

New Zealand Police Workplace Survey 2013

Summary of Findings Road Policing



April 2013

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RESPONSE RATE

	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
Number of Responses	171	159	8863
Response Rate	77.4%	68.5%	74.8%

Note: For tables in this report where comparisons are made between the Service Centre's 2013 and 2012 scores, as well as between the Service Centre and NZ Police (Total Org), **green font** indicates that the Service Centre's score is statistically higher than the comparison point, while **red font** indicates the score is statistically lower. The scores in the tables, excluding the response rate, are **level of agreement** (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

OVERALL PERCEPTIONS OF ROAD POLICING AS A PLACE TO WORK

Section	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	62.0	57.9 (+4.1)	63.6 (-1.6)
1. Vision and Purpose + Communication and Cooperation	55.0	48.5 (+6.5)	54.9 (+0.1)
2. Quality and Excellence	50.6	NA	48.1 (+2.5)
3. My Supervisor	66.4	66.0 (+0.4)	76.6 (-10.2)
4. My Work Group	72.2	71.9 (+0.3)	79.9 (-7.7)
5. My Job	69.0	63.8 (+5.2)	62.4 (+6.6)
6. Respect & Integrity in the Workplace	65.4	63.3 (+2.1)	73.4 (-8.0)
7. Learning and Development	60.6	52.6 (+8.0)	58.9 (+1.7)
8. Performance and Feedback	59.2	59.7 (-0.5)	69.7 (-10.5)
9. Recognition	49.0	44.8 (+4.2)	48.1 (+0.9)
10. Final Thoughts (Engagement Index)	69.2	62.4 (+6.8)	71.1 (-1.9)
11. The Survey - Your Views (Change Index)	33.7	31.0 (+2.7)	28.9 (+4.8)

SCORES ACROSS ROAD POLICING

Section	CVIU	Police Infringement Bureau	Road Policing	Road Policing
Performance Index	61.8	56.8	70.1	60.9
1. Vision and Purpose + Communication and Cooperation	54.6	52.1	66.3	55.0
2. Quality and Excellence	50.0	46.5	66.3	50.6
3. My Supervisor	67.9	59.5	82.5	66.4
4. My Work Group	77.2	69.6	74.2	74.0
5. My Job	69.3	66.9	74.1	69.0
6. Respect & Integrity in the Workplace	66.7	62.8	68.0	65.4
7. Learning and Development	59.2	49.9	64.2	56.3
8. Performance and Feedback	57.0	61.4	61.7	59.2
9. Recognition	49.7	43.6	63.0	49.0
10. Final Thoughts (Engagement Index)	71.1	62.1	83.3	69.2
11. The Survey - Your Views (Change Index)	35.9	29.8	51.7	35.4

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

HOW ENGAGED ARE STAFF WITHIN ROAD POLICING?

Engagement Index (average of all six engagement questions)

Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
69.2	62.4 (+6.8)	71.1 (-1.9)

Engagement Profile

Engagement Group	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
Engaged	26.0	22.8 (+3.2)	24.5 (+1.5)
Ambivalent	54.5	53.1 (+1.4)	59.9 (-5.4)
Disengaged	19.5	24.1 (-4.6)	15.6 (+3.9)
Engagement Ratio	1.3:1	0.9:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	CVIU	Police Infringement Bureau	Road Policing	Road Policing
Engaged	29.4	21.9	25.0	26.0
Ambivalent	54.1	51.5	65.0	54.5
Disengaged	16.5	26.6	10.0	19.5
Engagement Index	71.1	62.1	83.3	69.2
Engagement Ratio	1.8:1	0.8:1	2.5:1	1.3:1

PERFORMANCE ENABLEMENT WITHIN ROAD POLICING?

Performance Enablement Index (average of all eight enablement questions)

Road Policing 2013	NZ Police 2013 (Total Org)
59.1	54.3 (+4.8)

Enablement Questions

Concept	Question	Road Policing 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day to day decisions demonstrate the quality of services are top priorities for NZ Police	48.8	52.9 (-4.1)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	49.1	42.5 (+6.6)
	I am sufficiently involved in decisions that affect my work	58.0	52.5 (+5.5)
Resource access	I have the tools and resources I need to do my job	70.4	52.6 (+17.8)
	NZ Police's systems and processes enable me to do my job well	50.3	42.8 (+7.5)
Training	NZ Police provides adequate training for the work I do	58.9	49.7 (+9.2)
Collaboration	People I work with cooperate to get the job done	83.1	87.1 (-4.0)
Customer Service	NZ Police delivers on the promises it makes to its customers	54.3	54.2 (+0.1)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN ROAD POLICING?

