New Zealand Police Workplace Survey 2013

Summary of Findings Training Service Centre

April 2013

RESPONSE RATE

	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
Number of Responses	189	207	8863
Response Rate	79.7%	79.6%	74.8%

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

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

Section	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	64.3	59.3 (+5.0)	63.6 (+0.7)
1. Vision and Purpose + Communication and Cooperation	59.1	51.7 (+7.4)	54.9 (+4.2)
2. Quality and Excellence	47.9	NA	48.1 (-0.2)
3. My Supervisor	69.8	65.7 (+4.1)	76.6 (-6.8)
4. My Work Group	67.9	67.9 (+0.0)	79.9 (-12.0)
5. My Job	68.0	62.9 (+5.1)	62.4 (+5.6)
6. Respect & Integrity in the Workplace	70.3	65.6 (+4.7)	73.4 (-3.1)
7. Learning and Development	59.0	58.0 (+1.0)	58.9 (+0.1)
8. Performance and Feedback	67.0	58.6 (+8.4)	69.7 (-2.7)
9. Recognition	52.7	45.4 (+7.3)	48.1 (+4.6)
10. Final Thoughts (Engagement Index)	75.7	71.0 (+4.7)	71.1 (+4.6)
11. The Survey - Your Views (Change Index)	32.3	27.3 (+5.0)	28.9 (+3.4)

SCORES ACROSS THE TRAINING SERVICE CENTRE

Section	Central TSC	Northern TSC	Rnzpc Tsc	Southern TSC	Training Service Centre
Performance Index	74.6	64.2	61.9	55.5	62.6
1. Vision and Purpose + Communication and Cooperation	69.3	60.5	58.8	50.9	59.1
2. Quality and Excellence	78.1	44.5	46.9	50.0	47.9
3. My Supervisor	79.2	62.6	72.7	56.1	69.8
4. My Work Group	83.3	75.2	68.0	69.7	70.3
5. My Job	79.5	73.8	66.3	58.7	68.0
6. Respect & Integrity in the Workplace	65.0	78.5	68.7	61.8	70.3
7. Learning and Development	70.8	59.8	53.4	56.1	55.7
8. Performance and Feedback	70.8	72.9	64.8	66.7	67.0
9. Recognition	75.0	47.8	54.0	40.0	52.7
10. Final Thoughts	89.6	76.8	75.5	63.6	75.7
11. The Survey - Your Views	41.7	28.5	32.1	25.0	31.3

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

HOW ENGAGED ARE STAFF WITHIN THE TRAINING SERVICE CENTRE?

Engagement Index (average of all six engagement questions)

Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
75.7	71.0 (+4.7)	71.1 (+4.6)

Engagement Profile

Engagement Group	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
Engaged	27.7	23.7 (+4.0)	24.5 (+3.2)
Ambivalent	60.6	61.8 (-1.2)	59.9 (+0.7)
Disengaged	11.7	14.5 (-2.8)	15.6 (-3.9)
Engagement Ratio	2.4:1	1.6:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	Central TSC	Northern TSC	Rnzpc Tsc	Southern TSC	Training Service Centre
Engaged	62.5	31.7	25.8	9.1	27.7
Ambivalent	37.5	61.0	61.7	63.6	60.6
Disengaged	0.0	7.3	12.5	27.3	11.7
Engagement Index	89.6	76.8	75.5	63.6	75.7
Engagement Ratio	-	4.3:1	2.1:1	0.3:1	2.4:1

PERFORMANCE ENABLEMENT WITHIN THE TRAINING SERVICE CENTRE?

Performance Enablement Index (average of all eight enablement questions)

Training Service Centre 2013	NZ Police 2013 (Total Org)
53.4	54.3 (-0.9)

Enablement Questions

Concept	Question	Training Service Centre 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	54.5	52.9 (+1.6)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	49.2	42.5 (+6.7)
	I am sufficiently involved in decisions that affect my work	56.1	52.5 (+3.6)
Resource access	I have the tools and resources I need to do my job	50.5	52.6 (-2.1)
	NZ Police's systems and processes enable me to do my job well	33.5	42.8 (-9.3)
Training	NZ Police provides adequate training for the work I do	46.3	49.7 (-3.4)
Collaboration	People I work with cooperate to get the job done	82.4	87.1 (-4.7)
Customer Service	NZ Police delivers on the promises it makes to its customers	54.3	54.2 (+0.1)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE TRAINING SERVICE CENTRE?

