New Zealand Police
Workplace Survey 2015

Summary of Findings
Southern District 2015

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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

Southern District's response rate has dropped by approximately 8% since 2014 and is now considerably lower than that for NZ Police overall. However, we can still be reasonably confident that the survey results provide a fair reflection of general employee attitude and opinion within the Southern District.

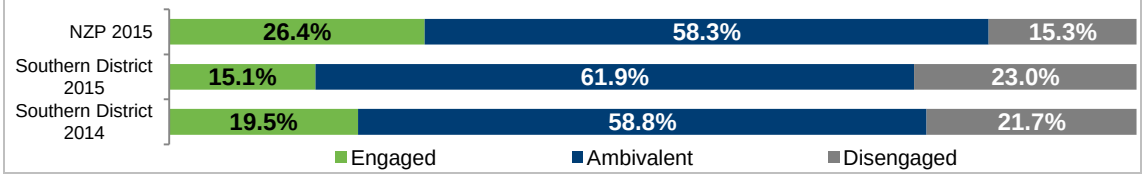
	Southern District 2015	Southern District 2014	NZ Police 2015
Number of Responses	392	445	8361
Response Rate	61.0%	69.1%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District's score is statistically higher than the comparison point, while red font indicates the score is statistically lower. The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

Summary of Results

	Southern District 2015	Southern District 2014	NZ Police 2015
Performance Index	56.2	56.4	**63.2**
Engagement Index	62.4	63.7	**72.1**
Work Engagement Index	80.1	79.4	84.0
Change Index	17.7	19.3	**26.4**

Engagement Profile



Summary of Findings

Little has changed when comparing Southland District's 2015 and 2014 results. However, there are sizeable negative gaps to close when compared against NZ Police overall, particularly in terms of vision & purpose and communication & cooperation, as well as quality and excellence. Southern District is also behind on organisational engagement levels, as well as perceptions related to post-survey action and change. At the Area level, all of Southern District sits within the bottom third when their Performance Index scores are compared to other Districts/Areas within NZ Police. Relative to 2014, the most notable change is the improvements seen within Dunedin, particularly in terms of learning and development. Southland on the other hand has shown some declines, which includes engagement levels.

Where to from here

Based on the areas identified as being strongly related to organisational engagement for the Southern District, we recommend that post-survey efforts focus on: 1) strengthening the sense of 'common purpose' and 2) building up a culture that supports an open, two-way conversation at team, Area and District levels.

Post-survey feedback and action planning sessions provide a natural avenue for continuing a two-way dialogue, through discussions of the key findings, root causes and possible solutions. Strengthening the sense of common purpose may involve discussions of what the day-to-day experience at work would look like if common purpose were very strong, which will allow for identification of the gaps between the current and desired states.

2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees overall perceptions of the District as a place to work.

2.1 Across the District

	Southern District 2015	Southern District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	56.2	56.4	**63.2**
1. The Work I Do	65.2	64.7	**70.8**
2. Learning and Development	44.7	40.4	**52.6**
3. Work Conditions	48.3	50.2	52.8
4. My Team	74.4	72.9	75.7
5. Respect & Integrity in the Workplace	70.0	67.5	72.7
6. My Supervisor	79.1	79.5	80.7
7. Recognition	35.4	35.4	**44.6**
8. Vision and Purpose + Communication and Cooperation	45.5	46.1	**58.0**
9. Quality and Excellence	48.4	52.7	**58.7**
10. Final Thoughts (Employee Engagement)	62.4	63.7	**72.1**
11. The Survey - Your Views (Change Index)	17.7	19.3	**26.4**

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

2.2 Across the Areas

Section	Dunedin		Otago Rural		Southern DHQ		Southland	
	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index	58.8	54.5	44.4	49.9	58.5	58.8	55.5	60.6
1. The Work I Do	67.6	61.8	54.8	55.9	67.3	69.2	64.4	69.6
2. Learning and Development	49.1	39.9	30.0	31.3	43.6	42.3	46.7	44.4
3. Work Conditions	48.5	45.4	43.3	47.2	54.5	59.3	42.9	49.8
4. My Team	78.4	74.7	57.8	62.3	74.3	70.9	76.9	78.6
5. Respect & Integrity in the Workplace	71.6	64.1	53.6	62.7	70.7	67.9	74.1	74.7
6. My Supervisor	85.5	82.1	60.0	77.7	77.5	74.8	81.3	81.7
7. Recognition	36.5	32.2	20.4	30.9	39.1	38.3	36.6	39.8
8. Vision and Purpose + Communication and Cooperation	48.7	42.1	36.0	41.3	49.7	50.5	40.6	50.2
9. Quality and Excellence	48.5	49.6	41.8	46.7	51.5	56.0	47.5	57.5
10. Final Thoughts	64.0	61.8	53.3	56.1	66.9	67.1	59.0	67.4
11. The Survey - Your Views	18.8	18.1	11.1	9.5	21.6	24.6	14.8	21.6