	Key Driver Questions	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
	9.4: I feel my contribution is valued in NZ Police	52.1	46.2 (+5.9)	48.0 (+4.1)
	1.3: NZ Police is an enjoyable place to work	62.5	61.6 (+0.9)	66.8 (-4.3)
	5.3: My job gives me a sense of personal achievement	76.9	67.1 (+9.8)	79.7 (-2.8)
	1.9: I feel informed about NZ Police and its activities	51.8	40.5 (+11.3)	54.2 (-2.4)
	1.2: I feel I am working for an effective organisation	64.9	59.7 (+5.2)	59.6 (+5.3)
	2.1: NZ Police delivers on the promises it makes to its customers	54.3	NA	54.2 (+0.1)
	1.5: There is a sense of 'common purpose' in NZ Police	51.8	42.0 (+9.8)	53.5 (-1.7)
	1.10: NZ Police is interested in the views and opinions of its staff	38.7	34.2 (+4.5)	34.8 (+3.9)
	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	48.8	NA	52.9 (-4.1)
	5.2: I know how my work contributes to the effectiveness of NZ Police	78.1	74.2 (+3.9)	81.7 (-3.6)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the Service Centre. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the Service Centre on the key drivers of employee engagement – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective key driver.

Question	CVIU	Police Infringement Bureau	Road Policing	Road Policing
9.4: I feel my contribution is valued in NZ Police	55.3	42.2	70.0	52.1
1.3: NZ Police is an enjoyable place to work	64.3	57.8	70.0	62.5
5.3: My job gives me a sense of personal achievement	83.5	65.6	85.0	76.9
1.9: I feel informed about NZ Police and its activities	47.6	50.0	75.0	51.8
1.2: I feel I am working for an effective organisation	58.3	68.8	80.0	64.9
2.1: NZ Police delivers on the promises it makes to its customers	55.6	47.6	70.0	54.3
1.5: There is a sense of 'common purpose' in NZ Police	47.6	53.1	65.0	51.8
1.10: NZ Police is interested in the views and opinions of its staff	40.5	32.8	50.0	38.7
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	43.2	49.2	70.0	48.8
5.2: I know how my work contributes to the effectiveness of NZ Police	76.5	78.1	85.0	78.1

TAKING ACTION WITHIN ROAD POLICING?

Question	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	41.1	34.8 (+6.3)	34.9 (+6.2)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	26.3	27.2 (-0.9)	22.9 (+3.4)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	38.9	NA	34.0 (+4.9)

Taking Action within the Service Centre

Area	Change Index	Road Policing
CVIU	35.9	35.4 (+0.5)
Police Infringement Bureau	29.8	35.4 (-5.6)
Road Policing	51.7	35.4 (+16.3)

BIGGEST DIFFERENCES WITHIN ROAD POLICING SINCE 2012 - POSITIVE

Question	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.9	51.3 (+11.6)	65.8 (-2.9)
10.1: Overall, I'm satisfied with my job	75.7	64.2 (+11.5)	72.5 (+3.2)
1.9: I feel informed about NZ Police and its activities	51.8	40.5 (+11.3)	54.2 (-2.4)
7.2: The work I do makes good use of my knowledge and skills	72.8	62.3 (+10.5)	75.3 (-2.5)
5.3: My job gives me a sense of personal achievement	76.9	67.1 (+9.8)	79.7 (-2.8)
1.5: There is a sense of 'common purpose' in NZ Police	51.8	42.0 (+9.8)	53.5 (-1.7)
9.5: People here are appointed to positions based on merit	36.2	27.2 (+9.0)	32.9 (+3.3)
5.9: The pay and benefits I receive are fair for the work I do	58.0	49.7 (+8.3)	41.9 (+16.1)
1.8: Communication in my District or my Service Centre is open and honest	47.6	39.5 (+8.1)	43.2 (+4.4)
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	56.8	48.7 (+8.1)	56.9 (-0.1)

