New Zealand Police Workplace Survey 2015

Summary of Findings
Response & Operations 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 Response & Operations was 69.9%, which is a good response rate, similar to the previous year and to NZ Police overall. We can be confident that the results presented in this report are an accurate indication of general employee attitudes and opinions within Response & Operations.

	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
Number of Responses	79	80	8361
Response Rate	69.9%	68.4%	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

	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
Performance Index	58.9	67.9	63.2
Engagement Index	65.0	**77.5**	72.1
Work Engagement Index	82.7	91.6	84.0
Change Index	19.0	**33.3**	26.4

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
Response & Operations…	24.1%	50.6%	25.3%
Response & Operations…	32.5%	52.5%	15.0%

Summary of Findings

While the overall survey score (as indicated by the Performance Index) for Response & Operations is comparable to NZ Police overall, it has dropped from the previous year and there have been significant declines with respect to organisational engagement and perceptions of post-survey action. There are vastly different levels of engagement across groups within Response & Operations. While both Protection Services and Special Tactics group had significant drops in engagement from 2014, Protection Services group is amongst the lowest scoring of all Districts/Areas across NZ Police, while Special Tactics group is still amongst the highest. Police National Headquarters (Operational Services) has comparable engagement levels to 2014 and is sitting somewhere in the middle, compared to the other Districts/Areas. The aspects that seem to be having the greatest impact on engagement (i.e. key drivers) are the perceived sense of common purpose and effectiveness of the organisation, along with collaboration between teams - areas where Response & Operations is scoring significantly below NZ Police overall. The proportion of people in Response & Operations who have favourable views of post-survey action has almost halved from 2014.

Where to from here

It is suggested that action-planning with teams within Response & Operations focuses on two key areas: 1) strengthening perceptions related to the sense of common purpose and organisational effectiveness, as well as 2) exploring ways to enable more effective collaboration and work distribution both among and within teams. Getting people involved in these sessions and providing updates about actions implemented as a result of their feedback will increase staff confidence in the survey process. With some sizeable

differences between the three bigger groups within Response & Operations, look to leverage learnings where one group is scoring more favourably than others.

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

	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	58.9	67.9	63.2
1. The Work I Do	70.9	80.3	70.8
2. Learning and Development	53.8	60.3	52.6
3. Work Conditions	51.3	**64.6**	52.8
4. My Team	76.5	82.7	75.7
5. Respect & Integrity in the Workplace	72.4	79.5	72.7
6. My Supervisor	75.5	83.3	80.7
7. Recognition	36.5	41.5	44.6
8. Vision and Purpose + Communication and Cooperation	49.5	**59.7**	58.0
9. Quality and Excellence	49.8	57.9	58.7
10. Final Thoughts (Employee Engagement)	65.0	**77.5**	72.1
11. The Survey - Your Views (Change Index)	19.0	**33.3**	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	Protection Services		Special Tactics Group		Police National Headquarters (Operational Services)	
	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	45.5	56.8	75.1	83.2	62.8	55.9
1. The Work I Do	57.9	70.1	88.5	93.3	63.9	64.3
2. Learning and Development	39.9	44.4	71.7	84.2	45.3	37.5
3. Work Conditions	37.5	54.9	70.0	77.9	60.9	48.2
4. My Team	62.0	70.6	95.0	98.2	71.0	60.6
5. Respect & Integrity in the Workplace	56.7	69.7	89.3	90.2	62.5	55.4
6. My Supervisor	59.5	72.1	95.0	99.5	77.8	69.2
7. Recognition	30.0	34.6	43.3	53.7	42.0	30.0
8. Vision and Purpose + Communication and Cooperation	38.5	52.6	61.4	72.9	59.7	53.9
9. Quality and Excellence	31.4	41.8	71.0	78.1	67.2	60.2
10. Final Thoughts (Employee Engagement)	50.8	64.4	81.7	93.8	76.0	73.8
11. The Survey - Your Views (Change Index)	10.3	18.9	30.0	52.4	44.4	32.4

Please note there were insufficient responses to display the results for Police National Headquarters (Nat Tactics) and Specialist Search Group

