

New Zealand Police Workplace Survey 2013

Summary of Findings Southern District



April 2013

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RESPONSE RATE

	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
Number of Responses	432	471	8863
Response Rate	65.6%	70.1%	74.8%

Note: For tables in this report where comparisons are made between the District 2013 and 2012 scores, as well as between the District and NZ Police (Total Org), **green font** indicates that the District 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 THE SOUTHERN DISTRICT AS A PLACE TO WORK

Section	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	58.7	61.5 (-2.8)	63.6 (-4.9)
1. Vision and Purpose + Communication and Cooperation	44.3	53.2 (-8.9)	54.9 (-10.6)
2. Quality and Excellence	39.3	NA	48.1 (-8.8)
3. My Supervisor	75.8	76.4 (-0.6)	76.6 (-0.8)
4. My Work Group	81.2	79.4 (+1.8)	79.9 (+1.3)
5. My Job	59.1	61.4 (-2.3)	62.4 (-3.3)
6. Respect & Integrity in the Workplace	70.3	67.9 (+2.4)	73.4 (-3.1)
7. Learning and Development	52.5	55.9 (-3.4)	58.9 (-6.4)
8. Performance and Feedback	69.8	67.4 (+2.4)	69.7 (+0.1)
9. Recognition	42.5	43.2 (-0.7)	48.1 (-5.6)
10. Final Thoughts (Engagement Index)	64.7	71.4 (-6.7)	71.1 (-6.4)
11. The Survey - Your Views (Change Index)	16.8	20.3 (-3.5)	28.9 (-12.1)

SCORES ACROSS THE SOUTHERN DISTRICT

Section	Dunedin Area	Otago Rural Area	Southern DHQ	Southland Area	Southern District
Performance Index	58.9	53.3	60.8	54.8	57.1
1. Vision and Purpose + Communication and Cooperation	45.9	42.0	47.7	41.4	44.3
2. Quality and Excellence	40.6	35.3	43.8	37.2	39.3
3. My Supervisor	79.3	67.3	71.7	78.4	75.8
4. My Work Group	85.0	77.9	82.1	81.4	82.3
5. My Job	60.8	55.2	67.4	54.4	59.1
6. Respect & Integrity in the Workplace	73.6	68.0	69.6	67.5	70.3
7. Learning and Development	53.8	44.1	58.0	48.0	51.2
8. Performance and Feedback	69.9	67.6	69.1	71.5	69.8
9. Recognition	42.5	41.3	49.0	39.6	42.5
10. Final Thoughts	65.5	61.5	73.7	60.3	64.7
11. The Survey - Your Views	19.4	17.7	20.5	19.8	19.4

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.

HOW ENGAGED ARE STAFF WITHIN THE SOUTHERN DISTRICT?

Engagement Index (average of all six engagement questions)

Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
64.7	71.4 (-6.7)	71.1 (-6.4)

Engagement Profile

Engagement Group	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
Engaged	14.1	21.2 (-7.1)	24.5 (-10.4)
Ambivalent	65.5	67.3 (-1.8)	59.9 (+5.6)
Disengaged	20.4	11.5 (+8.9)	15.6 (+4.8)
Engagement Ratio	0.7:1	1.8:1	1.6:1

Proportion of Employees (%)

Engagement Across the District

Engagement Group	Dunedin Area	Otago Rural Area	Southern DHQ	Southland Area	Southern District
Engaged	15.3	12.2	18.8	10.9	14.1
Ambivalent	64.7	66.2	66.7	65.6	65.5
Disengaged	20.0	21.6	14.5	23.5	20.4
Engagement Index	65.5	61.5	73.7	60.3	64.7
Engagement Ratio	0.8:1	0.6:1	1.3:1	0.5:1	0.7:1

PERFORMANCE ENABLEMENT WITHIN THE SOUTHERN DISTRICT?

Performance Enablement Index (average of all eight enablement questions)

Southern District 2013	NZ Police 2013 (Total Org)
47.6	54.3 (-6.7)

Enablement Questions

Concept	Question	Southern District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.7	52.9 (-8.2)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	26.5	42.5 (-16.0)
	I am sufficiently involved in decisions that affect my work	47.0	52.5 (-5.5)
Resource access	I have the tools and resources I need to do my job	48.4	52.6 (-4.2)
	NZ Police's systems and processes enable me to do my job well	33.3	42.8 (-9.5)
Training	NZ Police provides adequate training for the work I do	40.4	49.7 (-9.3)
Collaboration	People I work with cooperate to get the job done	87.7	87.1 (+0.6)
Customer Service	NZ Police delivers on the promises it makes to its customers	52.8	54.2 (-1.4)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE SOUTHERN DISTRICT?