BIGGEST DIFFERENCES WITHIN ROAD POLICING SINCE 2012 - NEGATIVE

Question	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	69.3	74.1 (-4.8)	86.8 (-17.5)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	57.1	59.5 (-2.4)	68.4 (-11.3)
4.4: I feel part of an effective work group	71.7	73.6 (-1.9)	78.3 (-6.6)
3.1: My supervisor communicates the goals and objectives of our work group effectively	61.9	63.7 (-1.8)	74.3 (-12.4)
8.3: Poor performance is dealt with effectively in my work group	41.6	42.9 (-1.3)	52.6 (-11.0)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	26.3	27.2 (-0.9)	22.9 (+3.4)
5.1: The responsibilities of my job are clearly defined	75.7	76.6 (-0.9)	76.0 (-0.3)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	58.9	59.5 (-0.6)	70.2 (-11.3)
8.2: People are held accountable for their performance in my work group	55.7	56.3 (-0.6)	69.2 (-13.5)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	60.5	61.0 (-0.5)	67.4 (-6.9)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Road Policing 2013	NZ Police Top 25%
5.4: I have the tools and resources I need to do my job	70.4	63.4 (+7.0)
5.9: The pay and benefits I receive are fair for the work I do	58.0	52.7 (+5.3)
5.10: I understand how my performance is measured	69.8	65.3 (+4.5)
5.8: I am able to maintain a balance between my personal and working life	76.3	73.9 (+2.4)
5.6: I am satisfied with my physical work environment	71.6	70.6 (+1.0)
5.11: My performance is fairly assessed	64.1	63.6 (+0.5)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Road Policing 2013	NZ Police Top 25%
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	69.3	88.9 (-19.6)
8.2: People are held accountable for their performance in my work group	55.7	75.0 (-19.3)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	67.7	85.9 (-18.2)
1.3: NZ Police is an enjoyable place to work	62.5	80.4 (-17.9)
1.9: I feel informed about NZ Police and its activities	51.8	68.7 (-16.9)
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	48.8	65.4 (-16.6)
8.3: Poor performance is dealt with effectively in my work group	41.6	58.2 (-16.6)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	57.1	73.6 (-16.5)
10.3: I take an active interest in what happens in NZ Police	72.6	89.0 (-16.4)
1.5: There is a sense of 'common purpose' in NZ Police	51.8	68.2 (-16.4)

RESPECT AND INTEGRITY WITHIN ROAD POLICING

Question	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	73.4	67.5 (+5.9)	82.9 (-9.5)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.1	81.1 (+0.0)	81.4 (-0.3)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	58.9	59.5 (-0.6)	70.2 (-11.3)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	57.1	59.5 (-2.4)	68.4 (-11.3)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	56.6	49.0 (+7.6)	64.2 (-7.6)

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?

	Road Policing 2013	Road Policing 2012	NZ Police 2013 (Total Org)
Not Applicable	82.9	78.0 (+4.9)	84.0 (-1.1)
Yes	5.3	2.5 (+2.8)	3.9 (+1.4)
No	11.8	19.5 (-7.7)	12.1 (-0.3)

Gender Differences Within the Service Centre

Question	Road Policing - Female	Road Policing - Male
6.1: Staff in my workgroup respect employee diversity	77.6	71.2
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	86.2	78.4
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	56.1	60.4
6.4: 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)	54.4	58.6
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	54.5	57.7
Respect & Integrity in the Workplace (Overall Section Score)	65.8	65.2

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?

	Road Policing Female	Road Policing Male
Not Applicable	81.4	83.8
Yes	6.8	4.5
No	11.9	11.7

SUMMARY AND KEY OBSERVATIONS – ROAD POLICING

The following summary provides insight into how employees perceive the Road Policing Service Centre as a place to work and how it fares to the rest of NZ Police. Engagement levels within the Service Centre are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within the Service Centre that would likely provide it with the greatest improvement leverage when attempting to make the Road Policing service Centre a truly great – and engaging – place to work.

Response Rate

Survey participation levels in the Road Policing Service Centre are very good, with just over 3 out of every 4 invited people taking the time to complete the survey. With a total of 171 people responding, the participation rate of 77.4% is greater than that in 2012 (68.5%), ensuring that the results presented in this report provide an accurate indication of employee attitude and opinion towards the Service Centre.

How Employees Perceive the Road Policing Service Centre as a Place to Work

Overall, how people think about their place of work in the Road Policing Service Centre has somewhat improved since a year ago. The score across all survey items (the Performance Index score) shows that on average just over 6 out of every 10 respondents in the Service Centre agree, or strongly agree with the survey items. This is of similar proportion to 2012. That said, there have been significant improvements in how people feel in regard to 'Vision and Purpose + Communication and Cooperation', 'My Job', 'Learning and Development' and 'Employee Engagement'. All other survey sections, where trend comparisons can be made, score similarly to 2012.