2.3 Interpretation

This year's overall survey results for Response & Operations (as indicated by the Performance Index) are lower than the previous year, but similar to NZ Police overall. There have been some significant negative shifts since last year on some of the sections of the survey, namely work conditions, vision and purpose + communication and cooperation, and overall employee engagement. Perceptions are also significantly less favourable in relation to post-survey action than in 2014. With respect to the groups within Response & Operations, Protection Services has relatively low scores across the various sections of the survey (less than 50% agreement on the majority of sections) and is within the bottom quartile of all Districts/Areas across NZ Police. Although Special Tactics Group is among the highest scoring groups across NZ Police, there has been a significant decline on the Change Index. Police National Headquarters (Operational Services) has seen no significant changes since 2014 across all survey sections

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.

2.4 Engagement

While Response & Operations' levels of engagement with work and the NZ Police are generally similar to the NZ Police average, there are some significant differences on individual questions, and there have been some significant declines for Response & Operations when compared to 2014. Of particular note are the drops in the proportions of people who would recommend NZ Police as a great place to work, and who agree that NZ Police inspires them to do their best in their job every day (with only around half of Response & Operations respondents agreeing with these statements currently) significantly lower than NZ Police overall. Police National Headquarters (Operational Services) has seen a notable decline in the proportion of employees who agree that they are strongly committed to the work they do.

2.5 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	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	77.2	**87.3**	77.9
1.8 I am strongly committed to the work I do	89.9	94.9	89.1
1.9 I am motivated to do the best I can in my job every day	81.0	**92.4**	85.1

	Protection Services		Special Tactics Group		Police National Headquarters (Operational Services)	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**
1.7	61.9	75.0	96.7	100.0	62.5	71.4
1.8	85.7	91.7	96.7	100.0	75.0	100.0
1.9	69.0	86.1	96.7	100.0	87.5	100.0

Please note there were insufficient responses to display the results for Police National Headquarters (Nat Tactics) and Specialist Search Group

2.6 Engagement with New Zealand Police

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

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

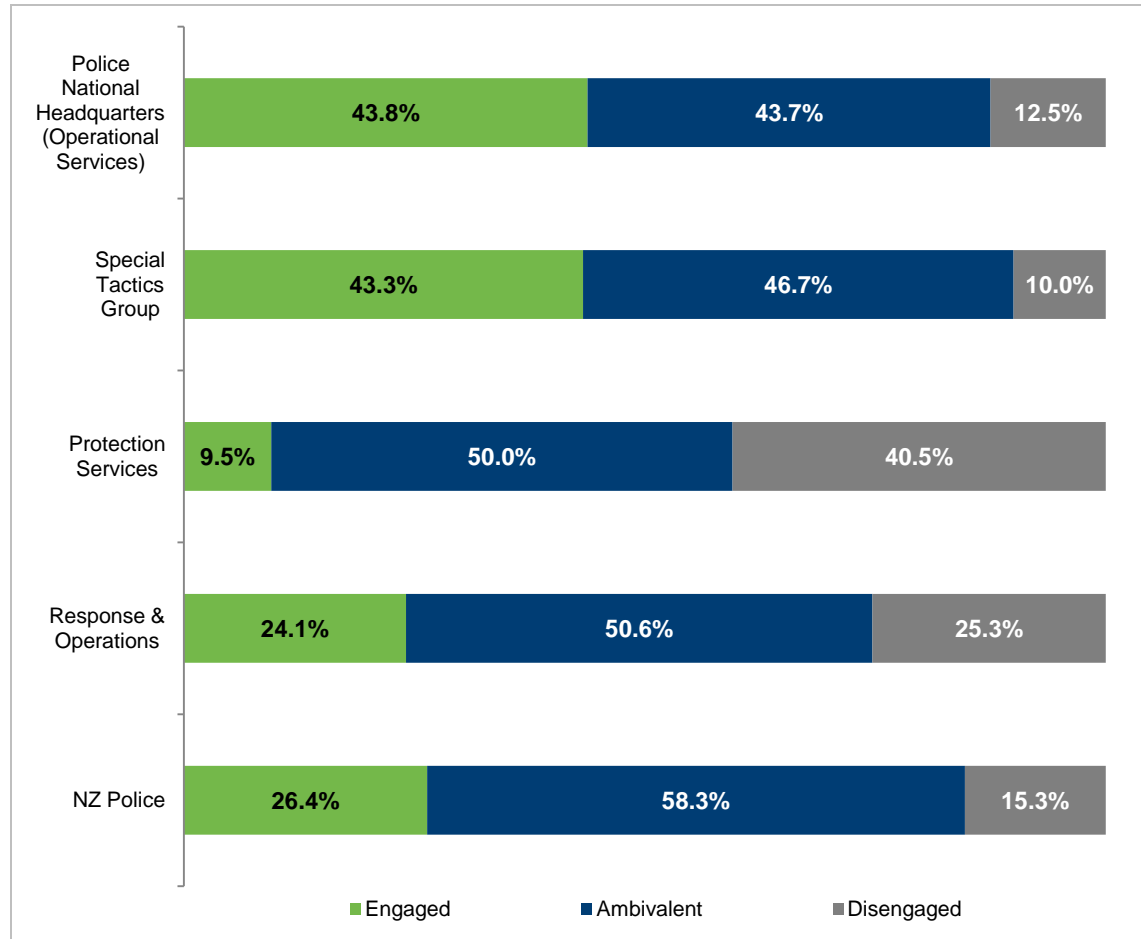| Question	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
Engagement Index	65.0	**77.5**	72.1
10.1 Overall, I'm satisfied with my job	65.8	**81.3**	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	53.2	**72.5**	**66.6**
10.3 I take an active interest in what happens in NZ Police	77.2	82.5	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	68.4	**78.8**	71.5
10.5 I feel a sense of commitment to NZ Police	77.2	86.3	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	48.1	**63.8**	**59.8**

