.3	77.8

	Northland Prosecutions		PNHQ - Pros		Southern Dist Pros		Tasman Dist Pros		Waikato Pros		Waitemata Pros		Wellington Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	66.7	87.5	77.8	83.3	66.7	66.7	90.0	60.0	61.1	75.0	70.8	92.6	84.6	90.0
1.8	91.7	100.0	77.8	83.3	88.9	100.0	100.0	80.0	77.8	87.5	79.2	100.0	92.3	95.0
1.9	91.7	87.5	77.8	83.3	77.8	100.0	100.0	90.0	83.3	100.0	75.0	92.6	92.3	90.0

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	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
Engagement Index	66.8	70.4	72.1
10.1 Overall, I'm satisfied with my job	71.6	73.9	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	61.4	62.8	66.6
10.3 I take an active interest in what happens in NZ Police	75.6	80.3	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	63.3	70.3	71.5
10.5 I feel a sense of commitment to NZ Police	74.8	78.2	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	54.3	57.1	59.8

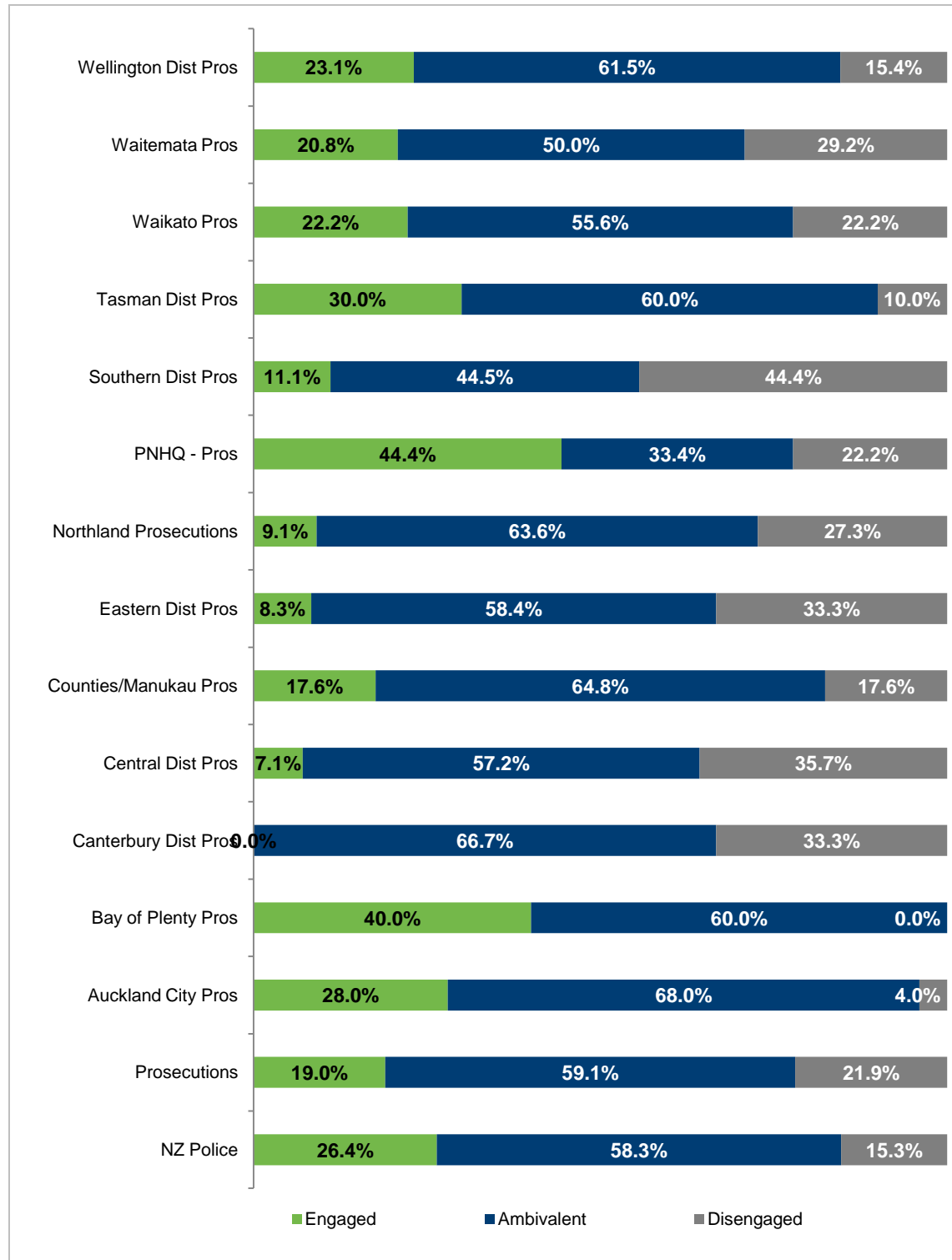
	Auckland City Pros		Bay of Plenty Pros		Canterbury Dist Pros		Central Dist Pros		Counties/Manukau Pros		Eastern Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	80.0	75.4	83.3	80.6	50.8	63.3	56.0	42.6	67.6	68.5	69.4	72.2
10.1	76.0	85.7	90.0	77.8	52.4	63.6	85.7	52.9	70.6	73.0	83.3	77.8
10.2	76.0	66.7	90.0	77.8	47.6	59.1	57.1	17.6	55.9	59.5	58.3	66.7
10.3	84.0	76.2	80.0	88.9	52.4	63.6	57.1	64.7	81.8	78.4	83.3	88.9
10.4	84.0	81.0	80.0	88.9	47.6	61.9	35.7	43.8	64.7	64.9	66.7	66.7
10.5	92.0	81.0	100.0	83.3	66.7	77.3	64.3	52.9	73.5	81.1	66.7	77.8
10.6	68.0	61.9	60.0	66.7	38.1	54.5	35.7	23.5	58.8	54.1	58.3	55.6

