New Zealand Police
Workplace Survey 2013

Summary of Findings
Strategy, Policy and Performance

April 2013

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	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
Number of Responses	61	56	8863
Response Rate	96.8%	94.9%	74.8%

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

OVERALL PERCEPTIONS OF STRATEGY, POLICY AND PERFORMANCE AS A PLACE TO WORK

Section	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	65.0	65.4 (-0.4)	63.6 (+1.4)
1. Vision and Purpose + Communication and Cooperation	60.8	61.6 (-0.8)	54.9 (+5.9)
2. Quality and Excellence	51.6	NA	48.1 (+3.5)
3. My Supervisor	77.3	75.0 (+2.3)	76.6 (+0.7)
4. My Work Group	73.4	69.3 (+4.1)	79.9 (-6.5)
5. My Job	66.2	66.6 (-0.4)	62.4 (+3.8)
6. Respect & Integrity in the Workplace	69.3	67.1 (+2.2)	73.4 (-4.1)
7. Learning and Development	65.6	61.2 (+4.4)	58.9 (+6.7)
8. Performance and Feedback	54.1	56.0 (-1.9)	69.7 (-15.6)
9. Recognition	55.3	59.6 (-4.3)	48.1 (+7.2)
10. Final Thoughts (Engagement Index)	70.8	78.0 (-7.2)	71.1 (-0.3)
11. The Survey - Your Views (Change Index)	35.5	36.6 (-1.1)	28.9 (+6.6)

SCORES ACROSS STRATEGY, POLICY AND PERFORMANCE

Section	Legal	Policy	SPP Others	Strategy, Policy & Performance
Performance Index	63.5	55.3	73.9	63.3
1. Vision and Purpose + Communication and Cooperation	60.0	54.7	69.7	60.8
2. Quality and Excellence	55.3	44.8	56.9	51.6
3. My Supervisor	79.8	70.1	84.3	77.3
4. My Work Group	75.4	68.8	80.6	74.3
5. My Job	69.9	55.3	76.8	66.2
6. Respect & Integrity in the Workplace	58.3	65.8	86.1	69.3
7. Learning and Development	61.4	47.2	70.4	58.5
8. Performance and Feedback	50.9	48.6	64.8	54.1
9. Recognition	46.3	49.2	73.0	55.3
10. Final Thoughts	77.2	58.3	80.6	70.8
11. The Survey - Your Views	35.1	24.0	51.5	35.5

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

HOW ENGAGED ARE STAFF WITHIN STRATEGY, POLICY AND PERFORMANCE?

Engagement Index (average of all six engagement questions)

SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
70.8	78.0 (-7.2)	71.1 (-0.3)

Engagement Profile

Engagement Group	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
Engaged	37.7	33.9 (+3.8)	24.5 (+13.2)
Ambivalent	45.9	50.0 (-4.1)	59.9 (-14.0)
Disengaged	16.4	16.1 (+0.3)	15.6 (+0.8)
Engagement Ratio	2.3:1	2.1:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	Legal	Policy	SPP Others	Strategy, Policy & Performance
Engaged	36.8	25.0	55.6	37.7
Ambivalent	52.7	50.0	33.3	45.9
Disengaged	10.5	25.0	11.1	16.4
Engagement Index	77.2	58.3	80.6	70.8
Engagement Ratio	3.5:1	1:1	5:1	2.3:1

PERFORMANCE ENABLEMENT WITHIN STRATEGY, POLICY AND PERFORMANCE?

Performance Enablement Index (average of all eight enablement questions)

SPP 2013	NZ Police 2013 (Total Org)
59.2	54.3 (+4.9)

Enablement Questions

Concept	Question	SPP 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	49.2	52.9 (-3.7)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	50.8	42.5 (+8.3)
	I am sufficiently involved in decisions that affect my work	60.7	52.5 (+8.2)
Resource access	I have the tools and resources I need to do my job	72.1	52.6 (+19.5)
	NZ Police's systems and processes enable me to do my job well	34.4	42.8 (-8.4)
Training	NZ Police provides adequate training for the work I do	55.7	49.7 (+6.0)
Collaboration	People I work with cooperate to get the job done	78.7	87.1 (-8.4)
Customer Service	NZ Police delivers on the promises it makes to its customers	72.1	54.2 (+17.9)

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WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN STRATEGY, POLICY AND PERFORMANCE?