	Protection Services		Special Tactics Group		Police National Headquarters (Operational Services)	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**
Index	50.8	64.4	81.7	93.8	76.0	73.8
10.1	42.9	67.6	93.3	100.0	68.8	64.3
10.2	40.5	59.5	63.3	88.6	62.5	57.1
10.3	69.0	73.0	86.7	94.3	93.8	92.9
10.4	52.4	62.2	86.7	97.1	75.0	78.6
10.5	66.7	75.7	90.0	97.1	81.3	85.7
10.6	33.3	48.6	70.0	85.7	75.0	64.3

Please note there were insufficient responses to display the results for Police National Headquarters (Nat Tactics) and Specialist Search Group

2.7 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.

While Response & Operations overall has a similar proportion of engaged people compared to NZ Police overall, there is a higher proportion of disengaged people. There are some notable differences between the profiles of Special Tactics and Police National Headquarters (Operational Services) compared to Protection Services groups, with the latter showing an approximate reverse profile of the former two. Notably, Protection Services also sits amongst the least engaged NZ Police Districts/Areas based on its Engagement Index.

	Engaged	Ambivalent	Disengaged
Police National Headquarters (Operational Services)	43.8%	43.7%	12.5%
Special Tactics Group	43.3%	46.7%	10.0%
Protection Services	9.5%	50.0%	40.5%
Response & Operations	24.1%	50.6%	25.3%
NZ Police	26.4%	58.3%	15.3%

Please note there were insufficient responses to display the results for Police National Headquarters (Nat Tactics) and Specialist Search Group

2.8 District and Area Engagement Profile Trend 2014-15

While both the Protection Services and Special Tactics groups had decreases in the proportion of people classified as 'engaged' and increases in the proportion of those classified as 'disengaged', it is more concerning for Protection Services, where close to half of the group is now sitting in the 'disengaged' category.

Engagement Profile	Protection Services		Special Tactics Group		Police National Headquarters (Operational Services)	
	2015	2014	2015	2014	2015	2014
Engaged	9.5	21.6	43.3	51.4	43.8	42.9
Ambivalent	50.0	54.1	46.7	45.7	43.7	50.0
Disengaged	40.5	24.3	10.0	2.9	12.5	7.1

Please note there were insufficient responses to display the results for Police National Headquarters (Nat Tactics) and Specialist Search Group

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

Two themes that stand out among the key drivers of engagement for Response & Operations are teamwork (both within and between teams) and perceptions of organisational effectiveness. Among these, questions relating to sense of 'common purpose', perceived organisational effectiveness, demonstrated prioritisation of quality, and fair work allocation have the greatest negative gaps from NZ Police overall. Compared to 2014, less people within Response & Operations agree that NZ Police is an enjoyable place to work, that day-to-day decisions demonstrate quality of services is a top priority, or that teams work well together within NZ Police.