	Key Driver Questions	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
	9.4: I feel my contribution is valued in NZ Police	49.5	46.4 (+3.1)	48.0 (+1.5)
	1.10: NZ Police is interested in the views and opinions of its staff	41.9	29.0 (+12.9)	34.8 (+7.1)
	1.6: I feel a sense of belonging to my District or my Service Centre	59.1	52.4 (+6.7)	57.9 (+1.2)
	1.3: NZ Police is an enjoyable place to work	69.0	65.7 (+3.3)	66.8 (+2.2)
	1.2: I feel I am working for an effective organisation	71.1	59.5 (+11.6)	59.6 (+11.5)
	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	54.5	NA	52.9 (+1.6)
	1.5: There is a sense of 'common purpose' in NZ Police	53.0	52.7 (+0.3)	53.5 (-0.5)
	1.4: NZ Police cares about the well-being of its staff	46.5	42.2 (+4.3)	40.1 (+6.4)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	56.1	53.7 (+2.4)	52.5 (+3.6)
	1.8: Communication in my District or my Service Centre is open and honest	50.8	39.3 (+11.5)	43.2 (+7.6)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the Service Centre. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	Central TSC	Northern TSC	Rnzpc Tsc	Southern TSC	Training Service Centre
9.4: I feel my contribution is valued in NZ Police	75.0	46.3	50.0	36.4	49.5
1.10: NZ Police is interested in the views and opinions of its staff	75.0	42.5	39.4	45.5	41.9
1.6: I feel a sense of belonging to my District or my Service Centre	62.5	52.5	62.2	45.5	59.1
1.3: NZ Police is an enjoyable place to work	87.5	70.0	68.8	54.5	69.0
1.2: I feel I am working for an effective organisation	62.5	75.0	71.9	54.5	71.1
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	87.5	51.2	52.8	63.6	54.5
1.5: There is a sense of 'common purpose' in NZ Police	50.0	57.5	51.2	60.0	53.0
1.4: NZ Police cares about the well-being of its staff	62.5	45.0	47.7	27.3	46.5
5.5: I am sufficiently involved in decisions that affect the way I do my job	62.5	63.4	54.3	45.5	56.1
1.8: Communication in my District or my Service Centre is open and honest	62.5	57.5	49.2	36.4	50.8

TAKING ACTION WITHIN THE TRAINING SERVICE CENTRE?

Question	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	39.6	34.8 (+4.8)	34.9 (+4.7)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	25.0	19.9 (+5.1)	22.9 (+2.1)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	29.2	NA	34.0 (-4.8)

Taking Action within the Service Centre

Area	Change Index	Training Service Centre
Central TSC	41.7	31.3 (+10.4)
Northern TSC	28.5	31.3 (-2.8)
Rnzpc Tsc	32.1	31.3 (+0.8)
Southern TSC	25.0	31.3 (-6.3)

BIGGEST DIFFERENCES WITHIN THE TRAINING SERVICE CENTRE SINCE 2012 - POSITIVE

Question	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
9.2: We celebrate success in NZ Police	60.1	45.9 (+14.2)	50.8 (+9.3)
1.10: NZ Police is interested in the views and opinions of its staff	41.9	29.0 (+12.9)	34.8 (+7.1)
5.11: My performance is fairly assessed	67.0	55.1 (+11.9)	55.8 (+11.2)
1.9: I feel informed about NZ Police and its activities	66.3	54.6 (+11.7)	54.2 (+12.1)
1.2: I feel I am working for an effective organisation	71.1	59.5 (+11.6)	59.6 (+11.5)
1.8: Communication in my District or my Service Centre is open and honest	50.8	39.3 (+11.5)	43.2 (+7.6)
10.6: NZ Police inspires me to do the best I can in my job every day	63.8	52.4 (+11.4)	58.5 (+5.3)
5.10: I understand how my performance is measured	65.4	54.1 (+11.3)	58.5 (+6.9)
8.3: Poor performance is dealt with effectively in my work group	47.9	36.7 (+11.2)	52.6 (-4.7)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	61.7	51.5 (+10.2)	67.4 (-5.7)

