

# **New Zealand Police Workplace Survey 2012**

## **Summary of Findings: Southern District**

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**April 2012**

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An Analysis of Employee Engagement – Southern District  
April, 2012  
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## RESPONSE RATE

	Southern District 2012	Southern District 2011	NZ Police 2012 (Total Org)
Number of Responses	471	563	9393
Response Rate	70.1%	85.7%	77.1%

Note: For the tables below **Green font** indicates that the District's score is statistically higher than the average score for NZ Police on that survey section/question, and/or that a score has improved since the 2011 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2011 survey. The scores in the tables, excluding the response rate, are weighted mean scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

## OVERALL PERCEPTIONS OF THE SOUTHERN DISTRICT AS A PLACE TO WORK

Section	Southern District 2012	Southern District 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	65.4	62.9 (+2.5)	67.7 (-2.3)
1. Vision and Purpose + Communication and Cooperation	61.0	57.3 (+3.7)	63.9 (-2.9)
2. My Supervisor	74.8	71.0 (+3.8)	75.6 (-0.8)
3. My Work Group	76.7	74.6 (+2.1)	76.7 (0.0)
4. My Job	63.7	62.4 (+1.3)	65.7 (-2.0)
5. Respect & Integrity in the Workplace	68.4	66.0 (+2.4)	71.2 (-2.8)
6. Learning and Development	59.8	58.2 (+1.6)	62.7 (-2.9)
7. Performance and Feedback	67.9	65.5 (+2.4)	69.4 (-1.5)
8. Recognition	54.9	52.1 (+2.8)	58.0 (-3.1)
9. Final Thoughts (Engagement)	71.1	69.3 (+1.8)	73.3 (-2.2)
10. The Survey - Your Views	41.5	39.0 (+2.5)	49.6 (-8.1)

## HIGHEST RATED AREAS WITHIN THE SOUTHERN DISTRICT

Question	Southern District 2012	Southern District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	86.7	85.8 (+0.9)	85.8 (+0.9)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.3	78.6 (+1.7)	80.0 (+0.3)
3.2: I can rely on the support of others in my work group	80.1	78.1 (+2.0)	80.0 (+0.1)
2.4: My supervisor treats staff with respect	78.9	75.7 (+3.2)	80.0 (-1.1)
3.1: Staff in my work group work well together	78.8	77.2 (+1.6)	79.1 (-0.3)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	78.6	75.6 (+3.0)	79.2 (-0.6)
7.1: NZ Police expects high standards of performance from its people	78.1	75.2 (+2.9)	79.3 (-1.2)
3.4: I have confidence in the ability of others in my work group	78.0	75.7 (+2.3)	77.5 (+0.5)
2.5: My supervisor supports and encourages me in my job	76.7	72.6 (+4.1)	77.6 (-0.9)
3.5: I feel part of an effective work group	76.5	73.8 (+2.7)	76.7 (-0.2)

## LOWEST RATED AREAS WITHIN THE SOUTHERN DISTRICT

Question	Southern District 2012	Southern District 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	40.6	37.1 (+3.5)	47.8 (-7.2)
8.5: People here are appointed to positions based on merit	41.9	39.9 (+2.0)	48.2 (-6.3)
10.1: I believe actions will be taken based on the results of this survey	42.8	40.9 (+1.9)	51.5 (-8.7)
1.10: NZ Police is interested in the views and opinions of its staff	46.2	43.2 (+3.0)	51.3 (-5.1)
4.9: The pay and benefits I receive are fair for the work I do	50.9	50.4 (+0.5)	53.0 (-2.1)
1.11: Work groups in NZ Police work well together	52.3	49.8 (+2.5)	56.0 (-3.7)
1.4: NZ Police cares about the well-being of its staff	53.4	49.5 (+3.9)	56.9 (-3.5)
1.8: Communication in my District or my Service Centre is open and honest	55.4	47.6 (+7.8)	57.4 (-2.0)
8.4: I feel my contribution is valued in NZ Police	55.5	53.6 (+1.9)	59.0 (-3.5)
6.1: NZ Police provides adequate training for the work I do	55.8	51.9 (+3.9)	58.9 (-3.1)



