

New Zealand Police Workplace Survey 2013

Summary of Findings Tasman District



April 2013

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RESPONSE RATE

	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
Number of Responses	307	339	8863
Response Rate	79.3%	86.5%	74.8%

Note: For tables in this report where comparisons are made between the District's 2013 and 2012 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.

OVERALL PERCEPTIONS OF THE TASMAN DISTRICT AS A PLACE TO WORK

Section	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	67.8	67.0 (+0.8)	63.6 (+4.2)
1. Vision and Purpose + Communication and Cooperation	59.9	61.8 (-1.9)	54.9 (+5.0)
2. Quality and Excellence	54.0	NA	48.1 (+5.9)
3. My Supervisor	82.3	77.1 (+5.2)	76.6 (+5.7)
4. My Work Group	81.9	77.8 (+4.1)	79.9 (+2.0)
5. My Job	63.3	63.8 (-0.5)	62.4 (+0.9)
6. Respect & Integrity in the Workplace	79.8	77.2 (+2.6)	73.4 (+6.4)
7. Learning and Development	61.9	61.3 (+0.6)	58.9 (+3.0)
8. Performance and Feedback	73.8	74.2 (-0.4)	69.7 (+4.1)
9. Recognition	58.2	54.3 (+3.9)	48.1 (+10.1)
10. Final Thoughts (Engagement Index)	73.5	75.9 (-2.4)	71.1 (+2.4)
11. The Survey - Your Views (Change Index)	37.4	37.1 (+0.3)	28.9 (+8.5)

SCORES ACROSS THE TASMAN DISTRICT

Section	Marlborough Area	Nelson Bays Area	Tasman DHQ	West Coast Area	Tasman District
Performance Index	63.0	63.6	67.8	76.2	66.5
1. Vision and Purpose + Communication and Cooperation	60.2	55.1	56.5	73.8	59.9
2. Quality and Excellence	48.5	50.8	59.1	62.3	54.0
3. My Supervisor	76.6	80.2	84.1	91.7	82.3
4. My Work Group	76.8	83.2	81.5	90.8	82.8
5. My Job	61.3	57.6	68.9	72.8	63.3
6. Respect & Integrity in the Workplace	73.3	78.2	79.7	91.3	79.8
7. Learning and Development	57.9	57.8	59.4	73.5	61.0
8. Performance and Feedback	69.9	70.8	74.5	84.3	73.8
9. Recognition	49.6	57.9	62.1	64.9	58.2
10. Final Thoughts	73.4	70.5	76.1	77.8	73.5
11. The Survey - Your Views	31.7	36.5	40.0	42.9	37.3

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 TASMAN DISTRICT?

Engagement Index (average of all six engagement questions)

Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
73.5	75.9 (-2.4)	71.1 (+2.4)

Engagement Profile

Engagement Group	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
Engaged	25.8	26.5 (-0.7)	24.5 (+1.3)
Ambivalent	61.8	63.2 (-1.4)	59.9 (+1.9)
Disengaged	12.4	10.3 (+2.1)	15.6 (-3.2)
Engagement Ratio	2.1:1	2.6:1	1.6:1

Proportion of Employees (%)

Engagement Across the District

Engagement Group	Marlborough Area	Nelson Bays Area	Tasman DHQ	West Coast Area	Tasman District
Engaged	28.4	21.6	27.6	30.4	25.8
Ambivalent	58.2	68.0	58.6	55.3	61.8
Disengaged	13.4	10.4	13.8	14.3	12.4
Engagement Index	73.4	70.5	76.1	77.8	73.5
Engagement Ratio	2.1:1	2.1:1	2:1	2.1:1	2.1:1

PERFORMANCE ENABLEMENT WITHIN THE TASMAN DISTRICT?

Performance Enablement Index (average of all eight enablement questions)

Tasman District 2013	NZ Police 2013 (Total Org)
58.3	54.3 (+4.0)

Enablement Questions

Concept	Question	Tasman District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day to day decisions demonstrate the quality of services are top priorities for NZ Police	59.2	52.9 (+6.3)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	47.9	42.5 (+5.4)
	I am sufficiently involved in decisions that affect my work	59.2	52.5 (+6.7)
Resource access	I have the tools and resources I need to do my job	52.3	52.6 (-0.3)
	NZ Police's systems and processes enable me to do my job well	44.1	42.8 (+1.3)
Training	NZ Police provides adequate training for the work I do	51.3	49.7 (+1.6)
Collaboration	People I work with cooperate to get the job done	87.6	87.1 (+0.5)
Customer Service	NZ Police delivers on the promises it makes to its customers	64.7	54.2 (+10.5)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE TASMAN DISTRICT?