	Northland Prosecutions		PNHQ - Pros		Southern Dist Pros		Tasman Dist Pros		Waikato Pros		Waitemata Pros		Wellington Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	56.3	58.9	77.8	79.2	59.3	79.6	75.0	80.0	67.6	66.7	61.8	77.8	70.5	78.3
10.1	83.3	81.3	77.8	75.0	44.4	66.7	70.0	80.0	66.7	68.8	62.5	77.8	84.6	80.0
10.2	45.5	50.0	66.7	75.0	66.7	66.7	60.0	80.0	66.7	68.8	58.3	70.4	61.5	70.0
10.3	72.7	62.5	88.9	91.7	66.7	100.0	100.0	90.0	77.8	81.3	75.0	96.3	69.2	80.0
10.4	45.5	56.3	88.9	75.0	55.6	88.9	70.0	80.0	61.1	62.5	62.5	70.4	61.5	85.0
10.5	45.5	50.0	77.8	83.3	77.8	100.0	90.0	80.0	77.8	75.0	70.8	88.9	69.2	85.0
10.6	45.5	53.3	66.7	75.0	44.4	55.6	60.0	70.0	55.6	43.8	41.7	63.0	76.9	70.0

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.

Prosecutions as a whole has a less favourable engagement profile than NZ Police overall, particularly with a larger proportion of disengaged than engaged staff. This pattern of results is also seen in almost half of all the Prosecution teams, namely the Canterbury, Central, Eastern, Northland, Southern and Waitemata Districts.



3.4 District and Area Engagement Profile Trend 2014-15

While some of the changes in the engagement profile proportions below may look large, it is worth noting that eight out of the 13 Prosecutions teams have fewer than 15 responses. In small teams, a single person has a big influence on the overall results and consequently, one person moving from one profile category to another will result in a seemingly large change in the engagement profile proportions from one year to the next. Therefore, the size of the group needs to be considered when comparing the 2015 and 2014 results below.

The four teams that have around 10% or less in the 'Engaged' category this year – Canterbury, Central, Eastern and Southern Districts – also have at least a third of their people classified as disengaged. Further, Canterbury and Central Districts have had low engaged proportions across both years, while Eastern and Southern Districts have had a drop in the proportion of engaged staff since 2014. Southern District in particular has had a marked increase in the proportion of disengaged staff.