	Key Driver Questions	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
🟧	5.11: My performance is fairly assessed	52.5	52.7 (-0.2)	55.8 (-3.3)
🟧	4.4: I feel part of an effective work group	75.4	73.2 (+2.2)	78.3 (-2.9)
🟩	9.4: I feel my contribution is valued in NZ Police	60.7	64.3 (-3.6)	48.0 (+12.7)
🟩	1.4: NZ Police cares about the well-being of its staff	59.0	64.3 (-5.3)	40.1 (+18.9)
🟩	1.10: NZ Police is interested in the views and opinions of its staff	52.5	52.7 (-0.2)	34.8 (+17.7)
🟥	8.1: NZ Police expects high standards of performance from its people	63.9	67.9 (-4.0)	87.3 (-23.4)
🟧	5.5: I am sufficiently involved in decisions that affect the way I do my job	60.7	62.5 (-1.8)	52.5 (+8.2)
🟧	1.9: I feel informed about NZ Police and its activities	62.3	60.7 (+1.6)	54.2 (+8.1)
🟩	1.3: NZ Police is an enjoyable place to work	78.7	76.8 (+1.9)	66.8 (+11.9)
🟧	9.2: We celebrate success in NZ Police	59.0	58.9 (+0.1)	50.8 (+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 Service Centre. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	Legal	Policy	SPP Others	Strategy, Policy & Performance
5.11: My performance is fairly assessed	52.6	37.5	72.2	52.5
4.4: I feel part of an effective work group	89.5	66.7	72.2	75.4
9.4: I feel my contribution is valued in NZ Police	57.9	54.2	72.2	60.7
1.4: NZ Police cares about the well-being of its staff	47.4	54.2	77.8	59.0
1.10: NZ Police is interested in the views and opinions of its staff	36.8	45.8	77.8	52.5
8.1: NZ Police expects high standards of performance from its people	63.2	62.5	66.7	63.9
5.5: I am sufficiently involved in decisions that affect the way I do my job	63.2	45.8	77.8	60.7
1.9: I feel informed about NZ Police and its activities	52.6	54.2	83.3	62.3
1.3: NZ Police is an enjoyable place to work	73.7	79.2	83.3	78.7
9.2: We celebrate success in NZ Police	42.1	45.8	94.4	59.0

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An Analysis of Employee Engagement – Strategy, Policy and Performance
Service Centre
April 2013
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TAKING ACTION WITHIN STRATEGY,POLICY AND PERFORMANCE?

Question	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	44.3	48.2 (-3.9)	34.9 (+9.4)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	26.7	25.0 (+1.7)	22.9 (+3.8)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	35.6	NA	34.0 (+1.6)

Taking Action within the Service Centre

Area	Change Index	Strategy, Policy & Performance
Legal	35.1	35.5 (-0.4)
Policy	24.0	35.5 (-11.5)
SPP Others	51.5	35.5 (+16.0)

BIGGEST DIFFERENCES WITHIN STRATEGY, POLICY AND PERFORMANCE SINCE 2012 - POSITIVE

Question	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
5.4: I have the tools and resources I need to do my job	72.1	60.7 (+11.4)	52.6 (+19.5)
7.1: NZ Police provides adequate training for the work I do	55.7	44.6 (+11.1)	49.7 (+6.0)
7.4: I am encouraged to try new ways of doing things	65.6	55.4 (+10.2)	53.9 (+11.7)
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	60.0	50.0 (+10.0)	64.2 (-4.2)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	88.5	78.6 (+9.9)	86.8 (+1.7)
5.6: I am satisfied with my physical work environment	78.7	69.6 (+9.1)	63.5 (+15.2)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.0	75.0 (+7.0)	81.4 (+0.6)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	88.5	82.1 (+6.4)	81.6 (+6.9)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	70.5	64.3 (+6.2)	65.8 (+4.7)
4.5: The way work is allocated in my workgroup is fair	63.9	58.9 (+5.0)	71.6 (-7.7)