### BIGGEST DIFFERENCES WITHIN THE SOUTHERN DISTRICT SINCE 2011 - POSITIVE

Question	Southern District 2012	Southern District 2011	NZ Police 2012 (Total Org)
1.8: Communication in my District or my Service Centre is open and honest	55.4	47.6 (+7.8)	57.4 (-2.0)
2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	74.4	69.2 (+5.2)	74.7 (-0.3)
2.1: My supervisor communicates the goals and objectives of our work group effectively	71.7	66.5 (+5.2)	72.4 (-0.7)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	65.1	59.9 (+5.2)	67.8 (-2.7)
6.4: I am encouraged to try new ways of doing things	60.7	56.3 (+4.4)	61.9 (-1.2)
1.2: I feel I am working for an effective organisation	62.6	58.2 (+4.4)	65.6 (-3.0)
2.5: My supervisor supports and encourages me in my job	76.7	72.6 (+4.1)	77.6 (-0.9)
1.9: I feel informed about NZ Police and its activities	58.0	54.0 (+4.0)	62.8 (-4.8)
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	67.8	63.9 (+3.9)	68.7 (-0.9)
6.1: NZ Police provides adequate training for the work I do	55.8	51.9 (+3.9)	58.9 (-3.1)

### BIGGEST DIFFERENCES WITHIN THE SOUTHERN DISTRICT SINCE 2011 - NEGATIVE

Question	Southern District 2012	Southern District 2011	NZ Police 2012 (Total Org)
6.5: There are career and personal development opportunities for me in NZ Police	58.5	60.3 (-1.8)	62.2 (-3.7)
6.6: I am satisfied with my learning and development opportunities in NZ Police	56.4	56.7 (-0.3)	59.1 (-2.7)

### SCORES ACROSS THE SOUTHERN DISTRICT

Section	Southern Dhq	Dunedin Area	Otago Rural Area	Southland Area	Southern District
Performance Index	69.1	63.3	65.7	66.4	65.4
1. Vision and Purpose + Communication and Cooperation	63.3	57.9	62.2	63.3	61.0
2. My Supervisor	76.9	73.3	74.4	76.1	74.8
3. My Work Group	75.6	75.7	75.5	79.1	76.7
4. My Job	72.2	61.5	62.8	63.6	63.7
5. Respect & Integrity in the Workplace	68.5	66.5	72.8	67.9	68.4
6. Learning and Development	65.6	59.7	57.5	59.1	59.8
7. Performance and Feedback	71.3	64.4	68.0	70.8	67.9
8. Recognition	60.8	51.4	55.9	56.1	54.9
9. Final Thoughts	73.0	69.7	72.7	71.0	71.1
10. The Survey - Your Views	48.4	37.6	42.7	43.1	41.5

Weighted Mean Scores (%)

Note that for the table above, red scores indicate the lowest performing area within the District 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.



## RESPECT AND INTEGRITY WITHIN THE SOUTHERN DISTRICT

Question	Southern District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	75.2	81.0 (-5.8)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.8	80.9 (+1.9)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.2	69.4 (-4.2)
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)	60.1	67.1 (-7.0)
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	56.0	63.5 (-7.5)

Level of Agreement (%)

5.6: 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?