Engagement Profile	Auckland City Pros		Bay of Plenty Pros		Canterbury Dist Pros		Central Dist Pros		Counties/Manukau Pros		Eastern Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	28.0	23.8	40.0	27.8	0.0	9.1	7.1	5.9	17.6	18.9	8.3	22.2
Ambivalent	68.0	66.7	60.0	66.6	66.7	63.6	57.2	41.2	64.8	67.6	58.4	66.7
Disengaged	4.0	9.5	0.0	5.6	33.3	27.3	35.7	52.9	17.6	13.5	33.3	11.1

Engagement Profile	Northland Prosecutions		PNHQ - Pros		Southern Dist Pros		Tasman Dist Pros		Waikato Pros		Waitemata Pros		Wellington Dist Pros	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	9.1	6.3	44.4	66.7	11.1	22.2	30.0	20.0	22.2	0.0	20.8	29.6	23.1	20.0
Ambivalent	63.6	68.7	33.4	16.6	44.5	66.7	60.0	80.0	55.6	81.2	50.0	59.3	61.5	70.0
Disengaged	27.3	25.0	22.2	16.7	44.4	11.1	10.0	0.0	22.2	18.8	29.2	11.1	15.4	10.0

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

Based on the areas identified as being strongly related to organisational engagement levels below, we recommend that Prosecutions focus post-survey efforts on lifting perceptions related to organisational effectiveness, particularly in terms of the focus on quality and fulfilment of customer promises. These are the three key driver items that have had the biggest declines in scores since 2014. Further, two of these three areas have significant gaps to close to NZ Police overall.

Post-survey consultation and action planning can also explore what care for staff well-being means to the people within Prosecutions, as this is the other key driver question that is scoring significantly below NZ Police as a whole.

Key Driver Questions	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
8.10: I feel I am working for an effective organisation	59.3	63.7	62.8
8.9: NZ Police is an enjoyable place to work	67.8	68.7	71.2
8.8: NZ Police cares about the well-being of its staff	43.3	45.3	48.7
7.5: I feel my contribution is valued in NZ Police	48.3	51.5	49.2
8.5: NZ Police is interested in the views and opinions of its staff	34.1	36.8	38.9
8.4: There is a sense of 'common purpose' in NZ Police	56.3	58.5	57.2
8.7: I feel a sense of belonging to my District or my Service Centre	63.5	64.2	59.8
9.7: NZ Police delivers on the promises it makes to its customers	43.5	51.7	51.5
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.8	49.1	52.9
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	48.6	50.0	52.3

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 related to Respect and Integrity within Prosecutions have remained largely unchanged since 2014. People's views are also comparable to NZ Police overall in terms of perceived respect for employee diversity in their workgroups and knowing who to contact when they have concerns. However, relative to the NZ Police as a whole, there are considerably lower proportions of people within Prosecutions who are confident that they can raise concerns without fear of reprisal, or believe that concerns will be dealt with appropriately.

Question		Prosecutions 2015	Prosecutions 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		81.7	80.3	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		79.9	79.5	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		63.9	65.4	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)		63.9	64.7	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		58.2	58.9	63.0
<i>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?</i>	Not Applicable	87.2	84.2	81.7
	Yes	2.4	3.0	4.5
	No	10.4	12.8	13.8

5. Biggest Differences 2014 - 2015

Compared to 2014, the only question where Prosecutions has had a significant increase is confidence in one's immediate supervisor. Significant declines came from areas related to enablement (i.e., having adequate tools and resources as well as training), perceived fairness of pay and benefits, delivery on customer promises and being encouraged to provide improvement suggestions. Notably, Prosecutions has significantly more favourable results than NZ Police overall on a number of questions shown below, namely role clarity, adequacy of tools and resources and perceived fairness of pay and benefits.

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

Question	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
6.6: I have confidence in my supervisor	80.1	73.8	80.9
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	84.4	79.8	87.5
1.1: The responsibilities of my job are clearly defined	86.2	82.1	75.8
6.2: My supervisor treats staff with respect	85.3	81.5	87.5
6.3: My supervisor communicates the goals and objectives of our team effectively	78.2	76.4	78.8
4.7: People are held accountable for their performance in my team	48.1	46.3	65.7

