

New Zealand Police Workplace Survey 2012

Summary of Findings: Training Service Centre

April 2012

KeneXa® | JRA



Safer Communities Together Kaupapa whai Oranga mō te iti me te rahi

KeneXa® | JRA

An Analysis of Employee Engagement – Training Service Centre
April, 2012
© JRA

RESPONSE RATE

	Training Service Centre 2012	Training Service Centre 2011	NZ Police 2012 (Total Org)
Number of Responses	207	214	9393
Response Rate	79.6%	82.0%	77.1%

Note: For the tables below **Green font** indicates that the Service Centre's score is statistically higher than the average score for NZ Police on that survey section/question, and/or that a score has improved since the 2011 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2011 survey. The scores in the tables, excluding the response rate, are weighted mean scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

OVERALL PERCEPTIONS OF THE TRAINING SERVICE CENTRE AS A PLACE TO WORK

Section	Training Service Centre 2012	Training Service Centre 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	63.2	62.8 (+0.4)	67.7 (-4.5)
1. Vision and Purpose + Communication and Cooperation	59.0	56.9 (+2.1)	63.9 (-4.9)
2. My Supervisor	67.7	66.4 (+1.3)	75.6 (-7.9)
3. My Work Group	69.5	70.8 (-1.3)	76.7 (-7.2)
4. My Job	64.4	64.3 (+0.1)	65.7 (-1.3)
5. Respect & Integrity in the Workplace	67.4	66.8 (+0.6)	71.2 (-3.8)
6. Learning and Development	57.9	57.6 (+0.3)	62.7 (-4.8)
7. Performance and Feedback	61.0	63.4 (-2.4)	69.4 (-8.4)
8. Recognition	56.1	53.4 (+2.7)	58.0 (-1.9)
9. Final Thoughts (Engagement)	71.1	73.7 (-2.6)	73.3 (-2.2)
10. The Survey - Your Views	45.0	42.4 (+2.6)	49.6 (-4.6)

HIGHEST RATED AREAS WITHIN THE TRAINING SERVICE CENTRE

Question	Training Service Centre 2012	Training Service Centre 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	78.6	82.9 (-4.3)	85.8 (-7.2)
9.3: I take an active interest in what happens in NZ Police	78.1	81.0 (-2.9)	76.7 (+1.4)
9.5: I feel a sense of commitment to NZ Police	77.9	81.3 (-3.4)	78.1 (-0.2)
4.2: I know how my work contributes to the effectiveness of NZ Police	77.7	77.7 (0.0)	76.9 (+0.8)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.6	75.0 (+1.6)	75.8 (+0.8)
7.1: NZ Police expects high standards of performance from its people	75.6	76.3 (-0.7)	79.3 (-3.7)
2.4: My supervisor treats staff with respect	75.6	73.8 (+1.8)	80.0 (-4.4)
4.3: My job gives me a sense of personal achievement	74.6	78.0 (-3.4)	78.0 (-3.4)
3.2: I can rely on the support of others in my work group	73.9	75.0 (-1.1)	80.0 (-6.1)
5.1: Staff in my workgroup respect employee diversity	73.4	72.9 (+0.5)	76.2 (-2.8)

LOWEST RATED AREAS WITHIN THE TRAINING SERVICE CENTRE

Question	Training Service Centre 2012	Training Service Centre 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	42.1	37.7 (+4.4)	47.8 (-5.7)
8.5: People here are appointed to positions based on merit	45.4	42.3 (+3.1)	48.2 (-2.8)
1.10: NZ Police is interested in the views and opinions of its staff	45.5	44.1 (+1.4)	51.3 (-5.8)
10.1: I believe actions will be taken based on the results of this survey	47.8	47.4 (+0.4)	51.5 (-3.7)
1.8: Communication in my District or my Service Centre is open and honest	47.9	49.5 (-1.6)	57.4 (-9.5)
7.3: Poor performance is dealt with effectively in my work group	49.8	51.8 (-2.0)	60.4 (-10.6)
1.11: Work groups in NZ Police work well together	50.7	48.3 (+2.4)	56.0 (-5.3)
6.5: There are career and personal development opportunities for me in NZ Police	51.1	51.8 (-0.7)	62.2 (-11.1)
6.6: I am satisfied with my learning and development opportunities in NZ Police	52.4	54.1 (-1.7)	59.1 (-6.7)
1.4: NZ Police cares about the well-being of its staff	52.7	50.6 (+2.1)	56.9 (-4.2)