	Southern District	NZ Police (Total Org)
Not Applicable	86.2	83.4 (+2.8)
Yes	3.4	4.6 (-1.2)
No	10.4	12.0 (-1.6)



## HOW ENGAGED ARE STAFF WITHIN THE SOUTHERN DISTRICT?

**Engagement Index** (average of all six engagement questions)

Southern District 2012	Southern District 2011	NZ Police (Total Org)
71.1	69.3 (+1.8)	73.3 (-2.2)

Weighted Mean Score (%)

### Engagement Profile

Engagement Group	Southern District 2012	Southern District 2011	NZ Police (Total Org)
Engaged	21.2	18.5 (+2.7)	27.8 (-6.6)
Ambivalent	67.3	64.9 (+2.4)	59.7 (+7.6)
Disengaged	11.5	16.6 (-5.1)	12.5 (-1.0)

Proportion of Employees (%)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE SOUTHERN DISTRICT?

	Rank from 2011	Key Driver Questions	Southern District 2012	Southern District 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	69.7	66.6 (+3.1)	71.1 (-1.4)
	NA	1.10: NZ Police is interested in the views and opinions of its staff	46.2	43.2 (+3.0)	51.3 (-5.1)
	2	4.3: My job gives me a sense of personal achievement	75.5	74.3 (+1.2)	78.0 (-2.5)
	5	6.4: I am encouraged to try new ways of doing things	60.7	56.3 (+4.4)	61.9 (-1.2)
	10	6.5: There are career and personal development opportunities for me in NZ Police	58.5	60.3 (-1.8)	62.2 (-3.7)
	9	6.2: The work I do makes good use of my knowledge and skills	67.7	66.5 (+1.2)	71.0 (-3.3)
	NA	4.6: I am satisfied with my physical work environment	67.5	64.5 (+3.0)	63.6 (+3.9)
	8	4.7: The level of work-related stress I experience in my job is acceptable	59.1	57.7 (+1.4)	61.6 (-2.5)
	NA	4.10: I understand how my performance is measured	62.2	61.7 (+0.5)	63.9 (-1.7)
	NA	6.1: NZ Police provides adequate training for the work I do	55.8	51.9 (+3.9)	58.9 (-3.1)

Weighted Mean Score (%)

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. 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 represent particularly useful leverage points when attempting to further engage employees. The rank of key drivers that were identified in 2011 is shown in the column headed "Rank from 2011".



## ANATOMY OF A GREAT WORKPLACE™

Over a decade of research by JRA on what makes a great workplace in New Zealand reveals there are four common characteristics – Vision & Values, a strong sense of Community, a focus on employee Development, and a strong Performance Culture. The table below illustrates where the District's engagement drivers tend to fall and whether there is a specific pillar or more that should be targeted when looking for change targets.

	Vision and Values	Community	Development	Performance Culture
<b>Organisation level</b>	1.10: NZ Police is interested in the views and opinions of its staff	1.3: NZ Police is an enjoyable place to work	6.5: There are career and personal development opportunities for me in NZ Police	
<b>Team level</b>		4.6: I am satisfied with my physical work environment	6.4: I am encouraged to try new ways of doing things	
<b>Individual level</b>			4.3: My job gives me a sense of personal achievement 6.2: The work I do makes good use of my knowledge and skills 6.1: NZ Police provides adequate training for the work I do	4.7: The level of work-related stress I experience in my job is acceptable 4.10: I understand how my performance is measured

## PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the District 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	Southern Dhq	Dunedin Area	Otago Rural Area	Southland Area	Southern District	Total Organisation
1.3: NZ Police is an enjoyable place to work	70.6	68.8	71.9	69.1	69.7	71.1
1.10: NZ Police is interested in the views and opinions of its staff	50.4	43.2	44.3	49.5	46.2	51.3
4.3: My job gives me a sense of personal achievement	83.8	72.5	75.0	76.4	75.5	78.0
6.4: I am encouraged to try new ways of doing things	67.0	60.3	56.5	61.2	60.7	61.9
6.5: There are career and personal development opportunities for me in NZ Police	56.7	57.8	58.0	60.3	58.5	62.2
6.2: The work I do makes good use of my knowledge and skills	77.2	67.1	65.6	65.8	67.7	71.0
4.6: I am satisfied with my physical work environment	75.9	67.9	65.6	64.9	67.5	63.6
4.7: The level of work-related stress I experience in my job is acceptable	68.4	55.4	60.5	59.1	59.1	61.6
4.10: I understand how my performance is measured	64.5	60.8	63.4	62.2	62.2	63.9
6.1: NZ Police provides adequate training for the work I do	64.9	56.8	50.0	54.5	55.8	58.9