2.3 Interpretation

There has been little change in employee perceptions since 2014, but people's perceptions remain significantly less favourable than NZ Police as a whole. The gaps to NZ Police overall are particularly sizeable on the sections' Vision and Purpose + Communication and Cooperation', as well as 'Quality and Excellence'. When positioned alongside other Districts/Areas based on the overall average (i.e. Performance Index), all the Areas within the Southern District fall within the bottom third. It is however worth noting that compared to 2014, Dunedin has had some significant positive shifts in scores, with the biggest improvement seen in learning and development. Other significant changes are: the decline in perceptions related to the immediate manager in Otago Rural, as well as the drop in views related to vision and purpose, communication and cooperation, and quality and excellence within Southland.

2.3.1 Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

3. Engagement

Within the Southern District, both work-related and organisational engagement levels remain largely unchanged since 2014. Compared to NZ Police overall however, the Southern District has significantly lower organisational engagement levels, with a comparable score on just one question relating to the level of active interest in what happens in NZ Police. Across the Areas, Southern DHQ generally has the most favourable perceptions, but Dunedin is often not far behind following some positive shifts since 2014. Although Otago Rural generally has the least favourable scores, Southland has had the most notable declines since 2014.

3.1 Fulfilment, motivation and commitment towards work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

Question	Southern District 2015	Southern District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	72.2	71.7	**77.9**
1.8 I am strongly committed to the work I do	85.5	84.8	89.1
1.9 I am motivated to do the best I can in my job every day	82.7	81.8	85.1

	Dunedin		Otago Rural		Southern DHQ		Southland	
	2015	2014	2015	2014	2015	2014	2015	2014
1.7	75.6	68.3	60.0	66.7	76.9	76.6	67.7	74.8
1.8	85.5	81.3	71.1	79.4	90.6	89.3	85.9	88.7
1.9	87.0	81.0	68.9	66.7	82.1	85.7	83.8	87.9