Not surprisingly, an examination of survey items with the largest increases from a year ago shows that 9 out of the 10 largest differences come from the fore mentioned survey sections. The increase in 'Vision and Purpose + Communication' is driven largely by better clarity of NZ Police's vision, information on NZ Police and its activities, sense of common purpose, and open and honest communication. Sense of achievement and fairness in pay and benefits have led the increase seen in 'My Job', while ability to best use knowledge and skills, and encouragement to develop knowledge, skills and abilities have steered the increase seen for 'Learning and Development'. Lastly the higher score for 'Employee Engagement' is largely driven by a significant increase in job satisfaction. There have been no significant decreases in question scores since 2012.

As positive as these increases are, the Road Policing Service Centre still scores significantly lower than NZ Police on the survey sections 'My Supervisor' (-10.2), 'My Work Group' (-7.7), 'Respect & Integrity in the Workplace' (-8.0), and 'Performance and Feedback' (-10.5). Interestingly, the Road Policing Service Centre results for these sections are very much unchanged since last year, and as to be expected a good number of questions from these sections score well below NZ Police overall.

When comparing to the Top 25% of NZ Police, the survey section 'My Job' is a stand out with a 'tools and resources' and 'pay and benefits' scoring better than this high performing internal benchmark. In addition, the questions relating to 'understanding performance measure' and 'being fairly assessed', 'work-life balance', and 'physical work environment' all perform similarly to this stretch target.

In regards to questions with the largest negative differences to the Top 25% of NZ Police, a number of these come from the section 'Vision and Purpose + Communication and Cooperation' – NZ Policing being 'an enjoyable place to work', 'feeling informed about NZ Police and its activities', and a 'sense of common purpose'. A second theme emerge concerning the behaviour and conduct of staff – colleagues and supervisors demonstrating value-consistent behaviours, and staff's confidence in raising concerns in regard to inappropriate conduct without fear of reprisal. A final area of stretch for Road Policing is around a culture of performance – the emphasis on quality in daily decisions, performance accountability as well as effective performance management. Interestingly, although clarity of performance measure is a relative strength, the focus on high performance seems to be the gap.

When looking within the Road Policing Service Centre a clear pattern is evident, with the Road Policing Area scoring the highest on almost all survey sections, whereas the Police Infringement Bureau is the reverse scoring lowest on almost all survey sections. CVIU on the other hand tends to score similarly to the Road Policing Service Centre overall.

Respect and Integrity within the Road Policing Service Centre

The overall proportion of staff that hold a favourable view on 'Respect and Integrity in the Workplace' survey questions is similar to 2012. However there has been a significant increase for people respecting employee diversity (up 5.9) as well as confidence that any concerns raised in regard to inappropriate conduct, would be dealt with appropriately (up 7.6).

That said, on average the Road Policing Service Centre results are still significantly below that of NZ Police overall by 8.0 points. Of concern is the large gap between Road Policing and NZ Police overall in regards to people's confidence around the ability to raise respect and integrity issues without fear of reprisal (over 10 points difference). Of the 17.1% of respondents who had either witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, only one-third agreed that the incident had been dealt with effectively. Therefore, there is room for the Service Centre to move further towards a safe working environment.

While scores do vary to some degree, an analysis of the 'Respect and Integrity in the Workplace' questions by Gender does not pick up any major concerns between responses from male and female respondents, with responses across all respect and integrity questions similar for both demographic groups.

Employee Engagement within the Road Policing Service Centre

While Employee Engagement levels in the Road Policing Service Centre are on par with NZ Police overall, they have improved significantly since 2012. The Engagement Index score of 69.2% shows that almost 7 out of every 10 respondents agree or strongly agree (on average) to the 6 survey items used to measure engagement. This compares with 6 out of every 10 in 2012.

The proportion of 'engaged to disengaged' staff has improved from last year as well. This year, the ratio of 'engaged to disengaged' staff is 1.3:1, compared to 0.9:1 in 2012. This is due to a slight increase in the proportion of 'engaged' staff to 26% (22.8% in 2012), and a decrease in the proportion of 'disengaged' people from almost one-quarter of staff, to this year's result of 19.5%. The proportion of 'engaged to disengaged' does however remain slightly below the NZ Police overall ratio of 1.6:1.