Weighted Mean Score (%)



## SUMMARY AND KEY OBSERVATIONS – SOUTHERN DISTRICT

The following summary provides insight into how employees perceive the District as a place to work and how it fares to the rest of NZ Police. Engagement levels within the District 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 District that would likely provide it with the greatest improvement leverage when attempting to make the District a truly great – and engaging – place to work.

### Response Rate

Dropping from last year's excellent response rate of 85.7%, the 2012 staff survey for the Southern District finished with a total of 471 people participating in the survey. This represents 70.1% of all those invited in the District. This is also lower than the District's response rate of 79.1% in 2010. While this response was significantly lower than previous surveys, the rate is sufficient to ensure the results presented in this report provide an accurate indication of employee attitude and opinion towards the District. As the District's response rate is also significantly lower than the response rate of 77.1% achieved by the total organisation, it would be worth considering what may have driven lower participation this year.

### How Employees Perceive Southern District as a Place to Work

The 2012 results indicate that staff in the Southern District tend to perceive their region more favourably than they did in 2011. This year the District's 'Performance Index' – the average score across all questions across all employees – is 65.4%, which is a statistically significant improvement on the 2011 Performance Index of 62.9%. In 2010 the Southern District's Performance Index was 62.2%.

Looking at scores across the survey sections we see significant improvements in scores compared to 2011, with higher results in all sections. The section with the greatest increase is 'My Supervisor', with a score of 74.8% in 2012, an increase of 3.8% from 71.0% in 2011. For the second year running, 'Vision and Purpose + Communication and Cooperation' improved significantly from 57.3% in 2011 to 61.0% (+3.7%) in 2012. The 'Final Thoughts – Engagement' increased by 1.8% to 71.1%. Compared to NZ Police overall, Southern District's results are on par in three sections, 'My Supervisor', 'My Work Group', and 'Performance and Feedback'. The District is significantly behind the NZ Police overall results in the other sections, most significantly in the 'The Survey – Your Views' with a score of 41.5%, compared to an overall score of 49.6% (-8.1%). The section with the second largest gap to the NZ Police overall score is Recognition, with the Southern District having a score of 54.9%, compared to NZ Police overall score of 58.0% (-3.1%).

On examination of the District's highest rated questions we see intention to stay at NZ Police remains the top ranked question for the District at 86.7%, up from 85.8% in 2011. Seven of the highest ranked questions all come from the 'The Work Group' and 'My Supervisor' sections. All of the scores in the District's highest ranked questions have increased since 2011, seven of them significantly so, and they are on par with NZ Police overall scores.

All of the District's lowest rated questions are significantly below NZ Police overall scores. Differences range from 2.0% weighted mean points up to a substantive 8.7% weighted mean points. Biggest departures from NZ Police norms suggest Southern District may have issues in relation to communication, merit based promotion, valuing employees, and acting upon survey results. While all these questions are lower than the NZ Police overall, when we compare the 2012 scores for these questions to those given in 2011, we see that all have improved, seven significantly so. The question with the greatest increase is 'Communication in my District or Service Centre is open and honest', with a score of 55.4%, up 7.8% from 2011.