3.2 Engagement with New Zealand Police

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

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

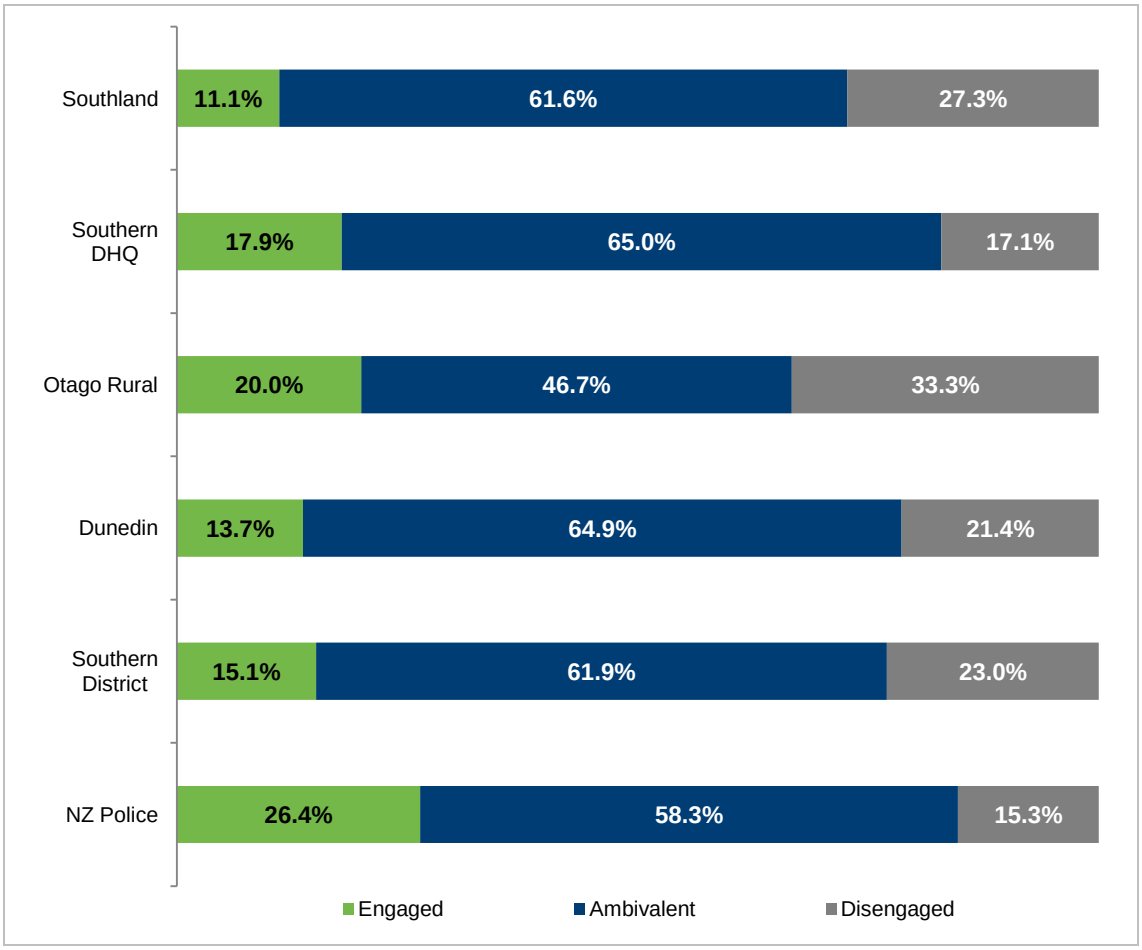
Question	Southern District 2015	Southern District 2014	NZ Police 2015
Engagement Index	62.4	63.7	**72.1**
10.1 Overall, I'm satisfied with my job	65.1	65.5	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	54.6	56.7	**66.6**
10.3 I take an active interest in what happens in NZ Police	76.2	76.0	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	60.6	61.5	**71.5**
10.5 I feel a sense of commitment to NZ Police	74.2	76.0	**80.9**
10.6 NZ Police inspires me to do the best I can in my job every day	43.6	46.5	**59.8**

	Dunedin		Otago Rural		Southern DHQ		Southland	
	2015	2014	2015	2014	2015	2014	2015	2014
Index	64.0	61.8	53.3	56.1	66.9	67.1	59.0	67.4
10.1	68.7	62.1	51.1	55.6	68.4	71.4	62.6	70.1
10.2	58.8	55.3	40.0	44.4	59.0	63.4	50.5	58.9
10.3	75.6	73.1	73.3	71.4	78.6	76.8	75.5	82.2
10.4	61.8	60.6	48.9	58.7	69.0	62.2	54.5	63.6
10.5	75.6	72.5	66.7	74.6	77.8	80.4	71.7	77.6
10.6	43.5	46.9	40.0	31.7	48.7	48.6	39.4	52.3

3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

The Southern District has a less favourable engagement profile when compared against NZ Police overall, with close to a quarter of people in the 'Disengaged' category and approximately 15% in the 'Engaged' category. Within the Southern District, the proportions of engaged employees for each Area are fairly similar. It is also worth noting that apart from Southern DHQ, there are higher proportions of disengaged people than engaged people in each of the Areas. Further, the two smaller Areas – Otago Rural and Southland – both have more than a quarter of their people classified as disengaged.



3.4 District and Area Engagement Profile Trend 2014-15

Compared to 2014, Southland has had the most notable change in its engagement profile, with a shift towards the disengaged end. Dunedin has also seen a shift towards the ambivalent group since 2014.

Engagement Profile	Dunedin		Otago Rural		Southern DHQ		Southland	
	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	13.7	20.0	20.0	12.7	17.9	21.4	11.1	20.6
Ambivalent	64.9	55.6	46.7	60.3	65.0	62.5	61.6	58.8
Disengaged	21.4	24.4	33.3	27.0	17.1	16.1	27.3	20.6

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

Perceptions on the key drivers generally remain comparable to 2014, with the exception of the perceived sense of 'common purpose' that has significantly declined. This is also the question that has the biggest negative gap to NZ Police overall, followed closely by open and honest communication within the District, and the perception that NZ Police shows interest in staff opinions (both with less than 30% of staff giving favourable responses). Notably, perceptions of the key driver questions are all significantly less favourable than the wider organisation.

