

# New Zealand Police Workplace Survey 2015

## Summary of Findings RNZPC 2015

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## Table of Contents

1.	Executive Summary .....	3
2.	Section Summary.....	4
2.1	Across the District.....	4
2.2	Across the Areas.....	5
2.3	Interpretation.....	5
3.	Engagement .....	6
3.1	Fulfilment, motivation and commitment towards work .....	6
3.2	Engagement with New Zealand Police.....	7
3.3	District and Area Engagement Profile 2015.....	8
3.4	District and Area Engagement Profile Trend 2014-15 .....	9
3.5	What drives our employee's engagement within the District?.....	10
4.	Respect & Integrity reporting.....	11
5.	Biggest Differences 2014 - 2015.....	11
5.1	Top five biggest differences within the District since 2014 – POSITIVE .....	11
5.2	Top five biggest differences within the District since 2014 - NEGATIVE.....	11
6.	Employee Comments Theme Analysis.....	12
6.1	One thing that makes this a great place to work.....	12
6.2	One thing that needs to change to make this a great place to work .....	12
7.	Appendix 1 – All Question Results .....	13
8.	Appendix 2 – Notes on taking action.....	16
9.	Appendix 3 – Glossary .....	17

## 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

RNZPC's response rate has dropped by more than 10% since 2014, though it remains higher than NZ Police overall. With approximately three quarters of people within RNZPC responding to the survey, we can be confident that the results provide a good reflection of general employee attitude and opinion within RNZPC.

	RNZPC 2015	RNZPC 2014	NZ Police 2015
Number of Responses	181	208	8361
Response Rate	75.1%	85.6%	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

	RNZPC 2015	RNZPC 2014	NZ Police 2015
Performance Index	66.4	64.2	63.2
Engagement Index	79.4	74.0	72.1
Work Engagement Index	90.6	88.1	84.0
Change Index	29.1	28.7	26.4

Engagement Profile

Group	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
RNZPC 2015	29.8%	58.6%	11.6%
RNZPC 2014	28.8%	57.7%	13.5%

### Summary of Findings

For RNZPC as a whole, perceptions remain largely unchanged since 2014, though significant gains have been made in learning and development, as well as employee engagement. RNZPC has significantly higher scores than NZ Police overall in some respects, particularly with regards to perceptions of work conditions, employee engagement, as well as vision & purpose, and communication & cooperation. At the team level, the most favourable perceptions continue to come from Field Learning and Development as in 2014, while the least favourable views are generally held by people within Teaching and Learning.

### Where to from here

Based on the areas identified as being strongly related to organisational engagement for RNZPC, we recommend that post-survey efforts focus on: 1) continues to keep communication lines open to inform and involve their people and 2) bolster the increase in perceived organisational effectiveness by developing a deeper understanding of views related to the prioritisation of quality and delivery on customer promises. The latter can be achieved through having open conversations with employees about current perceptions of organisational effectiveness, at the team or Service Centre level. Survey-wise, to demonstrate that people's feedback is of value, post-survey communication should clearly link actions taken with survey feedback.

## 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

	RNZPC 2015	RNZPC 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	66.4	64.2	63.2
1. The Work I Do	75.6	74.8	70.8
2. Learning and Development	53.0	47.7	52.6
3. Work Conditions	61.2	62.2	52.8
4. My Team	71.6	71.2	75.7
5. Respect & Integrity in the Workplace	73.3	71.3	72.7
6. My Supervisor	76.7	72.2	80.7
7. Recognition	50.3	51.5	44.6
8. Vision and Purpose + Communication and Cooperation	66.0	62.4	58.0
9. Quality and Excellence	62.1	60.3	58.7
10. Final Thoughts (Employee Engagement)	79.4	74.0	72.1
11. The Survey - Your Views (Change Index)	29.1	28.7	26.4