	Key Driver Questions	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	58.3	71.2 (-12.9)	66.8 (-8.5)
	9.4: I feel my contribution is valued in NZ Police	41.3	41.5 (-0.2)	48.0 (-6.7)
	5.3: My job gives me a sense of personal achievement	75.6	79.1 (-3.5)	79.7 (-4.1)
	1.6: I feel a sense of belonging to my District or my Service Centre	49.1	58.6 (-9.5)	57.9 (-8.8)
	1.2: I feel I am working for an effective organisation	44.1	59.4 (-15.3)	59.6 (-15.5)
	1.4: NZ Police cares about the well-being of its staff	29.5	39.5 (-10.0)	40.1 (-10.6)
	1.5: There is a sense of 'common purpose' in NZ Police	40.5	50.1 (-9.6)	53.5 (-13.0)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	47.0	48.1 (-1.1)	52.5 (-5.5)
	1.10: NZ Police is interested in the views and opinions of its staff	20.0	29.9 (-9.9)	34.8 (-14.8)
	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.7	NA	52.9 (-8.2)

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 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 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.

	Dunedin Area	Otago Rural Area	Southern DHQ	Southland Area	Southern District
1.3: NZ Police is an enjoyable place to work	61.2	54.1	60.9	55.2	58.3
9.4: I feel my contribution is valued in NZ Police	40.2	40.5	49.3	38.7	41.3
5.3: My job gives me a sense of personal achievement	75.9	74.3	85.3	70.6	75.6
1.6: I feel a sense of belonging to my District or my Service Centre	50.6	38.4	55.1	50.0	49.1
1.2: I feel I am working for an effective organisation	47.1	43.2	47.8	38.1	44.1
1.4: NZ Police cares about the well-being of its staff	33.5	23.0	34.8	24.8	29.5
1.5: There is a sense of 'common purpose' in NZ Police	42.6	37.8	40.6	39.0	40.5
5.5: I am sufficiently involved in decisions that affect the way I do my job	51.8	37.8	55.1	41.2	47.0
1.10: NZ Police is interested in the views and opinions of its staff	21.9	14.9	24.6	17.8	20.0
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.7	47.3	53.6	37.6	44.7

TAKING ACTION WITHIN THE SOUTHERN DISTRICT?

Question	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	21.3	26.1 (-4.8)	34.9 (-13.6)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	12.2	14.4 (-2.2)	22.9 (-10.7)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	24.5	NA	34.0 (-9.5)

Taking Action within the District

Area	Change Index	Southern District
Dunedin Area	19.4	19.4 (0.0)
Otago Rural Area	17.7	19.4 (-1.7)
Southern DHQ	20.5	19.4 (+1.1)
Southland Area	19.8	19.4 (+0.4)

BIGGEST DIFFERENCES WITHIN THE SOUTHERN DISTRICT SINCE 2012 – POSITIVE

Question	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
4.5: The way work is allocated in my workgroup is fair	73.5	68.5 (+5.0)	71.6 (+1.9)
6.1: Staff in my workgroup respect employee diversity	80.0	75.2 (+4.8)	82.9 (-2.9)
4.3: Roles and responsibilities are clearly defined in my work group	78.7	74.4 (+4.3)	76.2 (+2.5)
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	59.7	56.0 (+3.7)	64.2 (-4.5)
8.3: Poor performance is dealt with effectively in my work group	53.6	50.1 (+3.5)	52.6 (+1.0)
8.2: People are held accountable for their performance in my work group	69.9	66.5 (+3.4)	69.2 (+0.7)
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)	63.2	60.1 (+3.1)	68.4 (-5.2)
5.11: My performance is fairly assessed	52.0	49.5 (+2.5)	55.8 (-3.8)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	68.6	66.2 (+2.4)	67.4 (+1.2)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.2	65.2 (+2.0)	70.2 (-3.0)