While CVIU has the highest proportion of 'engaged' staff (29.4%) within the Road Policing Service Centre, it is the Road Policing Area that has the strongest 'engaged to disengaged' ratio of 2.5:1, due to a low proportion of staff being 'disengaged' (10.0%). On the other hand, the Police Infringement Bureau has over one-quarter of staff 'disengaged', compared to 21.9% 'engaged', resulting in a ratio of 0.8:1.

Below we provide the results of an analysis that identifies what engages the Service Centre's employees the most – information which serves as a means for increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis was performed on the Road Policing Service Centre's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels.

Of the 10 key driver questions that have been identified for the Road Policing Service Centre, only one of these performs strongly compared to NZ Police overall, with 'working for an effective organisation' scoring a significant 5.3 points higher. The other 9 key driver questions score similarly as NZ Police overall, representing a significant opportunity for where improvements can be made to be 'above the average'. While 'I feel my contribution is valued in NZ Police' is the most engaging question, the key drivers are dominated by questions from the survey section 'Vision and Purpose + Communication and Cooperation' with questions in regard to an enjoyable place to work, feeling informed about NZ Police and its activities, and working to a 'common purpose' having a large influence on engagement levels. These three questions are also identified as 'biggest stretch' areas compared to the NZ Police Top 25%

Remaining items of great influence are in respect of NZ Police being an effective organisation - delivering on its promises to the community, quality of service being a priority, knowing how one's work contributes to the effectiveness of NZ Police and gaining a sense of personal achievement from the job. Although not identified as key drivers, many of the questions that Road Policing is currently showing a gap towards the overall NZ Police tend to revolve around workgroup effectiveness and performance – clear goals and objectives for the workgroup, availability of performance feedback and performance accountability. Working on these areas may be a first step towards increasing people's perception around the delivery of quality service and the effectiveness of the organisation as a whole.

An examination of the key driver item scores within the Road Policing Service Centre shows a similar outcome to that shown when looking at the overall results across the Service Centre. Again the Road

Policing Area scores significantly higher than both CVIU and the Police Infringement Bureau, across all key driver questions. There are many instances however where the proportion of employees who in some way agree with key driver questions is well below half of staff, showing opportunity for further improvement.

Performance Enablement within the Road Policing Service Centre

'Performance Enablement' is about ensuring that staff have the basic resources, training and support they need to do their jobs. Additionally, it considers an emphasis on delivering a quality, customer-focused service to support a high performing workplace. A workforce that is both highly enabled (can do the job) and engaged (want to do the job) will outperform those that lack enablement or engagement.

With a Performance Enablement Index score of 59.1% the Road Policing Service Centre scores similarly to the NZ Police overall. There is certainly room for improvement here, with just over 4 out of 10 respondents unable to respond favourably (on average), to the enablement items. That said the 5 questions used to measure Involvement, Resource access and Training perform significantly higher than NZ Police. The Service Centre scores similarly to NZ Police on the other Performance Enablement measures of Quality Emphasis, Collaboration and Customer Service.

Taking Action within the Road Policing Service Centre.

An examination of the 'Taking Action' items highlights that the results of the NZ Police survey are not being fully utilised to make improvements in the workplace. Staff within the Road Policing Service Centre are more optimistic than their colleagues in other parts of NZ Police about the survey results being used to drive change. But with a score of 41.1%, almost 6 out of every 10 respondents do not believe actions will be taken as result of this survey. Meanwhile one-quarter could agree that changes in response to the previous survey had made a positive difference. Results also show a greater need for supervisors to actively involve staff in making changes in direct response to the survey.

Employee Comments

Comments regarding things that people really like about working at NZ Police overwhelmingly refer to the people that they work with and the camaraderie that exists in NZ Police. Staff appreciate working in a supportive environment, where like-minded people are committed to the contribution that NZ Police has on the community. Flexibility in work hours and the variety of work are other topics that gain mention.

Of the things that need to change, there is a wide array of subjects that are made mention of. While there is not one clear dominant theme to have emerged, those that are apparent include general management and accountability, communication, as well as the availability and quality of training. Other comments also point to issues in differential treatment in respect of 'sworn' vs. 'non-sworn' staff

Note that this is a cursory analysis and it is recommended that you read the comments in detail.

Summary

The results for the Road Policing Service Centre have shown a slight lift since 2012. There have been significant improvements in regard to 'Vision and Purpose + Communication and Cooperation', 'My Job' and 'Learning and Development', with the largest increases to individual survey questions coming predominantly from these survey sections.