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

## 2.2 Across the Areas

Survey Sections	Corporate Services Group		Field Learning and Development		School of Initial Training		School of Investigations		School of Leadership, Mgmt Command		School of Prevention		School of Response		Teaching and Learning	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	58.3	62.2	90.2	87.4	71.9	69.9	80.9	77.5	64.3	66.2	65.8	65.5	63.4	58.5	54.4	61.1
1. The Work I Do	63.6	67.9	91.9	92.9	73.6	71.4	89.7	83.3	74.6	84.1	76.5	74.4	77.7	74.7	59.3	67.1
2. Learning and Development	22.2	32.2	90.9	93.2	78.1	60.7	78.6	71.4	64.3	50.0	55.1	41.3	44.4	43.0	45.8	41.7
3. Work Conditions	68.1	61.5	86.4	77.3	60.9	60.7	71.4	76.8	57.1	60.7	63.9	67.5	53.9	53.9	55.6	71.6
4. My Team	59.6	61.1	93.2	85.2	76.6	67.0	80.4	72.3	58.9	44.6	73.0	78.5	76.6	74.5	41.0	64.6
5. Respect & Integrity in the Workplace	54.4	60.8	92.7	85.5	82.5	82.9	91.4	90.0	71.4	85.7	77.6	82.0	73.6	70.1	50.7	48.3
6. My Supervisor	48.6	59.0	90.9	83.3	88.5	88.1	89.3	65.5	85.7	69.0	83.3	82.5	75.9	70.7	67.6	70.1
7. Recognition	50.0	63.6	74.5	90.9	54.5	58.6	62.9	68.6	48.6	54.3	40.5	42.0	46.1	40.6	43.9	50.0
8. Vision and Purpose + Communication and Cooperation	70.5	71.6	94.2	89.3	73.3	70.0	84.4	87.0	55.8	63.6	64.3	60.9	56.7	49.7	64.1	64.8
9. Quality and Excellence	64.3	65.9	89.6	83.1	62.5	67.3	75.5	82.7	61.2	71.4	61.1	63.2	56.6	48.4	51.5	60.1
10. Final Thoughts (Employee Engagement)	79.6	76.9	100.0	97.0	85.4	85.7	96.4	90.5	76.2	85.7	75.9	70.0	73.5	65.5	73.6	73.6
11. The Survey - Your Views (Change Index)	13.1	21.8	69.7	71.8	27.8	33.3	35.9	28.6	42.9	38.1	15.7	26.0	29.7	22.1	16.7	31.9

Please note that there were insufficient responses to display the results for National Managers Office

## 2.3 Interpretation

Compared to 2014, significant improvements were made in the areas of learning and development, as well as employee engagement. Employee engagement is also among one of RNZPC's strengths relative to the wider organisation, with the other strengths being work conditions, recognition and vision & purpose, and communication & cooperation.

Across the teams, Field Learning and Development has the most favourable perceptions, while those of Teaching and Learning, and Corporate Services Group are generally the least favourable.

### 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

Compared to NZ Police overall, RNZPC has significantly higher levels of engagement with their work and the organisation. Relative to 2014, connection to the work has been maintained at a consistently high level within the RNZPC, while organisational engagement has significantly improved. At the team level, the largest school, the School of Response, has seen considerable improvements in organisational engagement levels since 2014.

#### 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	RNZPC 2015	RNZPC 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	84.5	81.6	77.9
1.8 I am strongly committed to the work I do	95.0	94.2	89.1
1.9 I am motivated to do the best I can in my job every day	92.3	88.5	85.1

Survey Sections	Corporate Services Group		Field Learning and Development		School of Initial Training		School Of Investigations		School of Leadership, Mgmt Command		School of Prevention		School of Response		Teaching and Learning	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	77.8	69.2	100.0	100.0	87.5	85.7	100.0	92.9	71.4	85.7	94.4	95.0	82.9	78.7	66.7	73.9
1.8	94.4	96.2	100.0	100.0	93.8	92.9	100.0	100.0	85.7	100.0	94.4	94.7	96.1	91.0	88.9	95.8
1.9	72.2	92.3	100.0	90.9	100.0	92.9	100.0	92.9	85.7	100.0	94.4	90.0	93.4	86.5	88.9	79.2

Please note that there were insufficient responses to display the results for National Managers Office