	Key Driver Questions	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
	9.4: I feel my contribution is valued in NZ Police	53.3	52.5 (+0.8)	48.0 (+5.3)
	5.3: My job gives me a sense of personal achievement	79.4	83.7 (-4.3)	79.7 (-0.3)
	1.3: NZ Police is an enjoyable place to work	65.7	70.0 (-4.3)	66.8 (-1.1)
	1.2: I feel I am working for an effective organisation	62.8	67.5 (-4.7)	59.6 (+3.2)
	5.2: I know how my work contributes to the effectiveness of NZ Police	81.7	83.4 (-1.7)	81.7 (0.0)
	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	47.9	NA	42.5 (+5.4)
	1.10: NZ Police is interested in the views and opinions of its staff	42.6	44.5 (-1.9)	34.8 (+7.8)
	1.4: NZ Police cares about the well-being of its staff	41.5	50.1 (-8.6)	40.1 (+1.4)
	1.6: I feel a sense of belonging to my District or my Service Centre	62.7	66.0 (-3.3)	57.9 (+4.8)
	7.2: The work I do makes good use of my knowledge and skills	76.3	77.5 (-1.2)	75.3 (+1.0)

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.

Question	Marlborough Area	Nelson Bays Area	Tasman DHQ	West Coast Area	Tasman District
9.4: I feel my contribution is valued in NZ Police	53.7	48.0	53.4	64.3	53.3
5.3: My job gives me a sense of personal achievement	88.1	76.0	77.6	78.6	79.4
1.3: NZ Police is an enjoyable place to work	74.6	53.6	63.8	83.9	65.7
1.2: I feel I am working for an effective organisation	67.2	56.5	56.9	78.2	62.8
5.2: I know how my work contributes to the effectiveness of NZ Police	80.6	80.8	81.0	85.7	81.7
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	35.8	48.0	56.9	52.7	47.9
1.10: NZ Police is interested in the views and opinions of its staff	41.8	40.0	40.4	51.8	42.6
1.4: NZ Police cares about the well-being of its staff	40.3	34.4	36.2	64.3	41.5
1.6: I feel a sense of belonging to my District or my Service Centre	62.7	56.8	63.8	75.0	62.7
7.2: The work I do makes good use of my knowledge and skills	74.2	74.4	75.4	83.9	76.3

TAKING ACTION WITHIN THE TASMAN DISTRICT?

Question	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	44.4	45.1 (-0.7)	34.9 (+9.5)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	30.3	29.1 (+1.2)	22.9 (+7.4)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	37.1	NA	34.0 (+3.1)

Taking Action within the District

Area	Change Index	Tasman District
Marlborough Area	31.7	37.3 (-5.6)
Nelson Bays Area	36.5	37.3 (-0.8)
Tasman DHQ	40.0	37.3 (+2.7)
West Coast Area	42.9	37.3 (+5.6)

BIGGEST DIFFERENCES WITHIN THE TASMAN DISTRICT SINCE 2012 - POSITIVE

Question	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
9.2: We celebrate success in NZ Police	66.9	55.8 (+11.1)	50.8 (+16.1)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	65.1	56.5 (+8.6)	48.1 (+17.0)
4.3: Roles and responsibilities are clearly defined in my work group	79.9	72.9 (+7.0)	76.2 (+3.7)
3.4: My supervisor treats staff with respect	88.5	81.8 (+6.7)	82.5 (+6.0)
4.5: The way work is allocated in my workgroup is fair	73.4	67.0 (+6.4)	71.6 (+1.8)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	87.5	81.2 (+6.3)	81.6 (+5.9)
9.1: I get recognition when I do a good job	68.8	62.7 (+6.1)	60.7 (+8.1)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	73.9	68.0 (+5.9)	67.4 (+6.5)
1.11: Work groups in NZ Police work well together	51.0	45.5 (+5.5)	44.9 (+6.1)
3.5: I have confidence in my supervisor	83.0	77.9 (+5.1)	77.6 (+5.4)

