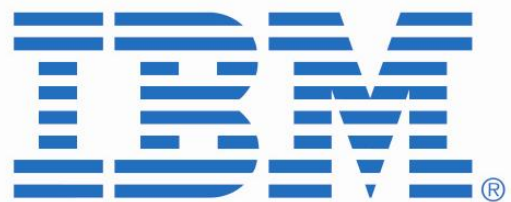


# New Zealand Police Workplace Survey 2015

## Summary of Findings Tasman 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

The response rate for Tasman District to the 2015 survey of 68.8% was good, although down almost 6% from the response rate received in 2014. It is in line with the NZ Police overall response rate this year, and we can be confident that the results presented in this report are an accurate indication of employee attitude and opinion towards the District.

	Tasman District 2015	Tasman District 2014	NZ Police 2015
Number of Responses	264	277	8361
Response Rate	68.8%	74.5%	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

	Tasman District 2015	Tasman District 2014	NZ Police 2015
Performance Index	61.8	69.7	63.2
Engagement Index	67.2	76.5	72.1
Work Engagement Index	84.5	86.4	84.0
Change Index	24.0	40.0	26.4
Engagement Profile			
NZP 2015	26.4%	58.3%	15.3%
Tasman District 2015	22.0%	60.6%	17.4%
Tasman District 2014	29.5%	59.6%	10.9%
■ Engaged ■ Ambivalent ■ Disengaged			

## Summary of Findings

Overall, results for Tasman District have declined since 2014, with some areas now showing significant gaps when compared to NZ Police overall. While work-related engagement has remained relatively strong (and is also comparable to NZ Police), engagement with NZ Police as an organisation has declined significantly since 2014. People also have less favourable views of post-survey change. However, there was some variation in these across Areas within the District, with Marlborough showing a number of significant improvements that contrasted with the declines observed for the other Areas. The key drivers of engagement for the District largely relate to caring and valuing people (acknowledging people - their voice and contributions), as well as perceived organisational effectiveness (including decisions that reflect service quality being a priority and delivery of promises to customers).

## Where to from here

Action planning with teams should focus on the two themes identified from the key drivers of engagement for Tasman District. Discuss and explore ideas as to how to recognise staff contributions and ensure people feel valued and involved, along with ways to strengthen perceptions of service delivery and organisational effectiveness. As there is reduced confidence that survey results will be acted upon, use the action planning and follow-up efforts to actively demonstrate to staff that they have been heard. Differing trends and results at the Area level also suggests that there are opportunities for sharing learnings.

## 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

	Tasman District 2015	Tasman District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	61.8	69.7	63.2
1. The Work I Do	70.6	75.3	70.8
2. Learning and Development	50.9	59.3	52.6
3. Work Conditions	48.2	56.8	52.8
4. My Team	77.8	80.8	75.7
5. Respect & Integrity in the Workplace	73.1	78.1	72.7
6. My Supervisor	81.3	86.3	80.7
7. Recognition	43.6	55.4	44.6
8. Vision and Purpose + Communication and Cooperation	53.5	65.4	58.0
9. Quality and Excellence	59.1	67.3	58.7
10. Final Thoughts (Employee Engagement)	67.2	76.5	72.1
11. The Survey - Your Views (Change Index)	24.0	40.0	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	Marlborough		Nelson Bays		Tasman DHQ		West Coast	
	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index	68.8	61.7	56.0	68.2	61.6	68.3	63.5	82.1
1. The Work I Do	75.8	71.5	64.3	72.9	68.1	72.9	77.2	85.8
2. Learning and Development	61.2	48.7	42.4	52.1	43.1	61.5	60.0	81.6
3. Work Conditions	50.7	48.5	41.8	54.5	54.8	52.7	50.5	73.2
4. My Team	84.7	77.5	74.9	78.0	71.0	77.9	80.5	92.0
5. Respect & Integrity in the Workplace	76.7	66.0	73.5	79.4	72.7	76.2	68.2	89.8
6. My Supervisor	86.1	82.2	77.2	87.4	83.7	85.9	80.6	88.6
7. Recognition	51.9	39.7	37.8	56.8	42.6	55.8	44.5	68.8
8. Vision and Purpose + Communication and Cooperation	60.8	54.8	47.1	63.2	54.8	64.3	54.5	81.3
9. Quality and Excellence	67.1	63.0	50.1	65.1	64.8	64.4	60.1	78.4
10. Final Thoughts	76.9	67.5	58.1	75.7	71.6	77.6	67.3	86.3
11. The Survey - Your Views	38.3	25.1	17.8	41.2	17.2	36.4	23.0	56.5