### 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	RNZPC 2015	RNZPC 2014	NZ Police 2015
<b>Engagement Index</b>	79.4	74.0	72.1
10.1 Overall, I'm satisfied with my job	81.8	74.0	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	71.3	68.8	66.6
10.3 I take an active interest in what happens in NZ Police	91.2	85.1	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	78.3	74.5	71.5
10.5 I feel a sense of commitment to NZ Police	86.7	80.3	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	67.0	61.5	59.8

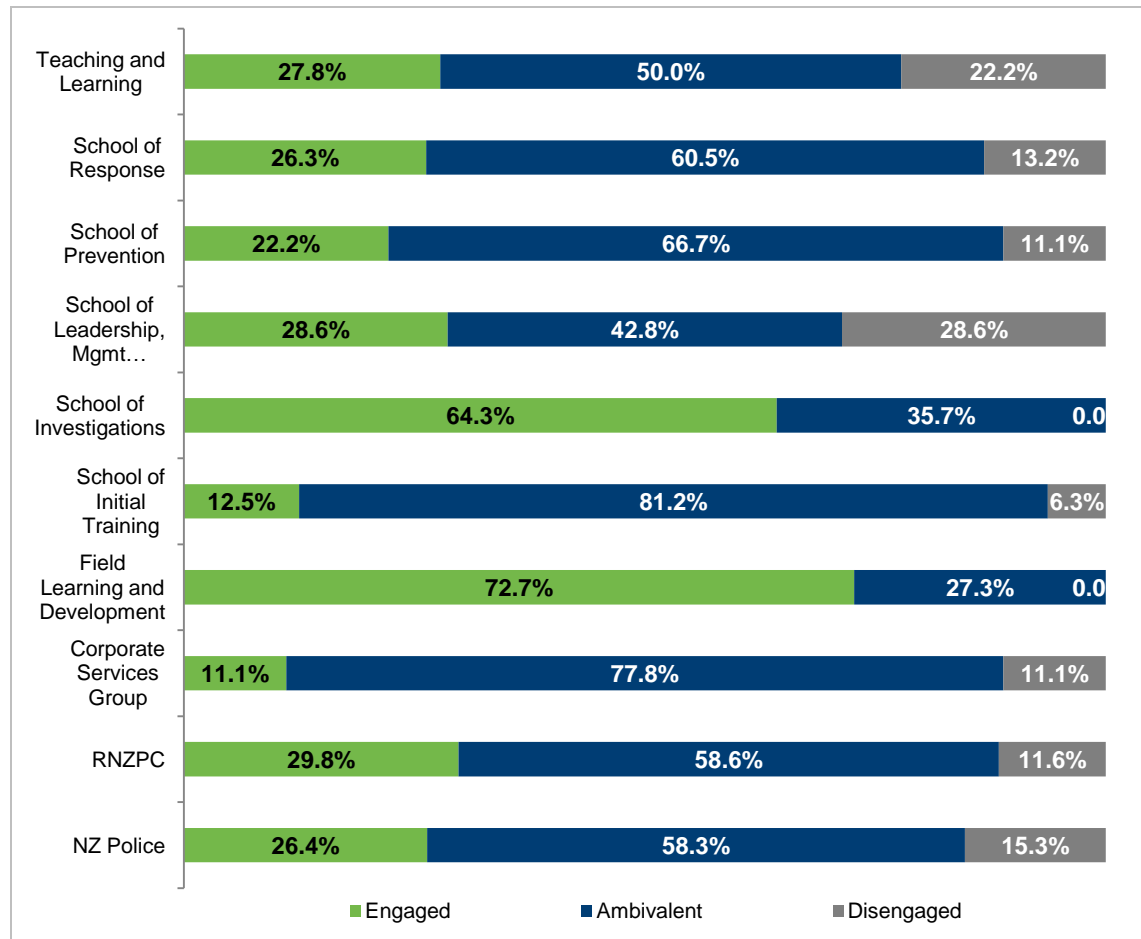
	Corporate Services Group		Field Learning and Development		School of Initial Training		School of Investigations		School of Leadership, Mgmt Command		School of Prevention		School of Response		Teaching and Learning	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
<b>Index</b>	79.6	76.9	100.0	97.0	85.4	85.7	96.4	90.5	76.2	85.7	75.9	70.0	73.5	65.5	73.6	73.6
10.1	83.3	73.1	100.0	100.0	87.5	78.6	100.0	92.9	71.4	100.0	77.8	75.0	80.3	68.5	61.1	58.3
10.2	66.7	69.2	100.0	100.0	81.3	78.6	100.0	85.7	57.1	71.4	77.8	70.0	60.5	58.4	66.7	70.8
10.3	83.3	84.6	100.0	100.0	93.8	92.9	100.0	100.0	85.7	85.7	77.8	75.0	90.8	79.8	100.0	91.7
10.4	77.8	80.8	100.0	90.9	87.5	92.9	92.9	100.0	85.7	85.7	77.8	70.0	69.3	64.0	77.8	75.0
10.5	88.9	84.6	100.0	100.0	93.8	92.9	100.0	85.7	85.7	100.0	83.3	80.0	81.6	71.9	83.3	79.2
10.6	77.8	69.2	100.0	90.9	68.8	78.6	85.7	78.6	71.4	71.4	61.1	50.0	58.7	50.6	52.9	66.7