BIGGEST DIFFERENCES WITHIN THE TRAINING SERVICE CENTRE SINCE 2011 - POSITIVE

Question	Training Service Centre 2012	Training Service Centre 2011	NZ Police 2012 (Total Org)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	64.9	55.3 (+9.6)	67.8 (-2.9)
1.2: I feel I am working for an effective organisation	62.3	56.0 (+6.3)	65.6 (-3.3)
2.1: My supervisor communicates the goals and objectives of our work group effectively	62.8	58.1 (+4.7)	72.4 (-9.6)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	42.1	37.7 (+4.4)	47.8 (-5.7)
1.5: There is a sense of 'common purpose' in NZ Police	59.3	55.9 (+3.4)	62.8 (-3.5)
8.5: People here are appointed to positions based on merit	45.4	42.3 (+3.1)	48.2 (-2.8)
8.4: I feel my contribution is valued in NZ Police	57.0	53.9 (+3.1)	59.0 (-2.0)
1.9: I feel informed about NZ Police and its activities	61.2	58.1 (+3.1)	62.8 (-1.6)
4.4: I have the tools and resources I need to do my job	59.4	56.4 (+3.0)	59.0 (+0.4)
8.1: I get recognition when I do a good job	63.6	60.7 (+2.9)	64.2 (-0.6)

BIGGEST DIFFERENCES WITHIN THE TRAINING SERVICE CENTRE SINCE 2011 - NEGATIVE

Question	Training Service Centre 2012	Training Service Centre 2011	NZ Police 2012 (Total Org)
7.2: People are held accountable for their performance in my work group	57.6	62.1 (-4.5)	68.4 (-10.8)
1.7: I intend to continue working at NZ Police for at least the next 12 months	78.6	82.9 (-4.3)	85.8 (-7.2)
9.1: Overall, I'm satisfied with my job	68.1	71.9 (-3.8)	72.9 (-4.8)
4.3: My job gives me a sense of personal achievement	74.6	78.0 (-3.4)	78.0 (-3.4)
3.5: I feel part of an effective work group	67.8	71.2 (-3.4)	76.7 (-8.9)
9.5: I feel a sense of commitment to NZ Police	77.9	81.3 (-3.4)	78.1 (-0.2)
9.4: I feel inspired to go the extra mile to help NZ Police succeed	72.5	75.6 (-3.1)	73.1 (-0.6)
9.3: I take an active interest in what happens in NZ Police	78.1	81.0 (-2.9)	76.7 (+1.4)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	72.6	75.4 (-2.8)	80.0 (-7.4)
4.9: The pay and benefits I receive are fair for the work I do	59.8	62.3 (-2.5)	53.0 (+6.8)

SCORES ACROSS THE TRAINING SERVICE CENTRE

Section	Central TSC	Northern TSC	Rnzpc TSC	Southern TSC	Training Service Centre
Performance Index	58.4	67.8	63.4	57.9	63.2
1. Vision and Purpose + Communication and Cooperation	52.1	61.0	60.8	48.3	59.0
2. My Supervisor	52.1	74.7	67.2	68.7	67.7
3. My Work Group	60.7	74.2	69.0	70.3	69.5
4. My Job	60.8	70.7	63.5	62.7	64.4
5. Respect & Integrity in the Workplace	65.4	72.9	66.7	65.0	67.4
6. Learning and Development	56.6	66.1	58.2	44.9	57.9
7. Performance and Feedback	59.7	65.9	61.2	53.0	61.0
8. Recognition	54.2	57.0	57.3	48.4	56.1
9. Final Thoughts	74.3	75.4	70.9	63.8	71.1
10. The Survey - Your Views	41.7	43.6	46.8	37.5	45.0

Weighted Mean Scores (%)

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.

RESPECT AND INTEGRITY WITHIN THE TRAINING SERVICE CENTRE

Question	Training Service Centre	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	76.8	81.0 (-4.2)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.0	80.9 (+1.1)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	61.2	69.4 (-8.2)
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)	59.0	67.1 (-8.1)
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	49.0	63.5 (-14.5)

Level of Agreement (%)

5.6: 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?