Key Driver Questions	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	69.6	**86.3**	71.2
8.4: There is a sense of 'common purpose' in NZ Police	45.6	55.0	**57.2**
2.2: I am encouraged to try new ways of doing things	57.0	59.5	49.7
8.10: I feel I am working for an effective organisation	51.9	58.8	**62.8**
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	36.7	**48.7**	**52.9**
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)	74.7	80.0	68.4
8.6: Teams within NZ Police work well together	55.7	**76.3**	54.1
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	57.0	59.5	52.3
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.7	81.3	69.2
4.3: The way work is allocated in my team is fair	58.2	67.1	**71.5**

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 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.

3. Respect & Integrity reporting

Across the various questions relating to 'Respect and Integrity', significantly fewer people within Response & Operations agreed that they know who to contact to report instances of workplace harassment, bullying or discrimination when compared to the previous year or to NZ Police overall. There was also an almost 13% drop in those who responded 'Not Applicable' to the question regarding having witnessed or experienced harassment, discrimination, or bullying within the last 12 months; and among those who did indicate that they had witnessed or experienced such behaviour, there was a much higher proportion who felt it had not been dealt with effectively (though similar to NZ Police overall).

Question		Response & Operations 2015	Response & Operations 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		74.7	82.3	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		68.4	**78.8**	**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		74.7	81.3	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)		74.7	80.0	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		69.6	75.0	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	84.8	97.5	81.7
	Yes	2.5	1.3	4.5
	No	12.7	1.3	13.8

4. Biggest Differences 2014 - 2015

Across all the questions in the survey there were only two that showed any improvement from 2014 for Response & Operations, and these were both non-significant increases, with the group still scoring significantly lower than NZ Police overall regarding perceived recognition of outstanding achievement. The questions showing the five greatest declines were all significantly lower than the previous year, and significantly fewer people within Response & Operations would recommend NZ Police as a great place to work, or believed that actions would be taken on survey results, when compared to NZ Police overall.

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

| Question	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
4.5: I can rely on the support of others in my team	92.4	88.6	86.4
7.1: NZ Police has appropriate ways of recognising outstanding achievement	34.2	33.8	**44.9**

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

| Question	Response & Operations 2015	Response & Operations 2014	NZ Police 2015
3.2: The level of work-related stress I experience in my job is acceptable	55.7	**82.3**	52.2
8.6: Teams within NZ Police work well together	55.7	**76.3**	54.1
10.2: Overall, I would recommend NZ Police as a great place to work	53.2	**72.5**	**66.6**
11.3: I believe actions will be taken based on the results of this survey	16.5	**33.8**	**29.3**
8.9: NZ Police is an enjoyable place to work	69.6	**86.3**	71.2

5. 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.