BIGGEST DIFFERENCES WITHIN THE TRAINING SERVICE CENTRE SINCE 2012 - NEGATIVE

Question	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
7.1: NZ Police provides adequate training for the work I do	46.3	50.5 (-4.2)	49.7 (-3.4)
4.4: I feel part of an effective work group	65.4	69.3 (-3.9)	78.3 (-12.9)
5.4: I have the tools and resources I need to do my job	50.5	53.6 (-3.1)	52.6 (-2.1)
4.3: Roles and responsibilities are clearly defined in my work group	61.7	62.3 (-0.6)	76.2 (-14.5)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.8	82.0 (-0.2)	81.4 (+0.4)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Training Service Centre 2013	NZ Police Top 25%
5.9: The pay and benefits I receive are fair for the work I do	59.9	52.7 (+7.2)
5.11: My performance is fairly assessed	67.0	63.6 (+3.4)
5.2: I know how my work contributes to the effectiveness of NZ Police	91.5	88.5 (+3.0)
5.8: I am able to maintain a balance between my personal and working life	76.1	73.9 (+2.2)
8.1: NZ Police expects high standards of performance from its people	91.5	90.2 (+1.3)
5.10: I understand how my performance is measured	65.4	65.3 (+0.1)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Training Service Centre 2013	NZ Police Top 25%
4.4: I feel part of an effective work group	65.4	84.6 (-19.2)
2.3: NZ Police's systems and processes enable me to do my job well	33.5	52.5 (-19.0)
4.3: Roles and responsibilities are clearly defined in my work group	61.7	79.3 (-17.6)
4.5: The way work is allocated in my workgroup is fair	59.6	76.7 (-17.1)
7.5: There are career development opportunities for me in NZ Police	43.1	58.4 (-15.3)
1.5: There is a sense of 'common purpose' in NZ Police	53.0	68.2 (-15.2)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	29.2	44.2 (-15.0)
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	56.7	70.3 (-13.6)
8.2: People are held accountable for their performance in my work group	61.5	75.0 (-13.5)
7.1: NZ Police provides adequate training for the work I do	46.3	59.8 (-13.5)

RESPECT AND INTEGRITY WITHIN THE TRAINING SERVICE CENTRE

Question	Training Service Centre 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	81.7	76.8 (+4.9)	82.9 (-1.2)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.8	82.0 (-0.2)	81.4 (+0.4)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.0	61.2 (+5.8)	70.2 (-3.2)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	64.2	59.0 (+5.2)	68.4 (-4.2)
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	56.7	49.0 (+7.7)	64.2 (-7.5)

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 2013	Training Service Centre 2012	NZ Police 2013 (Total Org)
Not Applicable	73.5	75.8 (-2.3)	84.0 (-10.5)
Yes	9.0	2.9 (+6.1)	3.9 (+5.1)
No	17.5	21.3 (-3.8)	12.1 (+5.4)

Gender Differences Within the Service Centre

Question	Training Service Centre - Female	Training Service Centre - Male
6.1: Staff in my workgroup respect employee diversity	84.7	80.3
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.0	83.6
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	61.7	69.5
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)	56.7	67.7
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	52.5	58.6
Respect & Integrity in the Workplace (Overall Section Score)	66.7	72.0

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?

	Training Service Centre Female	Training Service Centre Male
Not Applicable	76.7	72.1
Yes	3.3	11.6
No	20.0	16.3

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 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 Service Centre that would likely provide it with the greatest improvement leverage when attempting to make it a truly great – and engaging – place to work.

Response Rate

There was a very good response to the 2013 staff survey from within the Training Service Centre. Of 237 employees asked to participate, 189 responded, representing a response rate of 79.7%. This is almost exactly the same response rate as in 2012, and ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the Service Centre.