	Training Service Centre	NZ Police (Total Org)
Not Applicable	75.8	83.4 (-7.6)
Yes	2.9	4.6 (-1.7)
No	21.3	12.0 (+9.3)

HOW ENGAGED ARE STAFF WITHIN THE TRAINING SERVICE CENTRE?

Engagement Index (average of all six engagement questions)

Training Service Centre 2012	Training Service Centre 2011	NZ Police (Total Org)
71.1	73.7 (-2.6)	73.3 (-2.2)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	Training Service Centre 2012	Training Service Centre 2011	NZ Police (Total Org)
Engaged	23.7	25.7 (-2.0)	27.8 (-4.1)
Ambivalent	61.8	62.2 (-0.4)	59.7 (+2.1)
Disengaged	14.5	12.1 (+2.4)	12.5 (+2.0)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE TRAINING SERVICE CENTRE?

	Rank from 2011	Key Driver Questions	Training Service Centre 2012	Training Service Centre 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	68.0	67.7 (+0.3)	71.1 (-3.1)
	5	4.3: My job gives me a sense of personal achievement	74.6	78.0 (-3.4)	78.0 (-3.4)
	3	1.2: I feel I am working for an effective organisation	62.3	56.0 (+6.3)	65.6 (-3.3)
	NA	4.2: I know how my work contributes to the effectiveness of NZ Police	77.7	77.7 (+0.0)	76.9 (+0.8)
	9	4.9: The pay and benefits I receive are fair for the work I do	59.8	62.3 (-2.5)	53.0 (+6.8)
	7	4.5: I am sufficiently involved in decisions that affect the way I do my job	58.2	56.2 (+2.0)	60.3 (-2.1)
	10	4.6: I am satisfied with my physical work environment	61.4	63.0 (-1.6)	63.6 (-2.2)

Weighted Mean Score (%)

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. The rank of key drivers that were identified in 2011 is shown in the column headed "Rank from 2011".

ANATOMY OF A GREAT WORKPLACE™

Over a decade of research by JRA on what makes a great workplace in New Zealand reveals there are four common characteristics – Vision & Values, a strong sense of Community, a focus on employee Development, and a strong Performance Culture. The table below illustrates where the Service Centre's engagement drivers tend to fall and whether there is a specific pillar or more that should be targeted when looking for change targets.

	Vision and Values	Community	Development	Performance Culture
Organisation level		1.3: NZ Police is an enjoyable place to work		1.2: I feel I am working for an effective organisation 4.9: The pay and benefits I receive are fair for the work I do
Team level		4.6: I am satisfied with my physical work environment		
Individual level	4.2: I know how my work contributes to the effectiveness of NZ Police 4.5: I am sufficiently involved in decisions that affect the way I do my job		4.3: My job gives me a sense of personal achievement	

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	Central TSC	Northern TSC	Rnzpc TSC	Southern TSC	Training Service Centre	Total Organisation
1.3: NZ Police is an enjoyable place to work	62.5	69.7	68.9	62.5	68.0	71.1
4.3: My job gives me a sense of personal achievement	72.9	81.1	73.4	73.9	74.6	78.0
1.2: I feel I am working for an effective organisation	54.5	66.7	64.2	47.7	62.3	65.6
4.2: I know how my work contributes to the effectiveness of NZ Police	72.9	84.1	77.2	73.9	77.7	76.9
4.9: The pay and benefits I receive are fair for the work I do	60.4	59.1	60.2	58.0	59.8	53.0
4.5: I am sufficiently involved in decisions that affect the way I do my job	50.0	62.9	59.8	45.5	58.2	60.3
4.6: I am satisfied with my physical work environment	60.4	65.9	61.4	54.5	61.4	63.6

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – TRAINING SERVICE CENTRE

The following summary provides insight into how employees perceive the Training Service Centre as a place to work and how it fares to the rest of NZ Police. Engagement levels within the Training Service Centre 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 Training Service Centre that would likely provide it with the greatest improvement leverage when attempting to make the Training Service Centre a truly great – and engaging – place to work.

Response Rate

There was a very good response to the 2012 staff survey from within the Training Service Centre. Of 260 employees asked to participate, 207 responded, representing a response rate of 79.6%. This high response rate ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the Training Service Centre.