We therefore recommend that post-survey efforts focus on: 1) strengthening the sense of 'common purpose' and 2) building up a culture that supports an open, two-way conversation at team, Area and District levels.

Key Driver Questions	Southern District 2015	Southern District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	59.8	60.8	**71.2**
8.10: I feel I am working for an effective organisation	50.8	47.6	**62.8**
8.7: I feel a sense of belonging to my District or my Service Centre	47.2	46.5	**59.8**
8.8: NZ Police cares about the well-being of its staff	35.7	37.9	**48.7**
7.5: I feel my contribution is valued in NZ Police	40.9	40.6	**49.2**
8.4: There is a sense of 'common purpose' in NZ Police	39.2	**44.3**	**57.2**
8.5: NZ Police is interested in the views and opinions of its staff	26.2	29.3	**38.9**
8.2: Communication in my District or my Service Centre is open and honest	28.0	29.0	**45.1**
9.4: I am sufficiently involved in decisions that affect the way I do my job	41.3	44.4	**49.2**
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	47.3	50.0	**57.5**

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. Respect & Integrity reporting

Perceptions related to respect and integrity have largely remained unchanged, with the only significant change being improved perceptions of the respect for employee diversity within the immediate workgroup. Relative to NZ Police overall, the Southern District is scoring significantly lower on the question relating to perceived safety from raising concerns about inappropriate conduct in the workplace.

Question		Southern District 2015	Southern District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		81.2	**75.6**	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		80.3	79.6	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		66.2	64.6	69.2
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		63.1	63.2	**68.4**
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		59.0	54.3	63.0
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	81.6	80.2	81.7
	Yes	3.6	4.7	4.5
	No	14.8	15.1	13.8

5. Biggest Differences 2014 - 2015

Compared to 2014, the biggest improvements have come from areas related to team-level behaviours, as well as learning and development. It is worth noting though that there is still room for improvement in terms of the encouragement of development as well as perceived availability of learning and development opportunities, when compared to NZ Police overall. The five questions with biggest declines since 2014 generally relate to enablement (in terms of adequacy of tools, equipment, systems and processes) and NZ Police's purpose (in relation to delivery on customer promises and the sense of 'common purpose'). Comparisons against the wider organisation show that the Southern District has significantly lower scores on three of these questions.

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

Question	Southern District 2015	Southern District 2014	NZ Police 2015
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	42.7	**37.0**	**52.3**
5.1: Staff in my team respect employee diversity	81.2	**75.6**	83.6
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	88.7	**83.3**	86.0
2.3: There are learning and development opportunities for me in NZ Police	49.2	**44.0**	**54.8**
1.6: The work I do makes good use of my knowledge and skills	69.8	65.0	74.4