5.1 One thing that makes this a great place to work
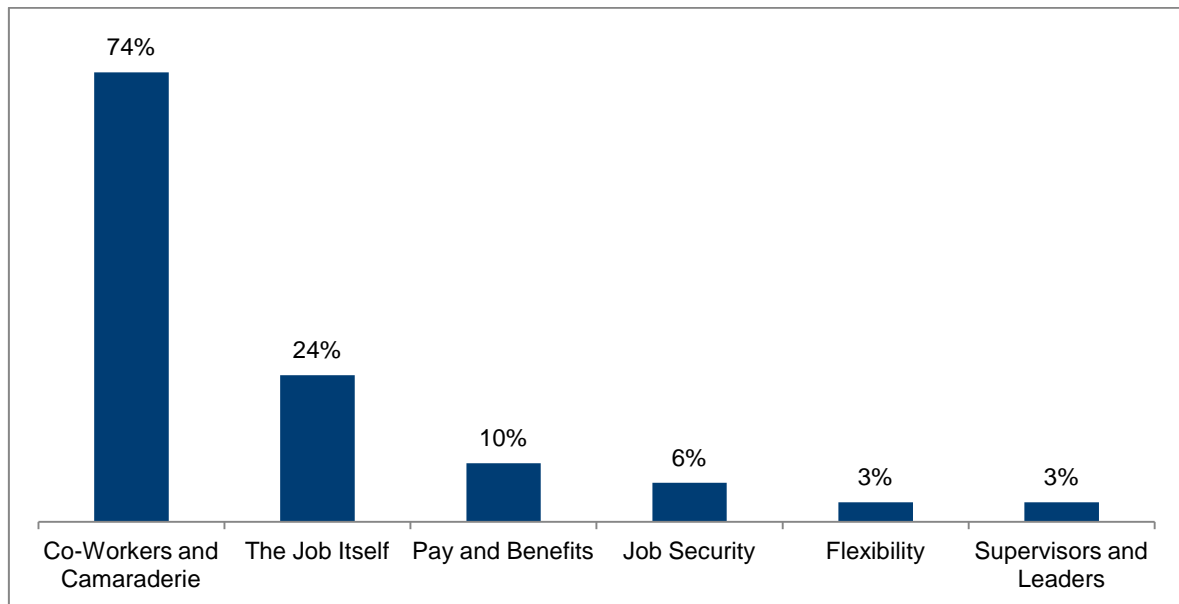
Around three quarters of the comments regarding what makes NZ Police a great place to work made reference to colleagues and/or the sense of camaraderie experienced. Almost a quarter mentioned aspects of the job itself, while for another 10% the focus was more on extrinsic rewards (pay and benefits).

5.2 One thing that needs to change to make this a great place to work
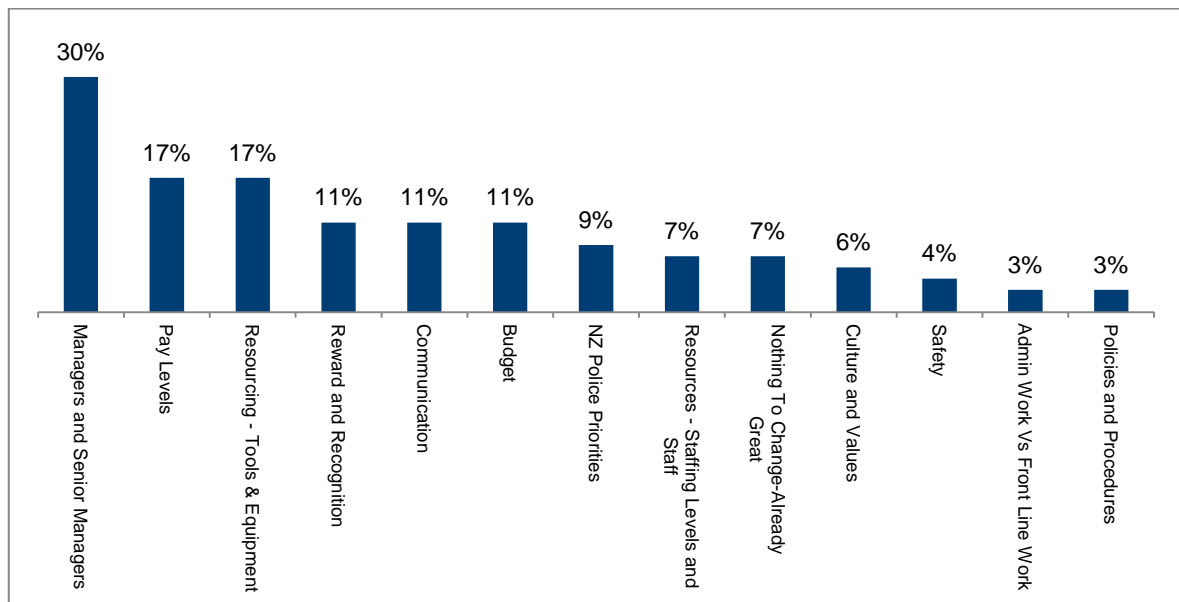
Regarding what most needs to change to make NZ Police a great place to work, Managers and Senior Managers was the most frequently mentioned theme. Pay as well as rewards and recognition were also among the top six themes, along with issues relating to resourcing (tools/equipment and budgets), and communication.