How Employees Perceive Training Service Centre as a Place to Work

In terms of how staff perceive the Training Service Centre as a place to work, the average score across all survey questions (the Performance Index) is statistically similar to that from 2011, increasing by 0.4% to 63.2%. This score is significantly below the NZ Police overall Performance Index, which in comparison increased by 3.5% in the same period. When looking at the results across the different sections of the survey, we can see that no sections had an increase or decrease that was statistically significant.

The highest rated questions in the survey for the Training Service Centre are similar to last year – people intend to continue working with the Police (although this question had a significant decrease in score), people are interested in what is going on within the organisation, people have a sense of commitment to the organisation (again there was a significant decrease in the score for this question) and understand how their role contributes to the effectiveness of the organisation. Also dropping in score but still being a high rated question is 'My job gives me a sense of personal achievement.' The lowest rated questions for the Training Service Centre are also very similar to last year, and relate to NZ Police responding to previous survey feedback, appointing people to positions based on merit, cross-teamwork and communication. Respondents from the Training Service Centre were much more likely to respond negatively than the NZ Police average to questions about communication, having career development opportunities and the extent to which poor performance is addressed.

On page 3 we have two tables that show the questions that have increased or decreased the most in score from 2011. The first thing to note from these tables is that there have been nine question scores that increased significantly, and seven question scores that decreased significantly. Some strong improvements have been made in the questions that measure organisation vision and effectiveness, for example, 'NZ Police has a clear vision of where it's going and how it's going to get there' (+9.6%), 'I feel I am working for a successful organisation' (+6.3%), 'My supervisor communicates the goals and objectives of our work group effectively' (+4.7%) and 'There is a sense of "common purpose" in NZ Police' (+3.4%). It is great to note that two of these questions (regarding the perception that NZ Police is effective and that there is a sense of common purpose) were key drivers of engagement in 2011, and they have now had two years of significant improvements from what were very low scores in 2010.

Regarding the questions that have decreased the most since 2011, a number of questions regarding immediate work groups and the daily experience of work have had significant score decreases. The key driver question 'My job gives me a sense of personal achievement' has decreased in score significantly, and this question is now even more important in driving engagement levels than it was last year. The biggest decreasing question score is regarding perceptions that people are accountable for their performance. It is very important to note that four of the six questions measuring employee engagement had amongst the biggest decreases.

Results across the regional Training Service Centres vary quite a lot, with Southern and Central TSCs often having the lowest scores, and Northern TSC often having the highest scores. RNZPC TSC's results were generally close to the overall TSC average. It would be worthwhile investigating the results of these regions in more detail, possibly noting in particular the unusually low scores for 'My Supervisor' in Central TSC.

NZ Police include six questions in the survey regarding Respect and Integrity in the Workplace. There are some comparisons between Training Service Centre scores and the NZ Police average that are worth reviewing – lower scores relating to confidence that staff can raise concerns about harassment, bullying, and inappropriate conduct. In particular, Training Service Centre respondents were much less likely to express confidence that any concerns they do raise would be dealt with appropriately (14.5% below the NZ

Police average). This concern is reinforced by the 21.3% of respondents who felt that inappropriate conduct over the past 12 months have not been effectively dealt with (almost double the NZ Police average). Southern TSC contributes most to these results.

Employee Comments

The themes coming through the comments made in the survey to the question 'what makes NZ Police a great place to work?' are very similar to last year. Respondents speak of the people that they work with and a sense of camaraderie that exists in work groups. People enjoy the higher order goals of the NZ Police and making a difference in the community.

Regarding what needs changing to make NZ Police a great place to work, the biggest theme to come through the comments was about communication between groups and from senior management. Also mentioned were concerns around addressing poor performance, attitudes of some people, recognition of good work, resourcing and workloads, concerns about instability and change, and management.

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

Employee Engagement within Training Service Centre

Employee engagement levels within the Training Service Centre are slightly below 2011 results, and similarly below the NZ Police average for 2012. There are therefore slightly fewer 'engaged' staff and slightly more 'disengaged' staff than in 2011. Below we provide the results of an analysis that identifies what engages the District's employees the most – information which serves as a means for increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis was performed on the Training Service Centre's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. If you are able to improve your results on these key questions, they are the most influential to drive improvement in engagement levels. There is a great degree of consistency regarding the Training Service Centre's key drivers over time – 6 questions that were key drivers in 2011 are again key drivers in 2012, which tells us that while the scores for various questions have increased or decreased over the past year, overall the things that are most important to Training Service Centre staff have not changed much.