BIGGEST DIFFERENCES WITHIN THE SOUTHERN DISTRICT SINCE 2012 - NEGATIVE

Question	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
1.2: I feel I am working for an effective organisation	44.1	59.4 (-15.3)	59.6 (-15.5)
1.3: NZ Police is an enjoyable place to work	58.3	71.2 (-12.9)	66.8 (-8.5)
10.2: Overall, I would recommend NZ Police as a great place to work	55.9	67.7 (-11.8)	65.5 (-9.6)
1.4: NZ Police cares about the well-being of its staff	29.5	39.5 (-10.0)	40.1 (-10.6)
1.10: NZ Police is interested in the views and opinions of its staff	20.0	29.9 (-9.9)	34.8 (-14.8)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	50.0	59.9 (-9.9)	65.8 (-15.8)
1.5: There is a sense of 'common purpose' in NZ Police	40.5	50.1 (-9.6)	53.5 (-13.0)
1.6: I feel a sense of belonging to my District or my Service Centre	49.1	58.6 (-9.5)	57.9 (-8.8)
1.8: Communication in my District or my Service Centre is open and honest	34.2	43.7 (-9.5)	43.2 (-9.0)
10.4: I feel inspired to go the extra mile to help NZ Police succeed	60.9	69.7 (-8.8)	70.0 (-9.1)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Southern District 2013	NZ Police Top 25%
1.2: I feel I am working for an effective organisation	44.1	74.1 (-30.0)
1.10: NZ Police is interested in the views and opinions of its staff	20.0	49.4 (-29.4)
11.1: I believe actions will be taken based on the results of this survey	21.3	49.4 (-28.1)
1.5: There is a sense of 'common purpose' in NZ Police	40.5	68.2 (-27.7)
1.9: I feel informed about NZ Police and its activities	41.8	68.7 (-26.9)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	50.0	76.7 (-26.7)
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	26.5	53.0 (-26.5)
1.4: NZ Police cares about the well-being of its staff	29.5	55.8 (-26.3)
10.6: NZ Police inspires me to do the best I can in my job every day	48.6	73.3 (-24.7)
10.2: Overall, I would recommend NZ Police as a great place to work	55.9	79.7 (-23.8)

SMALLEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Southern District 2013	NZ Police Top 25%
3.1: My supervisor communicates the goals and objectives of our work group effectively	73.1	77.4 (-4.3)
3.4: My supervisor treats staff with respect	80.2	84.5 (-4.3)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	82.3	85.9 (-3.6)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.5	85.1 (-3.6)
4.5: The way work is allocated in my workgroup is fair	73.5	76.7 (-3.2)
4.1: People I work with cooperate to get the job done	87.7	89.8 (-2.1)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	68.6	70.5 (-1.9)
4.2: I can rely on the support of others in my work group	86.5	88.3 (-1.8)
4.3: Roles and responsibilities are clearly defined in my work group	78.7	79.3 (-0.6)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	88.6	88.9 (-0.3)

RESPECT AND INTEGRITY WITHIN THE SOUTHERN DISTRICT

Question	Southern District 2013	Southern District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	80.0	75.2 (+4.8)	82.9 (-2.9)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.5	82.8 (-1.3)	81.4 (+0.1)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.2	65.2 (+2.0)	70.2 (-3.0)
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)	63.2	60.1 (+3.1)	68.4 (-5.2)
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	59.7	56.0 (+3.7)	64.2 (-4.5)

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 2013	Southern District 2012	NZ Police 2013 (Total Org)
Not Applicable	86.1	86.2 (-0.1)	84.0 (+2.1)
Yes	2.8	3.4 (-0.6)	3.9 (-1.1)
No	11.1	10.4 (+0.7)	12.1 (-1.0)

Gender Differences Within the District

Question	Southern District - Female	Southern District - Male
6.1: Staff in my workgroup respect employee diversity	79.0	80.3
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.9	80.3
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.3	68.7
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)	54.6	66.5
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	58.3	60.2
Respect & Integrity in the Workplace (Overall Section Score)	68.0	71.2

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?

	Southern District - Female	Southern District - Male
Not Applicable	86.7	85.9
Yes	2.5	2.9
No	10.8	11.2

SUMMARY AND KEY OBSERVATIONS – SOUTHERN DISTRICT

The following summary provides insight into how employees perceive the Southern 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 Southern District a truly great – and engaging – place to work.

Response Rate

There was a fair response rate to the 2013 staff survey within the Southern District. Of 659 employees asked to participate, 432 responded, representing a response rate of 65.6%, slightly down from that seen in 2012. This response rate ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the District.