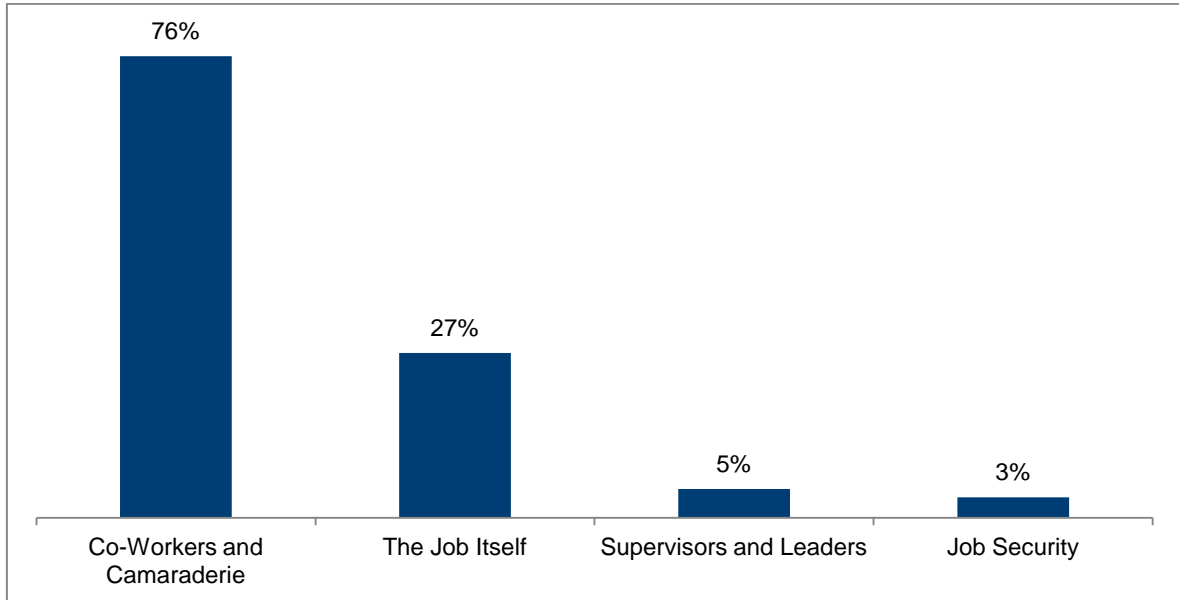
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Prosecutions 2015	Prosecutions 2014	NZ Police 2015
9.3: I have the tools and resources I need to do my job	60.5	72.1	53.4
1.5: NZ Police provides adequate training for the work I do	43.1	54.3	40.0
3.4: The pay and benefits I receive are fair for the work I do	46.2	55.8	33.7
9.7: NZ Police delivers on the promises it makes to its customers	43.5	51.7	51.5
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	54.5	62.2	57.5

6. Employee Comments Theme Analysis

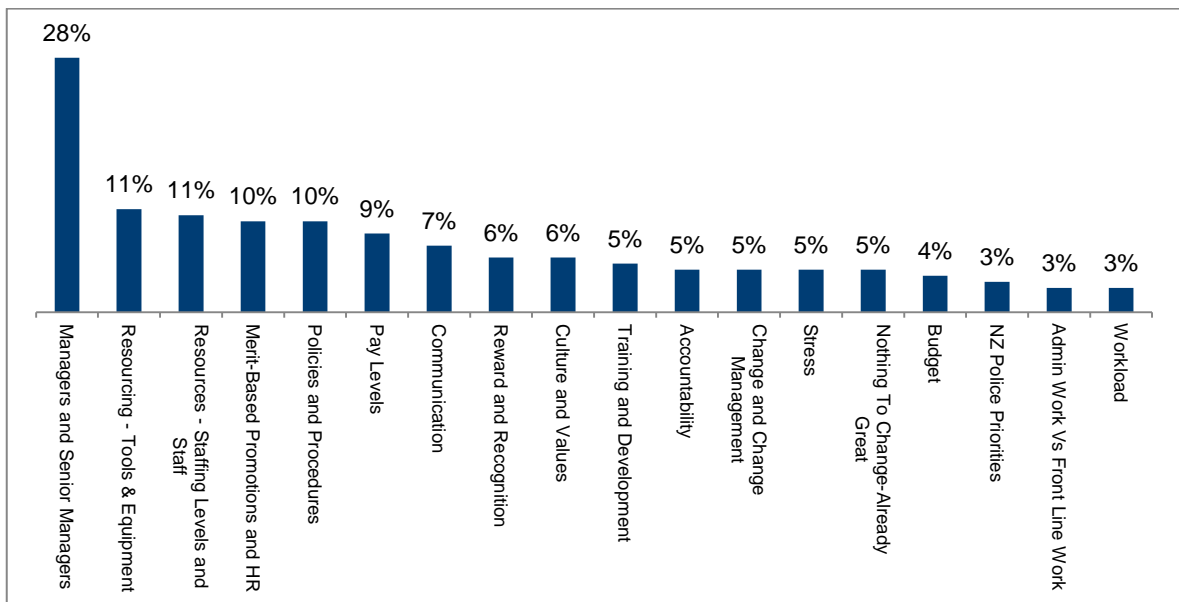
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



Over three quarters of the people within Prosecutions cited colleagues and the sense of camaraderie as the one thing that makes NZ Police a great place to work, while just over a quarter chose to mention aspects of the job itself.