BIGGEST DIFFERENCES WITHIN THE TASMAN DISTRICT SINCE 2012 - NEGATIVE

Question	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
1.4: NZ Police cares about the well-being of its staff	41.5	50.1 (-8.6)	40.1 (+1.4)
9.5: People here are appointed to positions based on merit	36.7	44.0 (-7.3)	32.9 (+3.8)
1.7: I intend to continue working at NZ Police for at least the next 12 months	85.6	91.1 (-5.5)	83.1 (+2.5)
1.2: I feel I am working for an effective organisation	62.8	67.5 (-4.7)	59.6 (+3.2)
5.10: I understand how my performance is measured	59.7	64.3 (-4.6)	58.5 (+1.2)
5.3: My job gives me a sense of personal achievement	79.4	83.7 (-4.3)	79.7 (-0.3)
1.3: NZ Police is an enjoyable place to work	65.7	70.0 (-4.3)	66.8 (-1.1)
5.11: My performance is fairly assessed	57.8	61.6 (-3.8)	55.8 (+2.0)
10.1: Overall, I'm satisfied with my job	72.9	76.4 (-3.5)	72.5 (+0.4)
10.2: Overall, I would recommend NZ Police as a great place to work	69.6	72.9 (-3.3)	65.5 (+4.1)
1.6: I feel a sense of belonging to my District or my Service Centre	62.7	66.0 (-3.3)	57.9 (+4.8)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Tasman District 2013	NZ Police Top 25%
9.3: NZ Police has appropriate ways of recognising outstanding achievement	65.1	58.6 (+6.5)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	78.7	74.4 (+4.3)
3.4: My supervisor treats staff with respect	88.5	84.5 (+4.0)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.5	85.1 (+3.4)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	73.9	70.5 (+3.4)
9.2: We celebrate success in NZ Police	66.9	63.6 (+3.3)
3.5: I have confidence in my supervisor	83.0	81.3 (+1.7)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	87.5	85.9 (+1.6)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	71.8	70.3 (+1.5)
3.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	82.3	80.9 (+1.4)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Tasman District 2013	NZ Police Top 25%
1.3: NZ Police is an enjoyable place to workx	65.7	80.4 (-14.7)
1.4: NZ Police cares about the well-being of its staffx	41.5	55.8 (-14.3)
1.5: There is a sense of 'common purpose' in NZ Police	55.9	68.2 (-12.3)
10.6: NZ Police inspires me to do the best I can in my job every day	61.2	73.3 (-12.1)
5.6: I am satisfied with my physical work environment	58.8	70.6 (-11.8)
1.2: I feel I am working for an effective organisationx	62.8	74.1 (-11.3)
5.7: The level of work-related stress I experience in my job is acceptable	55.3	66.4 (-11.1)
5.4: I have the tools and resources I need to do my job	52.3	63.4 (-11.1)
10.2: Overall, I would recommend NZ Police as a great place to work	69.6	79.7 (-10.1)
10.3: I take an active interest in what happens in NZ Police	79.4	89.0 (-9.6)

RESPECT AND INTEGRITY WITHIN THE TASMAN DISTRICT

Question	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	85.2	83.4 (+1.8)	82.9 (+2.3)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.5	86.1 (+2.4)	81.4 (+7.1)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	78.7	75.1 (+3.6)	70.2 (+8.5)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	74.8	72.0 (+2.8)	68.4 (+6.4)
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	71.8	69.4 (+2.4)	64.2 (+7.6)

If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?

	Tasman District 2013	Tasman District 2012	NZ Police 2013 (Total Org)
Not Applicable	83.7	87.9 (-4.2)	84.0 (-0.3)
Yes	5.9	3.3 (+2.6)	3.9 (+2.0)
No	10.4	8.9 (+1.5)	12.1 (-1.7)

Gender Differences Within the District

Question	Tasman District - Female	Tasman District - Male
6.1: Staff in my workgroup respect employee diversity	81.1	86.6
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.2	88.3
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	75.7	79.7
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)	71.6	75.8
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	66.2	73.6
Respect & Integrity in the Workplace (Overall Section Score)	76.8	80.8

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?