How Employees Perceive Southern District as a Place to Work

Overall, staff perceptions of the Southern District have changed significantly since 2012. However, when looking at the results across the different sections of the survey, six sections scored significantly below the NZ Police average. Two of these stand out as having decreased markedly since 2012: 'Vision and Purpose + Communication and Cooperation' (decreased by 8.9 points), and 'Final Thoughts (Engagement Index)' (decreased by 6.7 points).

Looking further at these sections which have decreased in score, it's apparent that the 'Vision and Purpose + Communication and Cooperation' section's decline is led by decreases in nine of its eleven constituent questions. The survey item which has declined the most is 'I feel I am working for an effective organisation' (decreased 15.3 points to 44.1). Within the 'Final Thoughts (Engagement Index)' section, four of the six constituent questions have significantly declined. The largest decrease within this section was for the item 'Overall, I would recommend NZ Police as a great place to work' (decreased 11.8 points to 55.9)

Compared to the NZ Police overall, the Southern District scored significantly below on the areas of 'Vision and Purpose + Communication and Cooperation' (-10.6), 'Quality and Excellence' (-8.8), 'Learning and Development' (-6.4), 'Recognition' (-5.6), 'Final Thoughts (Engagement Index)' (-6.4), and 'The Survey – Your Views (Change Index)' (-12.1).

The Southern District sits below the NZ Police Top 25% overall, and at the moment no individual questions score more positively than the Top 25%. Questions which compare most favourably to this comparison group tend to relate to the respondents' work group and supervisors. Questions which compare least favourably to the Top 25% tend to be drawn from the same sections identified above: 'Vision and Purpose + Communication and Cooperation', and 'Final Thoughts (Engagement Index)'. These questions have a sizeable gap to the Top 25%, between about 26.0 to 30.0 points behind this comparison group.

Looking across the areas within the Southern District, it's apparent that certain areas have responded more positively than others. The Southern DHQ has most frequently achieved the highest section scores, while Otago Rural Area has the lowest scores for the majority of the survey sections, suggesting this is an area which may benefit from further attention.

Respect and Integrity within the Southern District

The Southern District has scored similarly to the NZ Police average for the 'Respect and Integrity' section as a whole. When examining the individual items that make up this section, just one scored significantly less positively than the NZ Police average: "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 nay actions or behaviours that make you feel uncomfortable in the workplace)" (-5.2).

Between approximately 60% and 80% of people agreed to the items in this section. This means, though, that a sizeable proportion of people were unable to agree to these questions. Just over a third of people are not confident that concerns they might raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately.

Of the 13.9% of staff who witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, 80% do not believe it was dealt with effectively.

In general males tend to answer questions in the 'Respect and Integrity' section more positively than females, although the differences tend to be small. The exception is for the question alluded to previously

regarding confidence in raising concerns about other inappropriate conduct in the workplace without fear of reprisal, which just over two-thirds of males, and just over half of females answered positively.

Employee Engagement within Southern District

Engagement levels within the Southern District have decreased significantly since 2012 (decreased 6.7 points to 64.7), and sit significantly below the NZ Police average (-6.4). The proportions of engaged to disengaged staff has shifted markedly since 2012, and engaged employees are now slightly outnumbered by disengaged employees. This is particularly evident in the Southland Area, where just 10.9% of employees are engaged, while almost a quarter of staff are disengaged. Southern DHQ is the only area in which there are more engaged employees than disengaged.

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

Key driver analysis was performed on the Southern District's results, and this process has highlighted which questions in the survey have the strongest relationship with employee engagement scores.

Of the ten key drivers, nine are currently significantly below the NZ Police average. One key driver, 'My job gives me a sense of personal achievement', was answered positively by 75.6% of staff and is on par with the NZ Police average. Two of the largest gaps between the Southern District and the NZ Police average are found for the Key Drivers 'I feel I am working for an effective organisation' (-15.5) and 'There is a sense of common purpose in NZ Police' (-13.0).

Three themes emerge from the key drivers. Note that six of the ten key drivers are from the 'Vision and Purpose + Communication and Cooperation' section, which are the only drivers to have decreased significantly since 2012. These feed into the first two of the three key driver themes.

The first theme relates to a sense of belonging by NZ Police as an individual. Survey items which feed into this theme are 'NZ Police is an enjoyable place to work', 'I feel a sense of belonging to my District or my Service Centre', and 'NZ Police cares about the well-being of its staff'. All three of these score significantly below the NZ Police average.