Results across the District are interesting in that there is a distinct difference between the Southern DHQ results compared to the other three areas. The Southern DHQ is the best performer for the District across all survey sections. Of note, the Southern DHQ scores significantly higher than the other three areas for the 'The Survey – Your Views' section, possibly indicating that these larger areas may have continued to struggle to implement effective initiatives following the workplace survey. In 2011, the Dunedin, Southland and Otago Rural Areas had survey sections scoring similar to, or below, the overall District results. In 2012, Dunedin continues to have section scores significantly below the District overall. This year, Otago and Southland each have a section where they are outperforming the other areas. Otago scored significantly higher in 'Respect and Integrity', while Southland Area scored significantly higher in 'My Work Group'.

It is important to recognise that not all low scoring areas in a survey are necessarily engaging to employees. This report includes the results of a key driver analysis that highlight what things assessed in the survey actually have an impact on how engaged staff members are in the workplace.



Two of the District's lowest rated questions were found to have a strong impact upon employee engagement levels – 'NZ Police is interested in the views and opinions of its staff' and 'NZ Police provides adequate training for the work I do'. If an intervention or improvement strategy is going to be based solely around the District's lowest rated questions, strong consideration should be afforded to these two issues – they have been shown statistically to have a strong and predictable connection to employee attitudes and behaviour (i.e., 'employee engagement').

### **Respect and Integrity within the Southern District**

The Southern District scores significantly lower over four of the five 'Respect and Integrity in the Workplace' survey items compared to NZ Police overall, with differences in scores in these four questions ranging from a substantive -4.2% to -7.5% (level of agreement score difference). One question in particular 'I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately' not only scores well below NZ Police overall, but a 'level of agreement' score of 56.0% means that only just over half of District staff are able to agree or strongly agree to the item.

### **Employee Engagement within Southern District**

Employee engagement levels within the District are significantly below those of NZ Police as a whole. Below we provide the results of an analysis that identifies what engages the District'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**

Possible leverage points are those key drivers of employee engagement identified via statistical analysis. It is interesting to note that four of the key drivers in 2012 are new to those that featured in 2011. 'NZ Police is interested in the views and opinions of its staff' is a new key driver in 2012, and as noted below this is also reflected in the comments made by staff. This is second to the top key driver 'NZ Police is an enjoyable place to work', which was also number one in 2011. The strongest theme to emerge from the analysis is that of Development within the District. Five of the ten drivers relate to this theme.

While the scores for five of the key drivers have improved significantly since 2011, overall the scores in the key driver questions are on par or significantly below the average for the organisation.

Also of note are the two key drivers that also appear in the District's lowest rated questions: 'NZ Police is interested in the views and opinions of its staff' and 'NZ Police provides adequate training for the work I do'. The question relating to NZ Police being interested in the views and opinions of its staff is scoring below a 'Neutral' response on the 5 point rating scale.

### **Employee Comments**

As with previous years, the Southern District had many high scoring questions from the 'My Work Group' section of the survey. As expected many comments this year reflect these high scores, with specific reference made to the people that they work with. Comments about 'the people' featured prominently, especially regarding the camaraderie, and sense of family. The purpose of the work they do, and the difference they make in the community, are also frequently mentioned. Many people like the variety of their work, the diversity of experiences, and a number make mention of job security being of importance to them.

Among the things that people felt NZ Police could do better included improved resourcing, in particular more frontline staffing, and paying more attention to the opinions of those at who are out on the frontline 'policing' on a daily basis. There are comments that refer to there being too many of the wrong people in management positions, and many comments seek a fair, transparent appointment process which is based on merit. Recognition for a job well done is another theme to come through. A further theme emerging this year relates to uncertainty due to the current political and economic climate, along with calls for improved communication.

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



## Summary

The overall Performance Index result for the Southern District has improved in the past year, however not at the same rate of improvement as seen in the NZ Police overall. Levels of 'Engagement' are also significantly below NZ Police overall.

There is a very strong sense of camaraderie within the District and staff have a strong affiliation to the purpose of NZ Police. The sense of achievement they gain from their jobs is very important to them.