More importantly there has been marked increase in Employee Engagement, which brings the Engagement Index score for Road Policing Service Centre to be on par with NZ Police overall. The proportion of 'engaged to disengaged' staff has improved on last year to 1.3:1, mostly due to fewer 'disengaged' staff than previous. Key driver analysis shows that the questions currently having the greatest influence on driving engagement are for the most part scoring the same as NZ Police overall, despite significant increases to many of them since 2012.

Within the Service Centre there is a distinct pattern across all results with the Road Policing Area scoring consistently higher across survey sections, Employee Engagement measures and the key drivers of engagement. Whereas the Police Infringement Bureau has scored the lowest across almost all survey sections, coupled with a low ratio of 'engaged to disengaged' staff of 0.8:1.

Whilst the Road Policing Area is the smallest Area within the Service Centre with its own unique workplace dynamics, there are undoubtedly positive workplace practices in place that may be of benefit to CVIU and the Police Infringement Bureau. The Road Policing Area for example by far has the largest Change Index score. With a score of 51.7%, over half of respondents from here are positive about the survey, the impact that it has had to date, and how it will continue to be a catalyst for improvements in the work place.

Research and experience has shown time and time again the linkage between well implemented post survey actions and initiatives, and improvements in engagement levels in subsequent employee surveys. With the Police Infringement Bureau and CVIU both scoring low on the Change Index (29.8% and 35.9%), the Road Policing Service Centre should encourage and assist areas to ensure the survey results are used as they are intended and that peoples' feedback is taken seriously and that NZ Police is taking the steps required to make it a great place to work. A good place for the Road Policing Service Centre to start is to focus on the identified key drivers, particularly those in regard to 'Vision and Purpose + Communication and Cooperation'. With so many questions here scoring on par with NZ Police i.e. 'average', a great number of gains may be made through one or two disciplined and well-targeted initiatives. Another area that should be considered early on is in regard to 'Respect and Integrity in the Workgroup', and how the conduct of people may be impacting negatively on the effectiveness of work groups.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page 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. Service Centres 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 difference 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.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

	NZ Police 2013	NZ Police 2012
Number of Responses	8863	9393
Response Rate	74.8%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2013	NZ Police 2012
Performance Index	63.6	64.7 (-1.1)
1. Vision and Purpose + Communication and Cooperation	54.9	58.2 (-3.3)
2. Quality and Excellence	48.1	NA
3. My Supervisor	76.6	76.4 (+0.2)
4. My Work Group	79.9	79.2 (+0.7)
5. My Job	62.4	63.3 (-0.9)
6. Respect & Integrity in the Workplace	73.4	72.4 (+1.0)
7. Learning and Development	58.9	59.6 (-0.7)
8. Performance and Feedback	69.7	68.9 (+0.8)
9. Recognition	48.1	48.3 (-0.2)
10. Final Thoughts (Engagement Index)	71.1	74.4 (-3.3)
11. The Survey - Your Views (Change Index)	28.9	31.9 (-3.0)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2013	NZ Police 2012
Engaged	24.5	27.8 (-3.3)
Ambivalent	59.9	59.7 (+0.2)
Disengaged	15.6	12.5 (+3.1)
Engagement Ratio	1.6:1	2.2:1

Proportion of Employees (%)

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.

Engagement Ratio: the proportion of engaged to disengaged employees

Change Index: the overall section score for 'The Survey – Your Views'

Performance enablement is the organisation's ability to harness engagement by creating an environment in which staff are enabled to do their job to the best of their ability. Enabled employees are well equipped to do their job, are adequately trained, work cooperatively with others to get the job done, and have appropriate channels to voice themselves. Quality of service is prioritised these staff, and as a result, they can be expected to display greater customer focus.

Performance enablement index: the average score across the below eight enablement questions

- Day to day decisions demonstrate that quality of services is a top priority for NZ Police
- NZ Police encourages ideas and suggestions from employees on how to improve the way things are done
- I am sufficiently involved in decisions that affect my work
- I have the tools and resources I need to do my job
- NZ Police's systems and processes enable me to do my job well
- NZ Police provides adequate training for the work I do
- People I work with cooperate to get the job done
- NZ Police delivers on the promises it makes to its customers

Key Driver Analysis: is a statistical technique (correlation) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if your District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

The Questionnaire: The 2013 New Zealand Police Workplace Survey contained 66 statements 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 11 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.