BIGGEST DIFFERENCES WITHIN STRATEGY, POLICY AND PERFORMANCE SINCE 2012 - NEGATIVE

Question	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
10.2: Overall, I would recommend NZ Police as a great place to work	60.7	75.0 (-14.3)	65.5 (-4.8)
5.7: The level of work-related stress I experience in my job is acceptable	52.5	64.3 (-11.8)	56.0 (-3.5)
1.6: I feel a sense of belonging to my District or my Service Centre	58.3	69.6 (-11.3)	57.9 (+0.4)
10.1: Overall, I'm satisfied with my job	63.9	75.0 (-11.1)	72.5 (-8.6)
9.5: People here are appointed to positions based on merit	32.8	42.9 (-10.1)	32.9 (-0.1)
10.4: I feel inspired to go the extra mile to help NZ Police succeed	75.4	83.9 (-8.5)	70.0 (+5.4)
5.3: My job gives me a sense of personal achievement	73.8	82.1 (-8.3)	79.7 (-5.9)
1.7: I intend to continue working at NZ Police for at least the next 12 months	66.1	73.2 (-7.1)	83.1 (-17.0)
10.5: I feel a sense of commitment to NZ Police	75.4	82.1 (-6.7)	79.2 (-3.8)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	60.0	66.1 (-6.1)	70.2 (-10.2)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	SPP 2013	NZ Police Top 25%
5.9: The pay and benefits I receive are fair for the work I do	73.8	52.7 (+21.1)
5.4: I have the tools and resources I need to do my job	72.1	63.4 (+8.7)
5.6: I am satisfied with my physical work environment	78.7	70.6 (+8.1)
2.1: NZ Police delivers on the promises it makes to its customers	72.1	65.1 (+7.0)
1.4: NZ Police cares about the well-being of its staff	59.0	55.8 (+3.2)
1.10: NZ Police is interested in the views and opinions of its staff	52.5	49.4 (+3.1)
7.4: I am encouraged to try new ways of doing things	65.6	62.6 (+3.0)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	88.5	85.9 (+2.6)
1.5: There is a sense of 'common purpose' in NZ Police	70.5	68.2 (+2.3)
6.1: Staff in my workgroup respect employee diversity	86.9	86.1 (+0.8)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	SPP 2013	NZ Police Top 25%
8.1: NZ Police expects high standards of performance from its people	63.9	90.2 (-26.3)
7.5: There are career development opportunities for me in NZ Police	34.4	58.4 (-24.0)
8.3: Poor performance is dealt with effectively in my work group	37.7	58.2 (-20.5)
1.11: Work groups in NZ Police work well together	32.8	53.3 (-20.5)
1.7: I intend to continue working at NZ Police for at least the next 12 months	66.1	86.4 (-20.3)
10.2: Overall, I would recommend NZ Police as a great place to work	60.7	79.7 (-19.0)
2.3: NZ Police's systems and processes enable me to do my job well	34.4	52.5 (-18.1)
10.1: Overall, I'm satisfied with my job	63.9	81.2 (-17.3)
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	49.2	65.4 (-16.2)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	57.6	73.6 (-16.0)

RESPECT AND INTEGRITY WITHIN STRATEGY, POLICY AND PERFORMANCE

Question	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	86.9	82.1 (+4.8)	82.9 (+4.0)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.0	75.0 (+7.0)	81.4 (+0.6)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	60.0	66.1 (-6.1)	70.2 (-10.2)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	57.6	62.5 (-4.9)	68.4 (-10.8)
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	60.0	50.0 (+10.0)	64.2 (-4.2)

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?

	SPP 2013	SPP 2012	NZ Police 2013 (Total Org)
Not Applicable	77.0	78.6 (-1.6)	84.0 (-7.0)
Yes	3.3	1.8 (+1.5)	3.9 (-0.6)
No	19.7	19.6 (+0.1)	12.1 (+7.6)

Gender Differences Within the Service Centre

Question	SPP - Female	SPP – Male
6.1: Staff in my workgroup respect employee diversity	84.2	91.3
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.6	82.6
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	52.6	72.7
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)	50.0	71.4
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	47.4	81.8
Respect & Integrity in the Workplace (Overall Section Score)	63.2	80.0

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?