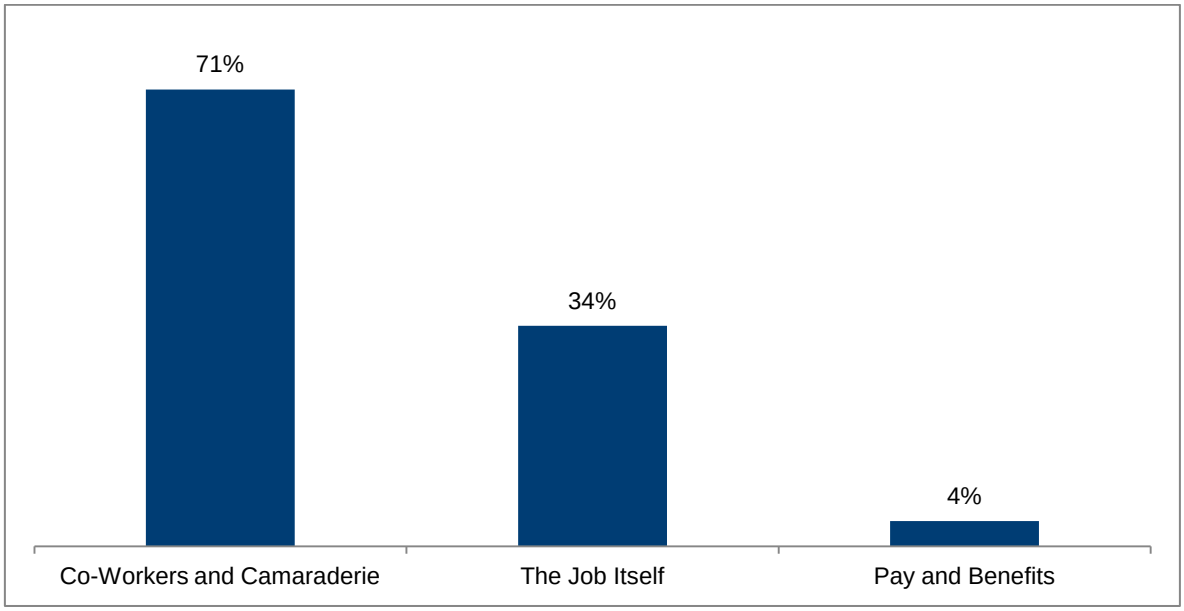
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Southern District 2015	Southern District 2014	NZ Police 2015
9.7: NZ Police delivers on the promises it makes to its customers	33.8	**43.8**	**51.5**
9.3: I have the tools and resources I need to do my job	48.7	**55.3**	53.4
3.4: The pay and benefits I receive are fair for the work I do	29.1	**34.5**	33.7
8.4: There is a sense of 'common purpose' in NZ Police	39.2	**44.3**	**57.2**
9.5: Systems and processes I use enable me to do my job well	46.4	**51.5**	**59.1**

6. Employee Comments Theme Analysis

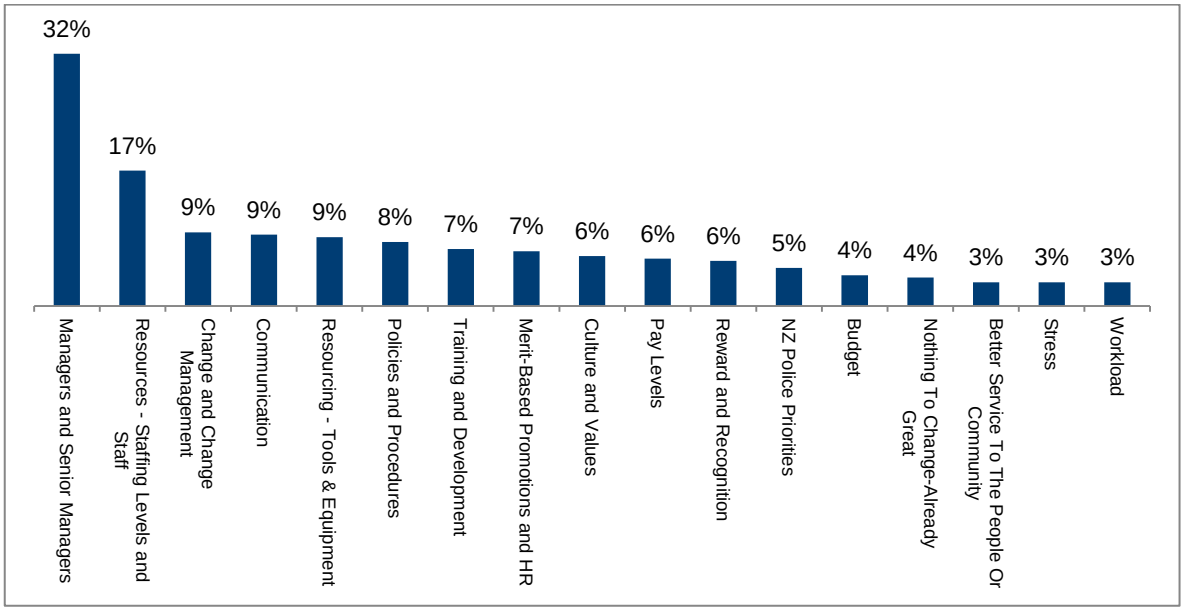
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



In response to the question 'what is the one thing that makes NZ Police a great place to work', the majority of the comments made mention of the colleagues and sense of camaraderie, while just over a third referred to aspects of the job itself.