### 2.3 Interpretation

While Tasman District's 2015 results are similar to NZ Police overall, there have been significant declines compared to 2014 (both on the overall Performance Index and most of the individual sections of the survey), in particular around perceptions of post-survey change and action. In comparing across the different Areas within the Tasman District, results are varied. While Marlborough has had a number of significant improvements since 2014, the other three Areas have had significant declines (particularly Nelson Bays and West Coast who have each had notable declines across most sections). Apart from Marlborough which had an increase, the biggest drop for each Area was in perceptions related to post-survey change.

#### 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

While the people of Tasman District report similar levels of work-related engagement to the previous year, and to NZ Police overall, there has been a number of significant declines across many of the questions measuring organisational engagement, with several scoring significantly below NZ Police overall. The questions showing the biggest declines and gaps to NZ Police overall are: willingness to recommend NZ Police as a great place to work, and inspiration to go the extra mile to help NZ Police succeed. When reviewed across the individual Areas within Tasman, the area engagement levels are quite widely spread out, however, with some sitting above the median and others in the lower quartile. Marlborough has 'bucked the trend', showing significant improvement in engagement where the other three Areas showed declines, particularly Nelson Bays and the West Coast.

#### 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	Tasman District 2015	Tasman District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	78.8	81.0	77.9
1.8 I am strongly committed to the work I do	90.2	90.1	89.1
1.9 I am motivated to do the best I can in my job every day	84.5	88.3	85.1

	Marlborough		Nelson Bays		Tasman DHQ		West Coast	
	2015	2014	2015	2014	2015	2014	2015	2014
1.7	83.6	81.4	70.5	80.0	78.7	76.9	87.3	86.0
1.8	97.0	89.8	84.2	89.5	87.2	86.5	94.5	94.7
1.9	92.5	88.1	75.8	85.7	87.2	92.3	87.3	89.5

#### 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.

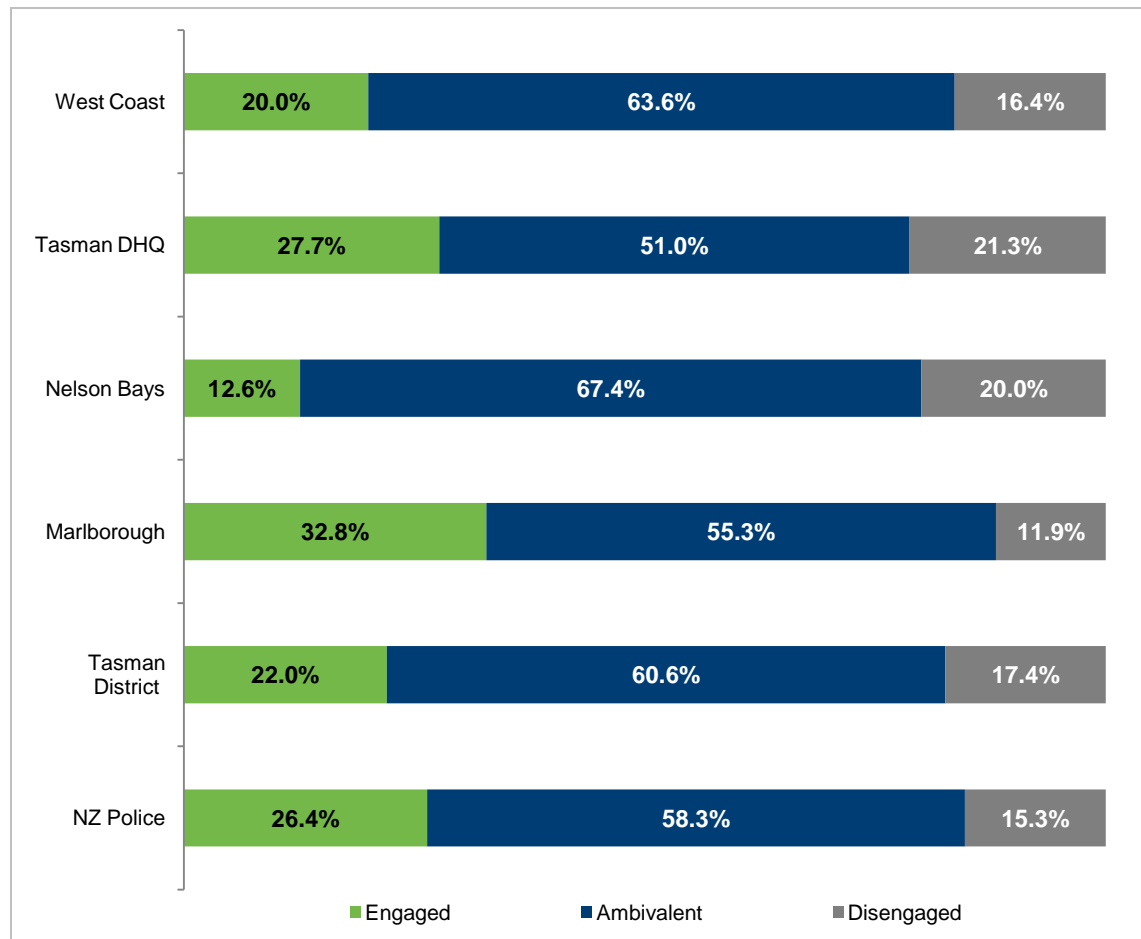
Question	Tasman District 2015	Tasman District 2014	NZ Police 2015
<b>Engagement Index</b>	67.2	<b>76.5</b>	72.1
10.1 Overall, I'm satisfied with my job	68.2	<b>81.8</b>	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	58.7	<b>72.7</b>	<b>66.6</b>
10.3 I take an active interest in what happens in NZ Police	78.7	<b>85.5</b>	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	65.4	<b>77.1</b>	<b>71.5</b>
10.5 I feel a sense of commitment to NZ Police	78.4	<b>83.6</b>	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	53.6	58.2	<b>59.8</b>