The second theme among the key drivers relates to continuous improvement. People appear to see NZ Police as less effective than it could be (as shown by low scores on the drivers 'I feel I am working for an effective organisation' (44.1%), and 'Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police' (44.7%)), but are frustrated that they are unable to help it improve (as shown by 'NZ Police is interested in the views and opinions of its staff' (20.0%) and 'I am sufficiently involved in decisions that affect the way I do my job' (47.0%)).

The third theme relates to feeling valued. It is very important to Southern District staff that their jobs give them a sense of personal achievement, but also that they feel that their contribution is valued by NZ Police. At present, although most people appear to take personal satisfaction from the goals they achieve through their work (75.6%), far fewer feel that their contribution is valued (41.3%).

Comments made by staff reinforce the importance of these key drivers (discussed below).

Consistent with the patterns seen in the section scores, the Southern DHQ scores most positively across most of the key drivers, while the Otago Rural Area scores least positively across the majority of the key drivers, further indicating that this is an area in need of further attention. The Southern DHQ may offer insights that could be implemented in the Otago Rural Area and Southland Area as they look to make improvements on key items.

Performance Enablement within the Southern District

'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.

Based on responses to the enablement questions, opportunities to further enable Southern District staff exist across the board. In particular, the results suggest day-to-day decisions do not necessarily demonstrate that quality of services are top priorities for NZ Police. Associated with this, encouragement to suggest ideas on how to improve the way things are done could be further extended (16.0 points below

NZ Police average), as can further involvement in decisions that affect the work people do (5.5 points below NZ Police average). This relates to the theme among the key drivers of continuous improvement.

Systems and processes, and receiving adequate training for the work people do, are also viewed less positively by Southern District staff than the NZ Police on average.

Taking Action within the Southern District

In line with the rest of NZ Police, Southern District's staff tend to report that they have not, on the whole, noticed change resulting from the previous survey, nor that action will be taken on the results of the current survey. However, although organisation-wide this section has achieved low scores, the Southern District has scored well below the NZ Police average (-12.1). It is possible that the low confidence in future change results from the perception that little change occurred following the previous survey. To improve scores in this area, visibly and actively working on addressing feedback from employees is the key. Provide updates on progress of ideas, whether and how they will be implemented, and once goals have been achieved, close the loop with employees by sharing the story of how their feedback resulted in this change.

Employee Comments

Comments made by staff reinforce the importance of the Key Driver themes referred to above. Many people commented on the theme of belonging, referring time and time again to the importance and value they place on the people they work with and sense of comradeship.

Many were also positive about the impact of their work, and the importance of ensuring the NZ Police functions at its best. Requests for improved bottom-up communication and consultation with staff were common, and consistent with the feedback in the other areas of the survey. A number of these were in relation to bureaucracy, although management of change also featured heavily. Effective and modern tools and equipment were also requested by some people. A number of respondents also referred to fair and appropriate recognition for outstanding performance. Comments were made about the way poor performance is managed, and how promotions are awarded.

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

Summary

Overall the Southern District's employee engagement has decreased since 2012. This is likely to have been impacted by less positive perceptions of the key drivers of engagement during this time. The three themes among these key drivers, namely, feeling a sense of belonging, continuous improvement, and feeling valued, can all be impacted through improved top-down, bottom-up, and inter-team communication.

Southern District staff enjoy working with one another, and view their supervisors in a very positive light. It's important to them that they continue feeling a strong sense of camaraderie and belonging, and efforts to build upon these to develop a sense of belonging are likely to have an impact on the District. It's also important to these people that they see a clear link between the effort they put in and outcomes, both through recognition within the NZ Police, and in terms of the effect they have on the community. They would further like to be included in building NZ Police into the most effective organisation possible. It is notable, though, that people within Southern District are largely lacking in confidence that the feedback they provide will have any effect. This is reflected in many of the comments, as seen through requests that management listens to people on the front line and consult staff before making large changes. To help people feel more included, ensure ideas for improvement are *visibly* considered and valued by leaders and managers. Publicise (perhaps through a newsletter) stories of how people's feedback was listened to and resulted in positive change. Seeking ways of helping people feel included and that their opinion and contributions are valued may benefit all three thematic areas among the critical drivers of engagement.

Note the Otago Rural Area scored markedly less positively than the other areas almost across the board, and consequently may need further attention in the coming year.

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 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.