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



Close to a third of comments made reference to managers and senior managers when asked about the one thing that needs to change to make NZ Police a great place to work. The next most common concern was resourcing based on staffing levels, mentioned by 17% of respondents.

7. Appendix 1 – All Question Results

Question	Southern District		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	65.2	64.7	70.8	71.9
1.1: The responsibilities of my job are clearly defined	72.7	71.6	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	77.6	76.7	82.8	83.9
1.3: I understand how my performance is measured	54.7	58.8	59.4	61.1
1.4: My performance is fairly assessed	45.5	43.6	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	26.6	28.4	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	69.8	65.0	74.4	75.0
1.7: My job gives me a sense of personal achievement	72.2	71.7	77.9	78.3
1.8: I am strongly committed to the work I do	85.5	84.8	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	82.7	81.8	85.1	85.1
2. Learning and Development	44.7	40.4	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	42.7	37.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	40.8	38.4	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	49.2	44.0	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	45.9	42.1	53.5	53.4
3. Work Conditions	48.3	50.2	52.8	56.2
3.1: I am satisfied with my physical work environment	62.8	61.7	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	45.7	45.6	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	55.6	59.1	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	29.1	34.5	33.7	40.1
4. My Team	74.4	72.9	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	88.7	83.3	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	74.7	73.6	76.4	76.9
4.3: The way work is allocated in my team is fair	70.5	69.0	71.5	72.5
4.4: People I work with cooperate to get the job done	85.7	85.0	86.1	86.5
4.5: I can rely on the support of others in my team	86.4	85.1	86.4	86.9
4.6: I feel part of an effective team	78.8	74.4	80.3	81.2
4.7: People are held accountable for their performance in my team	62.1	62.2	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	48.6	50.8	53.3	54.4
5. Respect & Integrity in the Workplace	70.0	67.5	72.7	73.4
5.1: Staff in my team respect employee diversity	81.2	75.6	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.3	79.6	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.2	64.6	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	63.1	63.2	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	59.0	54.3	63.0	64.4

Question	Southern District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	79.1	79.5	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	86.0	85.8	87.5	87.4
6.2: My supervisor treats staff with respect	86.7	86.6	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	76.8	76.8	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	79.0	80.7	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	69.4	67.3	68.5	68.8
6.6: I have confidence in my supervisor	76.8	80.1	80.9	80.8
7. Recognition	35.4	35.4	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	32.7	34.5	44.9	46.3
7.2: People here are appointed to positions based on merit	22.0	22.0	31.3	34.5
7.3: We celebrate success in NZ Police	34.2	34.5	47.5	47.0
7.4: I get recognition when I do a good job	47.4	45.5	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	40.9	40.6	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	45.5	46.1	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	52.1	51.4	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	28.0	29.0	45.1	46.3
8.3: I feel informed about NZ Police and its activities	38.4	39.2	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	39.2	44.3	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	26.2	29.3	38.9	39.9
8.6: Teams within NZ Police work well together	40.5	37.7	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	47.2	46.5	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	35.7	37.9	48.7	50.9
8.9: NZ Police is an enjoyable place to work	59.8	60.8	71.2	72.4
8.10: I feel I am working for an effective organisation	50.8	47.6	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	82.4	83.3	84.6	85.2
9. Quality and Excellence	48.4	52.7	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	37.8	38.0	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	83.4	86.0	87.6	87.3
9.3: I have the tools and resources I need to do my job	48.7	55.3	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	41.3	44.4	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	46.4	51.5	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	47.3	50.0	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	33.8	43.8	51.5	55.1
10. Final Thoughts	62.4	63.7	72.1	73.3
10.1: Overall, I'm satisfied with my job	65.1	65.5	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	54.6	56.7	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	76.2	76.0	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	60.6	61.5	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	74.2	76.0	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	43.6	46.5	59.8	60.6

Question	Southern District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	17.7	19.3	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	12.8	12.0	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	23.6	25.4	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	16.8	20.6	29.3	33.8

Question	Southern District	NZ Police
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?		
Not Applicable	81.6	81.7
Yes	3.6	4.5
No	14.8	13.8

8. Appendix 2 – Notes on taking action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the Police Intranet and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off events, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also a critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the different it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

9. Appendix 3 – Glossary

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: the average score across the six engagement questions, across all employees.

Engagement Profile: employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

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

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

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

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

The Questionnaire: The 2015 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.