	Marlborough		Nelson Bays		Tasman DHQ		West Coast	
	2015	2014	2015	2014	2015	2014	2015	2014
<b>Index</b>	76.9	67.5	58.1	75.7	71.6	77.6	67.3	86.3
10.1	79.1	69.5	57.9	82.2	70.2	84.6	70.9	91.2
10.2	71.6	64.4	50.5	68.2	61.7	71.2	54.5	91.2
10.3	80.6	84.7	75.8	87.9	89.1	82.7	72.7	84.2
10.4	76.1	71.2	54.3	77.6	68.1	78.8	69.1	80.7
10.5	85.1	72.9	71.6	83.2	78.7	88.5	81.8	91.2
10.6	68.7	42.4	38.3	55.1	61.7	59.6	54.5	78.9

### 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.

Overall, Tasman District has a fairly similar Engagement Profile to NZ Police overall. In terms of the individual Areas, Marlborough and Tasman DHQ have higher proportions of 'engaged' people. Tasman DHQ and Nelson Bays had the highest proportion of disengaged staff, with Nelson Bays having more disengaged than engaged staff (and approximately half the proportion of engaged people relative to both the District and NZ Police overall).



### 3.4 District and Area Engagement Profile Trend 2014-15

When comparing Areas' Engagement Profiles to the previous year, Marlborough showed a considerable increase in the proportion of people classified as 'engaged'. In contrast, West Coast showed an almost 30% drop in the proportion of people who are 'engaged', with increasing proportions of 'ambivalent' and 'disengaged'.

Engagement Profile	Marlborough		Nelson Bays		Tasman DHQ		West Coast	
	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	32.8	13.6	12.6	25.2	27.7	34.6	20.0	49.1
Ambivalent	55.3	67.8	67.4	63.6	51.0	55.8	63.6	47.4
Disengaged	11.9	18.6	20.0	11.2	21.3	9.6	16.4	3.5

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

The key drivers of engagement within Tasman District all show significant decline from the previous year, with many also scoring significantly below the NZ Police average. This is concerning given the strong relationships between these questions and levels of organisational engagement within the Tasman District. The questions can be grouped under two broad themes, 1) valuing and caring for people and their contribution, and 2) perceived organisational effectiveness and delivery on customer promises. 'Care for well-being', 'interest in staff views and opinions' and 'quality of services' questions showed the biggest declines since last year among the key drivers.