Please note that there were insufficient responses to display the results for National Managers Office

### 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.

RNZPC has a very similar engagement profile to NZ Police overall, but there is a great degree of variation at team level. Field Learning and Development and the School of Investigations both have the majority of their people in the 'Engaged' category and no disengaged staff, while Teaching and Learning and the School of Leadership, Management Command have the highest proportions (around a quarter of the team) in the 'Disengaged' category. Corporate Services Group as well as School of Initial Training have the smallest proportions of engaged staff.



Please note that there were insufficient responses to display the results for National Managers Office



### 3.4 District and Area Engagement Profile Trend 2014-15

While some of the changes to the engagement profile proportions below may look large, it is worth noting that seven of the eight RNZPC teams have 18 or fewer 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.

Compared to 2014, the School of Initial Training has had the most notable change in its engagement profile, with the majority of its people now sitting within the 'Ambivalent' instead of the 'Engaged' category. Also of note is the increase in disengaged staff in the School of Leadership, Management Command.

Engagement Profile	Corporate Services Group		Field Learning and Development		School of Initial Training		School of Investigations		School of Leadership, Mgmt Command		School of Prevention		School of Response		Teaching and Learning	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	11.1	23.1	72.7	54.5	12.5	57.1	64.3	50.0	28.6	28.6	22.2	25.0	26.3	22.5	27.8	20.8
Ambivalent	77.8	69.2	27.3	45.5	81.2	35.8	35.7	50.0	42.8	71.4	66.7	60.0	60.5	58.4	50.0	58.4
Disengaged	11.1	7.7	0.0	0.0	6.3	7.1	0.0	0.0	28.6	0.0	11.1	15.0	13.2	19.1	22.2	20.8

Please note that there were insufficient responses to display the results for National Managers Office

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

Based on the areas identified as being strongly related to organisational engagement below, we recommend that RNZPC: 1) continues to keep communication lines open to inform and involve their people and 2) bolster the increase in perceived organisational effectiveness since 2014 by gaining a deeper understanding of views related to the focus on quality and delivery on customer promises, both of which have not had gains similar to the one seen for organisational effectiveness.

Compared to 2014, RNZPC has seen strong improvements in terms of perceptions of organisational effectiveness, enjoyable nature of the workplace and openness of communication at the District/Service Centre level. Most of the identified key drivers are also areas of relative strength for RNZPC, when compared against the wider organisation.