As in 2011, the most important question driving engagement levels is regarding NZ Police being an enjoyable place to work. This question has scored very similarly in 2011 and 2012, although this is still significantly below the NZ Police average. Simply, it is important for Training Service Centre staff to enjoy their work.

Much more important in 2012 than in 2011 is the second-ranked key driver question, 'My job gives me a sense of personal achievement.' As mentioned above, this question has had one of the biggest decreases in score this year. Related to the importance of feeling effective at an individual level, the third highest-ranked key driver for the Training Service Centre is the need to feel that NZ Police as a whole is effective, and perceptions of this have actually improved significantly this year. The only new entry to the key driver list this year is 'I know how my work contributes to the effectiveness of NZ Police,' which is one of the highest scoring questions for the Training Service Centre. These key drivers seen together emphasise how important it is for Training Service Centre to feel effective and get a sense of achievement at a personal and organisational level. The comments made in the survey reinforce this result too.

The regional Training Service Centres have scored the key driver questions differently, although it is clear that the lowest results are consistently achieved by the Southern TSC, with a particularly low score for feeling that NZ Police is an effective organisation.

Summary

Overall the results for the Training Service Centre are similar to 2011, although the high-level results do hide some large changes in scores over the past year. Perceptions are that the vision for NZ Police is clearer than one year ago, it is more successful, and there is a greater sense of common purpose in the organisation. Unfortunately perceptions that poor performance is not being addressed have decreased, and peoples' jobs at an individual level are not as rewarding as they were a year ago. People want to see their work contribute to an effective organisation, and in the process enjoy the work environment. Efforts to recognise the contributions of staff on a daily basis by supervisors and managers would be well advised and would likely improve engagement and performance levels. The results for the Southern TSC with regards to the Respect and Integrity in the Workplace are also worth investigation.

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 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 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2012	NZ Police 2011
Performance Index	67.7	64.2 (+3.5)
1. Vision and Purpose + Communication and Cooperation	63.9	59.2 (+4.7)
2. My Supervisor	75.6	72.3 (+3.3)
3. My Work Group	76.7	74.7 (+2.0)
4. My Job	65.7	62.7 (+3.0)
5. Respect & Integrity in the Workplace	71.2	68.1 (+3.1)
6. Learning and Development	62.7	60.1 (+2.6)
7. Performance and Feedback	69.4	66.7 (+2.7)
8. Recognition	58.0	53.1 (+4.9)
9. Final Thoughts	73.3	70.5 (+2.8)
10. The Survey - Your Views	49.6	42.8 (+6.8)

Weighted Mean Score (%)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2012	NZ Police 2011
Engaged	27.8	21.3 (+6.5)
Ambivalent	59.7	63.2 (-3.5)
Disengaged	12.5	15.5 (-3.0)

Proportion of Employees (%)

GLOSSARY

Anatomy of a Great Workplace: Research carried out by JRA over many years into the nature of great workplaces has revealed that best-practice organisations all share four common characteristics. We call these the 'four pillars' of JRA's Anatomy of a Great Workplace™. The four pillars are enduring organisational qualities that are the product of a variety of practices, each of which has been crafted by local leadership according to their organisation's unique circumstances. This model serves as a useful diagnostic and planning tool. In the Anatomy table, each of the key drivers of employee engagement within a particular demographic variable has been shown assigned to its applicable 'Pillar'. Additionally, each key driver has been positioned to indicate whether action should be focused at the individual, team, or organisation level. By examining the concentration of key drivers in each Pillar it is possible to gain further insight into areas where intervention strategies are most likely to deliver significant performance gains.

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.

Key Driver Analysis: is a statistical technique (multiple regression) 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 weighted mean score was 72% on a particular question and the NZ Police average was 76%, 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. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

The Questionnaire: The 2012 New Zealand Police Workplace Survey contained 67 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.

Weighted Mean Score: The survey scores reported herein are known as 'weighted mean scores'. They range between 0% and 100% and represent a 'strength of agreement' score. The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. But questions do vary and comparisons to your organisation's norms (the typical score) should be made.