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



When asked about the one thing that needs to change to make NZ Police a great place to work, more than a quarter of people in Prosecutions commented on managers and senior managers. The next biggest area of concern was resourcing – both in terms of tools/equipment and staffing levels.

7. Appendix 1 – All Question Results

Question	Prosecutions		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	73.8	77.3	70.8	71.9
1.1: The responsibilities of my job are clearly defined	86.2	82.1	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	87.6	88.9	82.8	83.9
1.3: I understand how my performance is measured	64.6	66.2	59.4	61.1
1.4: My performance is fairly assessed	57.6	56.4	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	43.1	54.3	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	81.4	85.5	74.4	75.0
1.7: My job gives me a sense of personal achievement	75.1	82.1	77.9	78.3
1.8: I am strongly committed to the work I do	85.2	90.6	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	83.3	89.7	85.1	85.1
2. Learning and Development	43.2	44.7	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	48.6	50.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	43.8	46.2	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	44.9	47.0	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	35.4	35.5	53.5	53.4
3. Work Conditions	56.4	61.7	52.8	56.2
3.1: I am satisfied with my physical work environment	62.4	68.4	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	47.6	48.3	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	69.5	74.4	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	46.2	55.8	33.7	40.1
4. My Team	65.5	67.0	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	79.5	82.8	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	76.7	76.9	76.4	76.9
4.3: The way work is allocated in my team is fair	55.7	54.1	71.5	72.5
4.4: People I work with cooperate to get the job done	78.1	81.6	86.1	86.5
4.5: I can rely on the support of others in my team	79.5	82.0	86.4	86.9
4.6: I feel part of an effective team	72.7	76.9	80.3	81.2
4.7: People are held accountable for their performance in my team	48.1	46.3	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	33.8	35.2	53.3	54.4
5. Respect & Integrity in the Workplace	69.5	69.7	72.7	73.4
5.1: Staff in my team respect employee diversity	81.7	80.3	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.9	79.5	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	63.9	65.4	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)	63.9	64.7	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	58.2	58.9	63.0	64.4

Question	Prosecutions		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	78.3	75.3	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	84.4	79.8	87.5	87.4
6.2: My supervisor treats staff with respect	85.3	81.5	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	78.2	76.4	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	76.2	75.5	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	65.7	64.8	68.5	68.8
6.6: I have confidence in my supervisor	80.1	73.8	80.9	80.8
7. Recognition	44.9	48.4	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	45.9	52.4	44.9	46.3
7.2: People here are appointed to positions based on merit	32.2	35.3	31.3	34.5
7.3: We celebrate success in NZ Police	47.6	51.1	47.5	47.0
7.4: I get recognition when I do a good job	50.5	51.9	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	48.3	51.5	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	55.7	58.7	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	56.9	64.1	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	45.7	46.8	45.1	46.3
8.3: I feel informed about NZ Police and its activities	57.2	59.8	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	56.3	58.5	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	34.1	36.8	38.9	39.9
8.6: Teams within NZ Police work well together	49.0	56.0	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	63.5	64.2	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	43.3	45.3	48.7	50.9
8.9: NZ Police is an enjoyable place to work	67.8	68.7	71.2	72.4
8.10: I feel I am working for an effective organisation	59.3	63.7	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	79.4	81.5	84.6	85.2
9. Quality and Excellence	56.3	63.0	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.8	49.1	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	81.9	83.8	87.6	87.3
9.3: I have the tools and resources I need to do my job	60.5	72.1	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	46.7	53.8	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	62.2	68.2	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	54.5	62.2	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	43.5	51.7	51.5	55.1
10. Final Thoughts (Employee Engagement)	66.8	70.4	72.1	73.3
10.1: Overall, I'm satisfied with my job	71.6	73.9	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	61.4	62.8	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	75.6	80.3	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	63.3	70.3	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	74.8	78.2	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	54.3	57.1	59.8	60.6

Question	Prosecutions		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	32.6	37.5	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	22.7	26.7	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	42.8	46.1	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	32.4	39.7	29.3	33.8

Question	Prosecutions	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	87.2	81.7
Yes	2.4	4.5
No	10.4	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.