Key Driver Questions	Tasman District 2015	Tasman District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	64.8	74.8	71.2
8.10: I feel I am working for an effective organisation	60.1	69.7	62.8
7.5: I feel my contribution is valued in NZ Police	47.3	58.4	49.2
8.7: I feel a sense of belonging to my District or my Service Centre	54.5	67.5	59.8
8.8: NZ Police cares about the well-being of its staff	43.0	58.5	48.7
8.5: NZ Police is interested in the views and opinions of its staff	31.4	47.1	38.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.4	64.0	52.9
8.4: There is a sense of 'common purpose' in NZ Police	51.1	62.3	57.2
7.4: I get recognition when I do a good job	51.1	60.4	50.3
9.7: NZ Police delivers on the promises it makes to its customers	50.6	61.5	51.5

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

Across most of the questions relating to 'Respect and Integrity' within the workplace, Tasman District's results are comparable to the NZ Police average, with the exception of more people within Tasman District agreeing that they know who to contact to report instances of workplace harassment, bullying, or discrimination. When comparing results to 2014, however, Tasman has had significant declines with respect to perceptions that colleagues respect employee diversity, and close to a 10% decrease in the proportion of people who feel confident that any concerns raised about harassment, discrimination or bullying would be dealt with appropriately. There has also been an almost 6% drop in people answering 'Not applicable' regarding witnessing or experiencing harassment, discrimination, or bullying, and the majority of those who have witnessed or experienced such behaviour do not feel it has been dealt with effectively.

Question	Tasman District 2015	Tasman District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity	85.1	90.5	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.5	86.9	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	68.1	71.4	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)	66.3	70.4	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	61.5	71.1	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	80.7	86.6
	Yes	3.8	3.2
	No	15.5	10.1
			13.8

## 5. Biggest Differences 2014 - 2015

No questions scored more favourably for Tasman District in 2015 when compared to 2014. Differences for questions are therefore presented in terms of those that have had the least amount of change (or shift) from 2014, and those that have changed by the greatest amount. The smallest shifts point to intra-team teamwork as being the area of greatest stability within Tasman District, while the questions with the largest shifts relate to a variety of different topics, including: communication, belief that the survey results will be acted upon, emphasis on quality in day-to-day decisions, and perceived fairness or appropriateness of rewards and recognition.

### 5.1 Five smallest shifts within the District since 2014

Question	Tasman District 2015	Tasman District 2014	NZ Police 2015
1.8: I am strongly committed to the work I do	90.2	90.1	89.1
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	90.2	90.5	86.0
9.5: Systems and processes I use enable me to do my job well	64.8	65.3	59.1
4.4: People I work with cooperate to get the job done	84.8	86.5	86.1
4.5: I can rely on the support of others in my team	87.1	89.1	86.4

### 5.2 Five largest shifts within the District since 2014

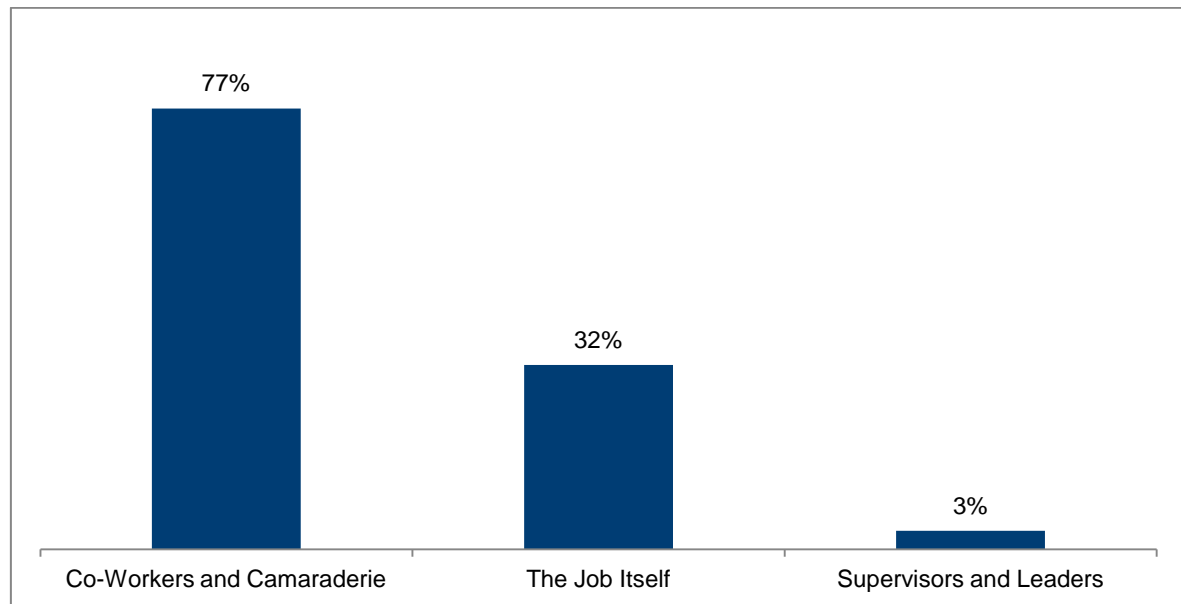
Question	Tasman District 2015	Tasman District 2014	NZ Police 2015
8.2: Communication in my District or my Service Centre is open and honest	36.5	58.6	45.1
11.3: I believe actions will be taken based on the results of this survey	25.8	46.2	29.3
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.4	64.0	52.9
3.4: The pay and benefits I receive are fair for the work I do	29.2	46.7	33.7
7.1: NZ Police has appropriate ways of recognising outstanding achievement	43.9	60.1	44.9