Key Driver Questions	RNZPC 2015	RNZPC 2014	NZ Police 2015
8.10: I feel I am working for an effective organisation	73.2	67.6	62.8
8.9: NZ Police is an enjoyable place to work	78.3	72.0	71.2
7.5: I feel my contribution is valued in NZ Police	61.3	59.4	49.2
8.7: I feel a sense of belonging to my District or my Service Centre	68.3	66.0	59.8
8.8: NZ Police cares about the well-being of its staff	56.7	56.3	48.7
8.5: NZ Police is interested in the views and opinions of its staff	43.9	44.7	38.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	50.0	50.5	52.9
8.2: Communication in my District or my Service Centre is open and honest	58.0	52.9	45.1
9.4: I am sufficiently involved in decisions that affect the way I do my job	55.8	51.4	49.2
9.7: NZ Police delivers on the promises it makes to its customers	53.1	55.6	51.5

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.

## 4. Respect & Integrity reporting

For the RNZPC, perceptions related to respect and integrity generally remain comparable to 2014 and NZ Police overall. Respect for employee diversity within the workgroup is the one question where there has been a significant improvement since 2014. The proportion of people within RNZPC that know who to contact regarding their concerns is also significantly higher than NZ Police overall.

Question		RNZPC 2015	RNZPC 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		82.6	77.4	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		86.0	82.7	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		70.6	70.2	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)		67.2	65.9	68.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		60.0	60.6	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	74.6	80.3	81.7
	Yes	8.8	5.3	4.5
	No	16.6	14.4	13.8

## 5. Biggest Differences 2014 - 2015

Of the five questions with the biggest increases since 2014, three are tied to increased top-down communication of team-level or organisational matters. Most of these questions are also strengths relative to NZ Police overall. Among the questions that have had the biggest decreases since 2014, only the one relating to perceived fairness of pay and benefits has changed significantly. It does however, still score significantly above NZ Police overall. The only question below that is scoring significantly lower than NZ Police overall relates to intra-team cooperation.

### 5.1 Top five biggest differences within the District since 2014 – POSITIVE

Question	RNZPC 2015	RNZPC 2014	NZ Police 2015
2.2: I am encouraged to try new ways of doing things	60.0	51.4	49.7
6.3: My supervisor communicates the goals and objectives of our team effectively	76.8	68.3	78.8
10.1: Overall, I'm satisfied with my job	81.8	74.0	73.1
8.3: I feel informed about NZ Police and its activities	71.8	64.9	56.0
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	72.8	65.9	60.0

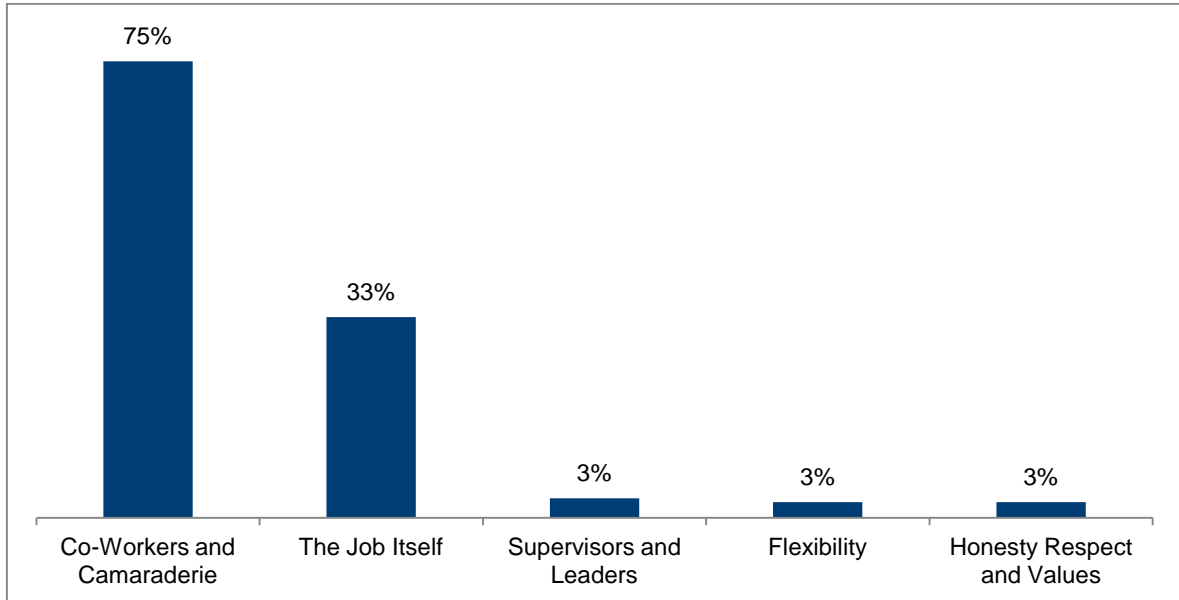
### 5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	RNZPC 2015	RNZPC 2014	NZ Police 2015
3.4: The pay and benefits I receive are fair for the work I do	49.2	55.3	33.7
7.3: We celebrate success in NZ Police	50.6	55.3	47.5
4.4: People I work with cooperate to get the job done	79.0	82.2	86.1
7.2: People here are appointed to positions based on merit	33.9	37.0	31.3
1.3: I understand how my performance is measured	63.3	66.3	59.4