	Tasman District - Female	Tasman District - Male
Not Applicable	74.7	86.6
Yes	9.3	4.7
No	16.0	8.6

SUMMARY AND KEY OBSERVATIONS – TASMAN DISTRICT

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

Response Rate

There was a good response rate to the 2013 staff survey within the Tasman District. A total of 307 employees responded, representing a response rate of 79.3%. This level of participation ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the District. The response rate is somewhat down on 2012 when the response rate achieved was 86.5% and it will be useful to understand this drop in participation.

How Employees Perceive Tasman District as a Place to Work

In terms of how staff perceive the Tasman District as a place to work, the average score across all survey questions (the Performance Index) is 67.8%, which is considered on par with the 2012 result. This score is just above the NZ Police overall Performance Index, although not quite significantly (4.2 points). We are looking for differences of over 5 points to be considered meaningful change or difference. In comparison to the District's 2012 section results, differences vary up and down marginally with one note of significance - the section relating to 'My Supervisor' (+5.2). Comparative to NZ Police as a total organisation, in 2013 the Tasman District outperforms in six of the eleven sections. In order, those sections are 'Recognition' (+10.1), 'Change Index' (+8.5), 'Respect & Integrity in the Workplace' (+6.4), 'Quality and Excellence' (+5.9), 'My Supervisor' (+5.7), and 'Vision and purpose + Communication and Cooperation' (+5.0). All other sections are on par.

Digging further, we can examine item level scores within these areas to determine what is driving the results. We see the most sizable improvements in areas to do with 'Recognition' and 'My Supervisor'. Within 'Recognition' there are particularly improved impressions regarding how NZ Police celebrates success (+11.1), recognises outstanding achievement (up 8.6 points) and whether recognition is given for a good job (+6.1). Within 'My Supervisor', positive impressions are to do with being treated with respect (+6.7), supervisors behaving consistently to NZ Police values (+6.3), supervisors giving regular feedback (+5.9), and staff having confidence in their supervisor (+5.1). There are three areas that showed significant decreases - wellbeing, appointment on merit and intent to stay. Noted also is a theme within 'My Job' that is trending down, in particular regarding performance measurement/assessment and sense of achievement.

A new analysis conducted for 2013 is a comparison of Tasman District's results against an 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). This analysis reveals that the District performs strongly in recognising outstanding achievement, is scoring well relative to that top group in Respect and Integrity, and in peoples' responses regarding their supervisors. That said, there are sizable opportunities (of more than 10 points) with regards to perceptions of greater NZ Police (being an enjoyable place to work, having a sense of 'common purpose', and being perceived as an effective organisation). Well-being and work related stress present another area of further management opportunity. Some of these themes arise again when we look at Key Drivers below.

Results across the areas within Tasman District vary somewhat, with Marlborough Area and Nelson Bays Area often having the lowest scores, and West Coast Area standing out as having the highest scores across all sections and is a contributing Area to the Top 25%. There is notable variation between top and bottom scores, however all Areas are scoring on or above NZ Police overall results. At this level of reporting there do not appear to be any standout concerns, although we would certainly recommend a review of the Area results.

Respect and Integrity within the Tasman District

Tasman District has nearly 80% of staff agreeing overall to the items in this section. With four of five items being significantly more positive than NZ Police as whole and all items trending upwards compared to 2012, we would consider this an area of strength for the District.

While slightly more Tasman District respondents indicated in 2013 they had witnessed or experienced any harassment, bullying or discrimination in the past 12 months, a greater percentage said that matter had been dealt with effectively than in the previous year (36% in 2013 and 27% in 2012). Results are on par with NZ Police overall (24%).

When looking at the Respect & Integrity results by gender, females have responded slightly less favourably than males and have witnessed/experienced more issues relating to respect and integrity. Both genders report a similar level of effective resolution.

Employee Engagement within Tasman District

Employee engagement levels within the Tasman District are essentially on par with 2012 results and NZ Police overall. There is little movement in the engagement profile and reasonable consistency across the Areas within the District. If anything, engagement levels are very slightly down on 2012 in what appears to be a consolidation year for the District.

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 Tasman District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels. There are three drivers identified that are strengths relative to NZ Police overall, and they relate to valuing and encouraging staff input. All other drivers are on par with NZ Police and cover the themes of optimised achievement, enjoyment, and well-being. Interestingly most drivers showed a slight trend backwards for the District with one of those being significant - well-being. These drivers being generally down on 2012, help us understand why engagement in the District is also slightly down.