## 6. Employee Comments Theme Analysis

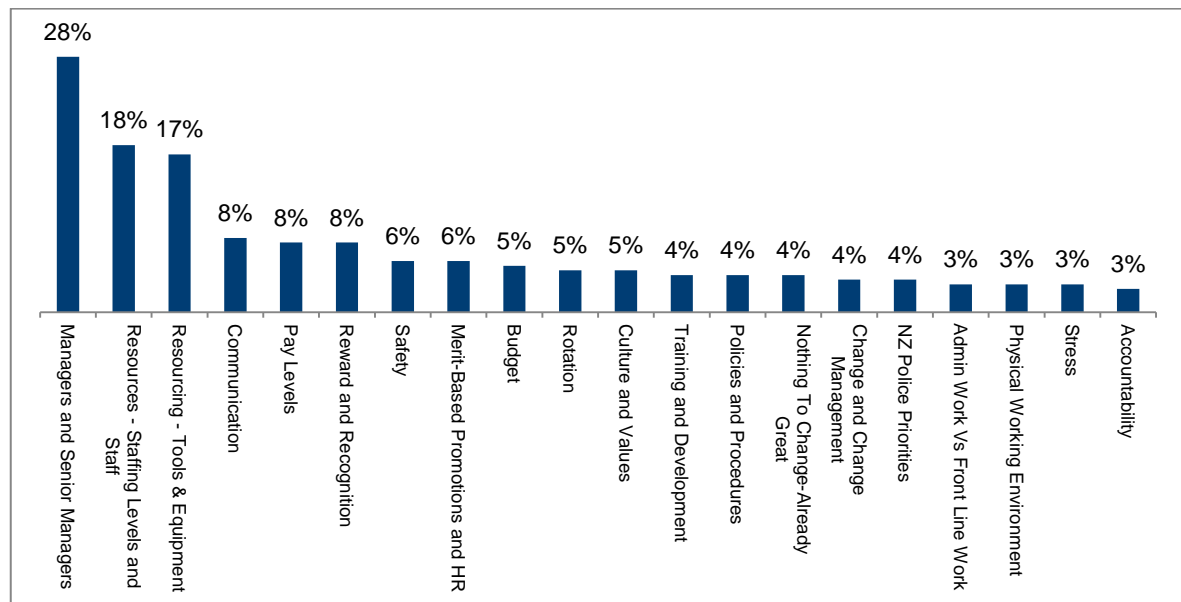
All employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

### 6.1 One thing that makes this a great place to work



Over three quarters of comments regarding what makes NZ Police a great place to work made reference to colleagues and the sense of camaraderie experienced. The second most common theme related to aspects of the job itself, with almost a third of comments falling under this theme.

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



Comments regarding what needs to change to make NZ Police a great place to work were more varied, with just over a quarter suggesting Managers and Senior Managers is an area to focus on, followed by resourcing– both in terms of staffing levels and the tools or equipment provided.