How Employees Perceive the 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 64.3%, which is an increase of 5 points from 2012; this is a very good overall improvement. The Training Service Centre's Performance Index score is now on par with the NZ Police average. When looking at the results across the different sections of the survey, the improvements appear relatively consistent – six sections had a meaningful increase in score since 2012, with only the Learning & Development and My Work Group sections recording a minimal shift in results (<4 points). There are still two survey sections that score well below the NZ Police average, these being around My Supervisor and My Work Group.

Digging further, we can examine item level scores within these survey sections to determine what is driving the more positive results this year. One theme in these results is that meaningful improvements have been recorded on the topic of performance – people better understand how their performance is measured, and feel that it is more fairly assessed; they get more regular formal and informal feedback on their performance from their supervisor; they feel that poor performance is being dealt with more effectively; and that successes are celebrated more often. Most of these items now score above the NZ Police average, although in the open-ended questions many people did express the opinion that more performance management in some areas would be beneficial to the whole. Communication improvements have also been recorded – staff feel more informed about NZ Police and its activities, that communication is more open and honest, and that NZ Police is more interested in their opinions. The only negative score movements of any note are regarding the provision of adequate training and how effective work groups feel, and the latter is an area where the Training Service Centre now falls behind the NZ Police average.

A new analysis conducted for 2013 is a comparison of the Training Service Centre'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 while Training Service Centre staff feel quite positive about the fairness of their pay and benefits, there is a big opportunity to improve the functioning of work groups. Staff do not feel that their work groups are particularly effective, and contributors to this perception appear to be numerous: systems and processes that hinder productivity, lack of clarity in roles and responsibilities, work allocation practices, accountability of individuals for their performance, and overall a lower level of 'common purpose'.

Across the regional Training Service Centre results vary, but in a different way than in 2012. This year Central TSC leads the way in the results, after recording the lowest scores last year along with Southern TSC. Southern TSC still recorded the lowest average scores in 2013. It would be worthwhile investigating the results of these regions in more detail.

Respect and Integrity within the Training Service Centres

In 2012, the Summary of Findings report for the Training Service Centre highlighted some concerns around staff confidence that they could raise any concerns they might have about harassment, bullying or inappropriate conduct, and that if they did it would be dealt with appropriately. Good improvements have been recorded across the survey items that measure these concerns, although these items still score slightly below the NZ Police average. In particular, there is still opportunity to build confidence that procedures to deal with these issues are effective and result in appropriate action.

The proportion of Training Service Centre staff to report that they had not witnessed or experienced any harassment, bullying or discrimination in the past 12 months is slightly less than in 2012, at 73.5%. Compared to the NZ Police average this is a low proportion. Two-thirds of the respondents who had indicated that they *had* witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months did not believe the issue had been dealt with effectively.

When looking at the Respect & Integrity results by gender, females have responded significantly less favourably than males – they are much less confident in the processes in place to deal with any issues, and when issues occur they are much more likely to feel that the action taken has not been effective.

Employee Engagement within the Training Service Centre

Employee engagement levels within the Training Service Centre are above 2012 results (up 4.7 points), and similarly above the NZ Police average for 2013 (4.6 points above). There is a larger proportion of 'engaged' staff than in 2012, and a lower proportion of 'disengaged' staff, and therefore the ratio of engaged:disengaged staff is much improved, from 1.6:1 in 2012 to 2.4:1 in 2013. This is better than the NZ Police average of 1.6:1. These ratios vary dramatically across the regions however – Central TSC has no disengaged people and 62.5% engaged, while Southern TSC's ratio is very low at 0.3:1.

Below we provide the results of an analysis that identifies what engages the Service Centre'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.

The first thing that is apparent about the Training Service Centre's key drivers is that the 'Vision & Purpose +Communication & Cooperation' section contributes six key drivers this year, and some of those items have amongst the biggest score increases for 2013 (albeit from some quite low scores in 2012). It is very important for Training Service Centre staff to enjoy their workplace, and feel as though they 'belong' in an organisation with a strong sense of common purpose. Staff want to feel that NZ Police cares about their wellbeing, and ultimately want the organisation to be effective. Conversations at a work group level could reveal a variety of ways that people could all work together to achieve a workplace environment that is more supportive in these ways.