In order to further increase engagement levels, we firstly recommend the District 'play to its strengths' of valuing and involving staff input, ideas, and opinions. As a strength, this should be nurtured and continually developed. Typically these are low scoring areas for NZ Police, and there is opportunity to extend this strength further with around 50% of respondents yet to agree.

Another theme to emerge from the key drivers relates to a sense of achievement, being able to contribute to an effective wider organisation, and feeling optimised. It suggests a strong need to connect what they do to the bigger picture of NZ Police and have that feeling of effectiveness overall. The second recommendation, therefore, is to understand the opportunities to grow that sense of achievement and effectiveness within the context of the District and NZ Police.

Finally, we recommend redressing the concerning decline in the well-being results. Previously a strength of the District relative the NZ Police, it has fallen by 8.6 points and now nearly 60% of District staff do not agree that NZ Police cares about the well-being of staff. As a driver of engagement, its decline will be having a negative effect.

As noted before West Coast Area tended to score more highly across most of the survey and this is also the case across the key driver questions. It is an Area that may offer insights for other areas in the District such as Nelson Bays Area (which had the lowest key driver scores on the whole) as they look to make improvement on key items.

Performance Enablement within the Tasman 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, the District is performing significantly higher than NZ Police overall in four of the eight areas considered – namely delivering on promises made to customers (+10.5), staff being involved in work decisions, (+6.7), decision making demonstrating importance of quality services (+6.3), and employees encouraged to contribute ideas and suggestions (+5.4). Opportunities that exist for the District are universal to NZ Police and evidenced by around 50% or more of staff not agreeing to these areas – having systems and processes that enable staff to work well, providing adequate job training, as well the tools and resources required to do their jobs.

Taking Action within the Tasman District

The 'Change Index' is a key metric for Police. Tasman District shows a significantly higher level of optimism than felt across NZ Police overall that the feedback staff provide in the Workplace Survey has and will translate into a better place to work. It would be worth understanding what is working well for the District in this regard and continue to evolve it – as it connects well to the key drivers of valuing and involving staff input, as well as enabling performance through contributing ideas and feedback for continuous improvement.

Employee Comments

Examining the comments made by staff we see further support for the themes mentioned above. Many positive comments refer to people around them, the variety in what their roles offer, and the sense of pride in making a difference in their local communities. There is recognition of changes in the District over the last few years, including in leadership appointments and an improvement in communications.

A number of issues were raised as things that needed to change including more listening to what staff are saying, there being fair and equitable treatment, providing appropriate training and development opportunities as well as adding staffing resources and improving processes. There were feelings of excessive change, dated physical work environments and some unfavourable mentions of NZ Police wider direction, including the perceived lack of focus placed on Road Policing.

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

Summary

Overall the results for Tasman District have consolidated on the improvements recognised in 2012, and as a District there are a number of areas where the District is achieving results higher than NZ Police overall. NZ Police could benefit from understanding what the District is doing with regards to their strength areas of 'Recognition', 'My Supervisor', 'Respect and Integrity' and taking action on survey feedback.

This year has seen significant improvements in staff impressions on 'My Supervisor' and while there is still opportunity to give further transparency and consistency into the decisions around appointments, looking to the comments, these improvements are likely to reflect new leaders and enhanced leadership skills in role modelling values, open communications and recognition.

As in 2012 an area of opportunity for the District is well-being which has slipped back this year – feedback on staffing resources, roster changes, speed of change and its impact on individuals, as well as workplace stress may form the reason behind the decline. It would be worthwhile clarifying this and seeking actionable areas to address within the parameters of budgets and roadmap of change. Leveraging the strength of the District around communications and staff input could help address perceptions and reality.

While there is still an opportunity to improve the 'sense of belonging' to the District, generally there is a sense of connection to team, supervisor, area and overall, the District. What appears as less clear is the wider understanding of place within NZ Police and its direction (the focus and how people contribute), which may be affecting how people perceive NZ Police as an effective and enjoyable place to work. Again, we recommend understanding what may be behind this and identifying opportunities through open communications to address what may or may not be a disconnect.

Research and experience has shown time and time again the linkage between well implemented post survey actions and initiatives, and improvements in engagement levels in subsequent employee surveys. The Tasman District has a significant opportunity again to lift engagement levels by reinforcing the value of the survey, by demonstrating that the results are used for the purpose intended, and that peoples' feedback is taken seriously and that NZ Police is taking the steps required to make it a great place to work.

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.