6. Appendix 1 – All Question Results

Question	Response & Operations		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	70.9	80.3	70.8	71.9
1.1: The responsibilities of my job are clearly defined	78.5	83.5	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	81.0	83.5	82.8	83.9
1.3: I understand how my performance is measured	59.5	73.4	59.4	61.1
1.4: My performance is fairly assessed	59.5	72.2	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	38.0	51.9	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	73.4	83.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	77.2	87.3	77.9	78.3
1.8: I am strongly committed to the work I do	89.9	94.9	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	81.0	92.4	85.1	85.1
2. Learning and Development	53.8	60.3	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	57.0	59.5	52.3	53.2
2.2: I am encouraged to try new ways of doing things	57.0	59.5	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	54.4	60.3	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	46.8	62.0	53.5	53.4
3. Work Conditions	51.3	64.6	52.8	56.2
3.1: I am satisfied with my physical work environment	49.4	65.8	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	55.7	82.3	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	65.8	69.6	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	34.2	40.5	33.7	40.1
4. My Team	76.5	82.7	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.3	96.2	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	75.9	83.5	76.4	76.9
4.3: The way work is allocated in my team is fair	58.2	67.1	71.5	72.5
4.4: People I work with cooperate to get the job done	89.7	95.0	86.1	86.5
4.5: I can rely on the support of others in my team	92.4	88.6	86.4	86.9
4.6: I feel part of an effective team	86.1	90.0	80.3	81.2
4.7: People are held accountable for their performance in my team	66.7	73.8	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	55.7	67.5	53.3	54.4
5. Respect & Integrity in the Workplace	72.4	79.5	72.7	73.4
5.1: Staff in my team respect employee diversity	74.7	82.3	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	68.4	78.8	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	74.7	81.3	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)	74.7	80.0	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	69.6	75.0	63.0	64.4

Question	Response & Operations		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	75.5	83.3	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	86.1	91.1	87.5	87.4
6.2: My supervisor treats staff with respect	79.7	87.5	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	74.7	81.3	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	70.9	83.8	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	63.3	72.5	68.5	68.8
6.6: I have confidence in my supervisor	78.5	83.8	80.9	80.8
7. Recognition	36.5	41.5	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	34.2	33.8	44.9	46.3
7.2: People here are appointed to positions based on merit	32.9	38.8	31.3	34.5
7.3: We celebrate success in NZ Police	32.9	37.5	47.5	47.0
7.4: I get recognition when I do a good job	46.8	56.3	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	35.4	41.3	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	49.5	59.7	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	45.5	48.8	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	35.4	43.8	45.1	46.3
8.3: I feel informed about NZ Police and its activities	44.3	51.3	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	45.6	55.0	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	30.4	38.0	38.9	39.9
8.6: Teams within NZ Police work well together	55.7	76.3	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	44.9	57.5	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	42.3	51.3	48.7	50.9
8.9: NZ Police is an enjoyable place to work	69.6	86.3	71.2	72.4
8.10: I feel I am working for an effective organisation	51.9	58.8	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	79.5	90.0	84.6	85.2
9. Quality and Excellence	49.8	57.9	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	36.7	48.7	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	83.5	87.5	87.6	87.3
9.3: I have the tools and resources I need to do my job	44.3	47.5	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	44.3	48.8	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	49.4	65.0	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	54.4	58.8	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	35.9	49.4	51.5	55.1
10. Final Thoughts (Employee Engagement)	65.0	77.5	72.1	73.3
10.1: Overall, I'm satisfied with my job	65.8	81.3	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	53.2	72.5	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	77.2	82.5	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	68.4	78.8	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	77.2	86.3	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	48.1	63.8	59.8	60.6
	2015	2014	2015	2014

Question	Response & Operations		NZ Police	
	2015	**2014**	**2015**	**2014**
11. The Survey - Your Views	19.0	33.3	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	10.1	25.0	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	30.4	41.3	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	16.5	33.8	29.3	33.8

Question	Response & Operations	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	84.8	81.7
Yes	2.5	4.5
No	12.7	13.8

7. 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.

8. 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.