At a personal level, people want to feel that their contribution is valued by their supervisor, the people around them, and NZ Police as a whole. Feeling valued has a big impact on whether people feel a sense of achievement in their work.

As seen in the section scores, it is Central TSC that in general scores highest across the key driver items for the Service Centre, and is a region that may offer insights from the last 12 months that could be implemented in Southern, Northern, and RNZPC Training Service Centres as they look to make improvements on key items.

Performance Enablement within the Training Service Centres

'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, opportunity to further enable Training Service Centre staff may exist with regards to improving systems and processes and cooperation within work groups – an issue mentioned previously.

Taking Action within the Training Service Centres

Confidence in the survey process has grown in the Training Service Centres, in line with general improvements in results. However, despite the improvements, just 39.6% of staff are expecting any change to occur as a result of this survey, perhaps because just 29.2% of staff reported their supervisor actively involving their work group in making changes as a result of the 2012 survey. By involving people in the workplace improvement process, the likelihood that cultural change will occur is greatly improved. Across the regions, the scores for the 'Taking Action' items mirror their overall results.

Employee Comments

The themes coming through the comments made in relation 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 also enjoy the variety in their work and making a difference in the community.

Regarding what needs changing to make NZ Police a great place to work, a wide variety of comments were made. Communication was less often mentioned than last year, and more people mentioned various aspects of people management, such as addressing poor performance and appointing the right people.

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

Summary

There is much to celebrate in the Training Service Centre survey results for 2013. Overall, survey results have increased, engagement has improved, and results are no longer significantly below the NZ Police average. The ratio of engaged:disengaged staff is much healthier overall than in 2012. The improvements recorded within Central TSC are extremely encouraging, and demonstrate what is possible.

There are some issues that sit in the 'improving, but still below average' category. Results for Southern TSC continue to lag behind other regions, and the balance of disengaged staff in that region is unhealthy. Respect & Integrity, while some progress has been made, continues to be an issue in the Training Service Centre compared to the rest of NZ Police. Further investigation into what is contributing to the concerns raised in peoples' responses is recommended.

Great opportunity exists at the work group level. The quality and clarity of work group relationships are rated comparatively poorly for the Training Service Centres, and some of the key drivers of engagement, such as valuing peoples' contributions and building a sense of belonging and common purpose, are best addressed at that level. Currently, staff do not feel that their work groups are particularly effective. Much more can be done by supervisors and work groups post-survey and throughout the year to reflect on the survey feedback and respond to it, with the understanding that by building a more engaging workplace, staff are more likely to deliver quality work to help NZ Police succeed.

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 Centres that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

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

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

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

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

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

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

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

TOTAL ORGANISATION RESULTS

RESPONSE RATE

	NZ Police 2013	NZ Police 2012
Number of Responses	8863	9393
Response Rate	74.8%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2013	NZ Police 2012
Performance Index	63.6	64.7 (-1.1)
1. Vision and Purpose + Communication and Cooperation	54.9	58.2 (-3.3)
2. Quality and Excellence	48.1	NA
3. My Supervisor	76.6	76.4 (+0.2)
4. My Work Group	79.9	79.2 (+0.7)
5. My Job	62.4	63.3 (-0.9)
6. Respect & Integrity in the Workplace	73.4	72.4 (+1.0)
7. Learning and Development	58.9	59.6 (-0.7)
8. Performance and Feedback	69.7	68.9 (+0.8)
9. Recognition	48.1	48.3 (-0.2)
10. Final Thoughts (Engagement Index)	71.1	74.4 (-3.3)
11. The Survey - Your Views (Change Index)	28.9	31.9 (-3.0)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2013	NZ Police 2012
Engaged	24.5	27.8 (-3.3)
Ambivalent	59.9	59.7 (+0.2)
Disengaged	15.6	12.5 (+3.1)
Engagement Ratio	1.6:1	2.2:1

Proportion of Employees (%)

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.