## 7. Appendix 1 – All Question Results

Question	Tasman District		NZ Police	
	2015	2014	2015	2014
<b>1. The Work I Do</b>	70.6	75.3	70.8	71.9
1.1: The responsibilities of my job are clearly defined	74.2	79.9	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	80.7	86.1	82.8	83.9
1.3: I understand how my performance is measured	59.8	65.6	59.4	61.1
1.4: My performance is fairly assessed	53.0	59.7	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	38.6	49.1	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	75.4	77.7	74.4	75.0
1.7: My job gives me a sense of personal achievement	78.8	81.0	77.9	78.3
1.8: I am strongly committed to the work I do	90.2	90.1	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	84.5	88.3	85.1	85.1
<b>2. Learning and Development</b>	50.9	59.3	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	50.0	59.5	52.3	53.2
2.2: I am encouraged to try new ways of doing things	47.0	59.1	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	54.5	62.0	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	52.3	56.6	53.5	53.4
<b>3. Work Conditions</b>	48.2	56.8	52.8	56.2
3.1: I am satisfied with my physical work environment	56.4	61.2	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	47.0	52.0	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	60.2	67.2	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	29.2	46.7	33.7	40.1
<b>4. My Team</b>	77.8	80.8	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	90.2	90.5	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	78.4	82.1	76.4	76.9
4.3: The way work is allocated in my team is fair	70.8	76.6	71.5	72.5
4.4: People I work with cooperate to get the job done	84.8	86.5	86.1	86.5
4.5: I can rely on the support of others in my team	87.1	89.1	86.4	86.9
4.6: I feel part of an effective team	81.4	84.7	80.3	81.2
4.7: People are held accountable for their performance in my team	69.7	73.4	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	60.2	63.3	53.3	54.4
<b>5. Respect &amp; Integrity in the Workplace</b>	73.1	78.1	72.7	73.4
5.1: Staff in my team respect employee diversity	85.1	90.5	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.5	86.9	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	68.1	71.4	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)	66.3	70.4	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	61.5	71.1	63.0	64.4

Question	Tasman District		NZ Police	
	2015	2014	2015	2014
<b>6. My Supervisor</b>	81.3	86.3	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	88.2	93.0	87.5	87.4
6.2: My supervisor treats staff with respect	87.1	91.6	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	79.1	87.2	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	82.9	87.9	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	68.1	71.8	68.5	68.8
6.6: I have confidence in my supervisor	82.5	86.1	80.9	80.8
<b>7. Recognition</b>	43.6	55.4	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	43.9	60.1	44.9	46.3
7.2: People here are appointed to positions based on merit	31.2	40.5	31.3	34.5
7.3: We celebrate success in NZ Police	44.5	57.7	47.5	47.0
7.4: I get recognition when I do a good job	51.1	60.4	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	47.3	58.4	49.2	51.0
<b>8. Vision and Purpose + Communication and Cooperation</b>	53.5	65.4	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	54.8	66.1	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	36.5	58.6	45.1	46.3
8.3: I feel informed about NZ Police and its activities	50.4	62.0	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	51.1	62.3	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	31.4	47.1	38.9	39.9
8.6: Teams within NZ Police work well together	57.2	64.2	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	54.5	67.5	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	43.0	58.5	48.7	50.9
8.9: NZ Police is an enjoyable place to work	64.8	74.8	71.2	72.4
8.10: I feel I am working for an effective organisation	60.1	69.7	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	84.4	88.3	84.6	85.2
<b>9. Quality and Excellence</b>	59.1	67.3	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.4	64.0	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	87.8	92.3	87.6	87.3
9.3: I have the tools and resources I need to do my job	53.4	58.8	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	51.1	58.8	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	64.8	65.3	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	59.7	70.6	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	50.6	61.5	51.5	55.1
<b>10. Final Thoughts</b>	67.2	76.5	72.1	73.3
10.1: Overall, I'm satisfied with my job	68.2	81.8	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	58.7	72.7	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	78.7	85.5	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	65.4	77.1	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	78.4	83.6	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	53.6	58.2	59.8	60.6

Question	Tasman District		NZ Police	
	2015	2014	2015	2014
<b>11. The Survey - Your Views</b>	24.0	40.0	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	17.9	30.6	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	28.4	43.3	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	25.8	46.2	29.3	33.8

Question	Tasman 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	80.7	81.7
Yes	3.8	4.5
No	15.5	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.