## 6. Employee Comments Theme Analysis

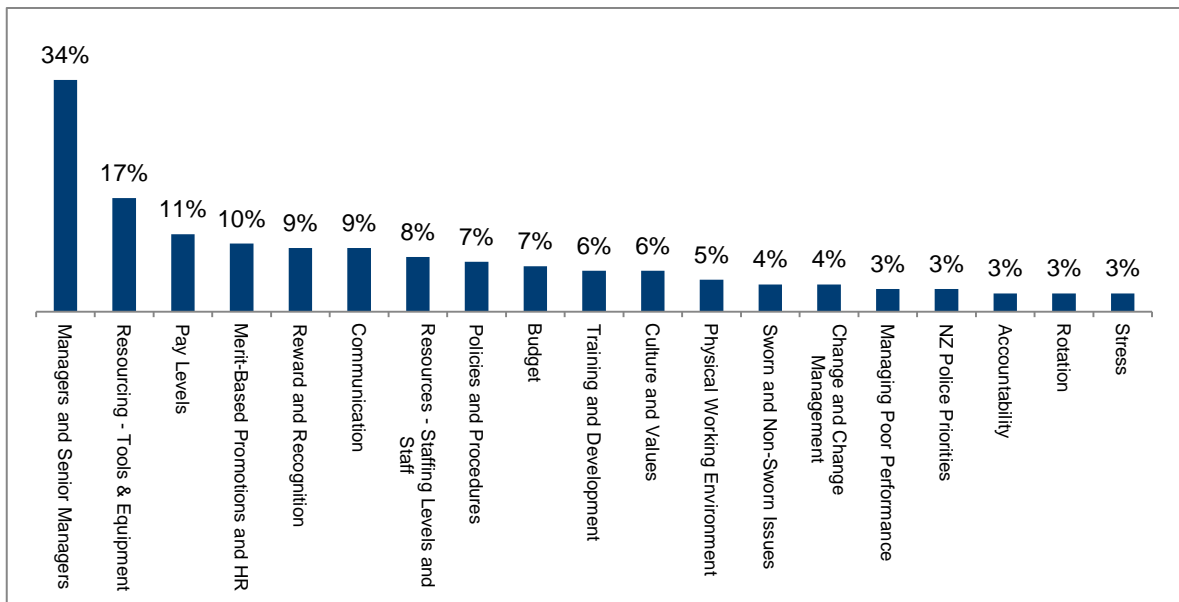
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

### 6.1 One thing that makes this a great place to work



Three quarters of the people in RNZPC feel that it is their colleagues and the sense of camaraderie that makes NZ Police a great place to work, while a third have mentioned aspects of the job itself.

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



Within RNZPC, managers and senior managers are the top concern, with just over a third citing it as the thing that needs to change to make NZ Police a great place to work. The next most frequently mentioned concern relates to resourcing, in terms of tools and equipment.