The comments suggest staff appreciate the changing climate, and the necessity of change. However they also suggest a growing divide between frontline staff and management. We also see this reflected in one of the new top key drivers that has emerged this year, 'NZ Police is interested in the views and opinions of its staff'. Indeed, Key Driver analysis reveals that a significant leverage point exists for the District in the area of developing a stronger focus on individuals and their contribution. To achieve this you can:

- Encourage input from staff on new initiatives and decisions and how to ensure successful implementation in the local environment.
- Seek to understand and close the gap between skills needed to do their job, and current skills levels. Along with this, place greater emphasis on utilising untapped knowledge and skills within your staff.
- Implement initiatives that show you care for the well-being of your staff. Some of these are not so easy (e.g., resourcing), but listening to staff members, demonstrating that the District values its employees' contributions (no matter how small the gesture), and developing a strong sense of community will aid this end goal.

One particular area that the Southern District should focus on is its handling of post survey initiatives resulting from this year's survey. Low scoring questions for the District indicate that this continues to be seen as a weak point, and staff do not believe that their opinions and views will make a difference to their workplace. Indeed the significantly lower response rate this year, coupled with the appearance of the new key driver question, 'NZ Police is interested in the views and opinions of its staff' may be a reflection of how staff feel about a lack of action being taken to address concerns raised in their survey feedback.

With a little time and effort going into post survey action planning, and following through on post survey discussions with staff, the District has a great opportunity to improve on key driver items, while at the same time showing staff that their opinions do count, that doing the survey is worthwhile, and that NZ Police cares about making their workplace a better one.



## 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. 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 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 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

### OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2012	NZ Police 2011
Performance Index	67.7	64.2 (+3.5)
1. Vision and Purpose + Communication and Cooperation	63.9	59.2 (+4.7)
2. My Supervisor	75.6	72.3 (+3.3)
3. My Work Group	76.7	74.7 (+2.0)
4. My Job	65.7	62.7 (+3.0)
5. Respect & Integrity in the Workplace	71.2	68.1 (+3.1)
6. Learning and Development	62.7	60.1 (+2.6)
7. Performance and Feedback	69.4	66.7 (+2.7)
8. Recognition	58.0	53.1 (+4.9)
9. Final Thoughts	73.3	70.5 (+2.8)
10. The Survey - Your Views	49.6	42.8 (+6.8)

Weighted Mean Score (%)

### ENGAGEMENT PROFILE

Engagement Group	NZ Police 2012	NZ Police 2011
Engaged	27.8	21.3 (+6.5)
Ambivalent	59.7	63.2 (-3.5)
Disengaged	12.5	15.5 (-3.0)

Proportion of Employees (%)



## GLOSSARY

**Anatomy of a Great Workplace:** Research carried out by JRA over many years into the nature of great workplaces has revealed that best-practice organisations all share four common characteristics. We call these the 'four pillars' of JRA's Anatomy of a Great Workplace™. The four pillars are enduring organisational qualities that are the product of a variety of practices, each of which has been crafted by local leadership according to their organisation's unique circumstances. This model serves as a useful diagnostic and planning tool. In the Anatomy table, each of the key drivers of employee engagement within a particular demographic variable has been shown assigned to its applicable 'Pillar'. Additionally, each key driver has been positioned to indicate whether action should be focused at the individual, team, or organisation level. By examining the concentration of key drivers in each Pillar it is possible to gain further insight into areas where intervention strategies are most likely to deliver significant performance gains.

**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.

**Key Driver Analysis:** is a statistical technique (multiple regression) 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 weighted mean score was 72% on a particular question and the NZ Police average was 76%, 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. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

**The Questionnaire:** The 2012 New Zealand Police Workplace Survey contained 67 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.

**Weighted Mean Score:** The survey scores reported herein are known as 'weighted mean scores'. They range between 0% and 100% and represent a 'strength of agreement' score. The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. But questions do vary and comparisons to your organisation's norms (the typical score) should be made.