	SPP - Female	SPP – Male
Not Applicable	65.8	95.7
Yes	2.6	4.3
No	31.6	0.0

SUMMARY AND KEY OBSERVATIONS – STRATEGY, POLICY AND PERFORMANCE

When taking into account all responses within Strategy, Policy and Performance (SPP) to all survey questions, the Performance Index score for SPP is not statistically significantly different from the NZ Police average. When looking at the scores achieved across the different sections of the survey, however, staff in Legal responded significantly more negatively in the area of Performance and Feedback (15.6 points below the NZ Police average).

Scores across the three teams within SPP – Legal, Policy and SPP Others – show that people within SPP Others are responding the most positively across all sections of the survey while people within Policy are responding significantly less positively in most areas. Of particular concern are the scores for the 'The Survey – Your Views' section for both Legal and Policy where agreement is just 35% and 24% respectively. This indicates a perception of very little positive change occurring as a result of the last survey and a lack of optimism for actions being taken as a result of this survey.

The greatest improvements since 2012 within SPP have been in people's perceptions around having the tools and resources needed to do their jobs (+11.4) and feeling a greater sense of encouragement to try new ways of doing things (+10.2), both of which are also above the NZ Police average. There is also more agreement now that NZ Police provides adequate training for the work they do (+11.1).

People in SPP now have more confidence than they did in 2012 that any concerns that may need to be raised regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately (+10.0). However it should be noted that females are feeling a lot less positive in this area than males (-34.4), and there are still some concerns overall in the area of respect and integrity within SPP. Only 60% of people from SPP feel confident that they could raise concerns related to workplace harassment, bullying or discrimination without fear of reprisal (10.2 points below the NZ Police average).

The largest decreases since 2012 however are in some key areas such as recommending NZ Police as a great place to work (-14.3), feeling that their level of work-related stress they experience is acceptable (-11.8), feeling a sense of belonging within their Service Centre (-11.3), feeling satisfied with their job overall (-11.1), and believing that people are appointed to positions based on merit (-10.1). Some of these are engagement questions (i.e. questions from the Final Thoughts section), suggesting the need to re-lift engagement by focusing on the key drivers of engagement for SPP.

Overall engagement levels within SPP have not significantly shifted since 2012, however the proportion of engaged employees is now greater than the proportion for the total organisation (+13.2). Across the three teams, the proportion of engaged employees is much greater for the SPP Others team where there are five times as many people engaged as there are disengaged, while the Policy team have just as many engaged employees as they do disengaged.

The number one key driver of engagement for SPP is feeling that their performance is fairly assessed, with only 52.5% of staff believing this to be the case. It is also very important to SPP employees that they feel part of an effective work group where high standards of performance are expected, yet many people currently do not agree that these high performance standards are in place (63.9% agreement, 23.4% below the total organisation score). This indicates an area to address, as improving this perception will have the greatest impact on engagement levels for SPP.

The Performance Enablement Index (the average of eight Performance Enablement questions) for SPP is on par with that for the total organisation, however two questions scored significantly higher for SPP than for NZ Police overall. People within SPP are much more in agreement that they have the tools and resources they need to do their job (+19.5) and that NZ Police delivers on the promises it makes to its customers (+17.9).

Overall, SPP has made some great improvements over the past year, particularly with providing tools and resources and training for people to do their jobs, and ensuring people feel encouraged to try new ways of doing things. The key recommended areas to focus on now are performance standards and assessment, as well as ensuring fair appointment to positions. By lifting the focus on performance management and measurement over the next 12 months while also maintaining the current focus on the other key driver areas, SPP should see a positive impact on engagement levels.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Service Centre's 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.

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 (%)

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.

Strongly Disagree ◀ ◯ ◯ ◯ ◯ ◯ ▶ Strongly Agree
1   2   3   4   5   ◉ Do Not Know