## 7. Appendix 1 – All Question Results

Question	RNZPC District		NZ Police	
	2015	2014	2015	2014
<b>1. The Work I Do</b>	75.6	74.8	70.8	71.9
1.1: The responsibilities of my job are clearly defined	74.6	76.0	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	90.6	90.4	82.8	83.9
1.3: I understand how my performance is measured	63.3	66.3	59.4	61.1
1.4: My performance is fairly assessed	61.3	57.7	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	44.2	41.5	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	74.6	77.4	74.4	75.0
1.7: My job gives me a sense of personal achievement	84.5	81.6	77.9	78.3
1.8: I am strongly committed to the work I do	95.0	94.2	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	92.3	88.5	85.1	85.1
<b>2. Learning and Development</b>	53.0	47.7	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	53.6	51.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	60.0	51.4	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	50.8	45.4	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	47.5	43.0	53.5	53.4
<b>3. Work Conditions</b>	61.2	62.2	52.8	56.2
3.1: I am satisfied with my physical work environment	63.5	62.5	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	58.6	59.1	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	73.5	72.0	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	49.2	55.3	33.7	40.1
<b>4. My Team</b>	71.6	71.2	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	81.7	83.2	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	70.2	71.6	76.4	76.9
4.3: The way work is allocated in my team is fair	69.4	65.9	71.5	72.5
4.4: People I work with cooperate to get the job done	79.0	82.2	86.1	86.5
4.5: I can rely on the support of others in my team	82.3	81.3	86.4	86.9
4.6: I feel part of an effective team	76.5	75.0	80.3	81.2
4.7: People are held accountable for their performance in my team	61.7	60.1	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	51.7	50.2	53.3	54.4
<b>5. Respect &amp; Integrity in the Workplace</b>	73.3	71.3	72.7	73.4
5.1: Staff in my team respect employee diversity	82.6	77.4	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	86.0	82.7	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	70.6	70.2	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)	67.2	65.9	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.0	60.6	63.0	64.4

Question	RNZPC District		NZ Police	
	2015	2014	2015	2014
<b>6. My Supervisor</b>	76.7	72.2	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	84.0	78.8	87.5	87.4
6.2: My supervisor treats staff with respect	82.8	78.4	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	76.8	68.3	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	75.1	70.4	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	66.9	65.7	68.5	68.8
6.6: I have confidence in my supervisor	74.6	71.6	80.9	80.8
<b>7. Recognition</b>	50.3	51.5	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.1	48.1	44.9	46.3
7.2: People here are appointed to positions based on merit	33.9	37.0	31.3	34.5
7.3: We celebrate success in NZ Police	50.6	55.3	47.5	47.0
7.4: I get recognition when I do a good job	59.4	57.5	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	61.3	59.4	49.2	51.0
<b>8. Vision and Purpose + Communication and Cooperation</b>	66.0	62.4	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	72.8	65.9	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	58.0	52.9	45.1	46.3
8.3: I feel informed about NZ Police and its activities	71.8	64.9	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	65.7	58.9	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	43.9	44.7	38.9	39.9
8.6: Teams within NZ Police work well together	50.8	51.7	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	68.3	66.0	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	56.7	56.3	48.7	50.9
8.9: NZ Police is an enjoyable place to work	78.3	72.0	71.2	72.4
8.10: I feel I am working for an effective organisation	73.2	67.6	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	86.7	85.5	84.6	85.2
<b>9. Quality and Excellence</b>	62.1	60.3	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	50.0	50.5	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	91.7	88.0	87.6	87.3
9.3: I have the tools and resources I need to do my job	55.2	52.9	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	55.8	51.4	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	61.9	61.5	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	67.2	62.0	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	53.1	55.6	51.5	55.1
<b>10. Final Thoughts</b>	79.4	74.0	72.1	73.3
10.1: Overall, I'm satisfied with my job	81.8	74.0	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	71.3	68.8	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	91.2	85.1	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	78.3	74.5	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	86.7	80.3	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	67.0	61.5	59.8	60.6

Question	RNZPC District		NZ Police	
	2015	2014	2015	2014
<b>11. The Survey - Your Views</b>	29.1	28.7	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	21.0	21.2	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	29.4	31.1	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	36.9	33.8	29.3	33.8

Question	RNZPC District		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	74.6		81.7	
Yes	8.8		4.5	
No	16.6		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.

