

New Zealand Police Workplace Survey 2013

Summary of Findings Waikato District



April 2013

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RESPONSE RATE

	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
Number of Responses	501	584	8863
Response Rate	72.1%	81.0%	74.8%

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

OVERALL PERCEPTIONS OF THE WAIKATO DISTRICT AS A PLACE TO WORK

Section	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	60.0	61.8 (-1.8)	63.6 (-3.6)
1. Vision and Purpose + Communication and Cooperation	51.2	55.1 (-3.9)	54.9 (-3.7)
2. Quality and Excellence	39.7	NA	48.1 (-8.4)
3. My Supervisor	72.7	74.3 (-1.6)	76.6 (-3.9)
4. My Work Group	78.8	77.3 (+1.5)	79.9 (-1.1)
5. My Job	58.2	59.0 (-0.8)	62.4 (-4.2)
6. Respect & Integrity in the Workplace	74.2	74.7 (-0.5)	73.4 (+0.8)
7. Learning and Development	54.5	57.7 (-3.2)	58.9 (-4.4)
8. Performance and Feedback	62.7	64.6 (-1.9)	69.7 (-7.0)
9. Recognition	41.4	43.3 (-1.9)	48.1 (-6.7)
10. Final Thoughts (Engagement Index)	68.5	71.6 (-3.1)	71.1 (-2.6)
11. The Survey - Your Views (Change Index)	24.2	26.0 (-1.8)	28.9 (-4.7)

SCORES ACROSS THE WAIKATO DISTRICT

Section	Hamilton City Area	Waikato DHQ Area	Waikato East Area	Waikato West Area	Waikato District
Performance Index	61.7	56.0	57.6	58.3	58.6
1. Vision and Purpose + Communication and Cooperation	59.1	48.1	50.9	43.4	51.2
2. Quality and Excellence	43.2	38.3	39.8	35.7	39.7
3. My Supervisor	77.0	65.6	68.2	80.4	72.7
4. My Work Group	83.0	77.9	73.8	83.7	79.9
5. My Job	55.6	59.0	61.9	57.7	58.2
6. Respect & Integrity in the Workplace	78.0	71.2	74.8	71.8	74.2
7. Learning and Development	58.3	52.2	53.1	59.6	55.8
8. Performance and Feedback	70.4	58.4	52.0	67.2	62.7
9. Recognition	43.1	39.3	41.0	42.2	41.4
10. Final Thoughts	73.1	65.4	66.5	67.7	68.5
11. The Survey - Your Views	24.3	23.5	32.2	24.1	25.6

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

HOW ENGAGED ARE STAFF WITHIN THE WAIKATO DISTRICT?

Engagement Index (average of all six engagement questions)

Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
68.5	71.6 (-3.1)	71.1 (-2.6)

Engagement Profile

Engagement Group	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
Engaged	21.0	24.5 (-3.5)	24.5 (-3.5)
Ambivalent	64.0	61.8 (+2.2)	59.9 (+4.1)
Disengaged	15.0	13.7 (+1.3)	15.6 (-0.6)
Engagement Ratio	1.4:1	1.8:1	1.6:1

Proportion of Employees (%)

Engagement Across the District

Engagement Group	Hamilton City Area	Waikato DHQ Area	Waikato East Area	Waikato West Area	Waikato District
Engaged	28.3	16.7	17.3	19.4	21.0
Ambivalent	60.4	64.5	65.4	67.3	64.0
Disengaged	11.3	18.8	17.3	13.3	15.0
Engagement Index	73.1	65.4	66.5	67.7	68.5
Engagement Ratio	2.5:1	0.9:1	1:1	1.5:1	1.4:1

PERFORMANCE ENABLEMENT WITHIN THE WAIKATO DISTRICT?

Performance Enablement Index (average of all eight enablement questions)

Waikato District 2013	NZ Police 2013 (Total Org)
47.1	54.3 (-7.2)

Enablement Questions

Concept	Question	Waikato District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	41.0	52.9 (-11.9)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	39.5	42.5 (-3.0)
	I am sufficiently involved in decisions that affect my work	46.5	52.5 (-6.0)
Resource access	I have the tools and resources I need to do my job	44.0	52.6 (-8.6)
	NZ Police's systems and processes enable me to do my job well	38.3	42.8 (-4.5)
Training	NZ Police provides adequate training for the work I do	42.2	49.7 (-7.5)
Collaboration	People I work with cooperate to get the job done	85.3	87.1 (-1.8)
Customer Service	NZ Police delivers on the promises it makes to its customers	39.9	54.2 (-14.3)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE WAIKATO DISTRICT?

	Key Driver Questions	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
	1.6: I feel a sense of belonging to my District or my Service Centre	50.7	59.8 (-9.1)	57.9 (-7.2)
	1.3: NZ Police is an enjoyable place to work	62.3	73.4 (-11.1)	66.8 (-4.5)
	9.4: I feel my contribution is valued in NZ Police	39.3	43.9 (-4.6)	48.0 (-8.7)
	1.5: There is a sense of 'common purpose' in NZ Police	47.6	52.6 (-5.0)	53.5 (-5.9)
	1.10: NZ Police is interested in the views and opinions of its staff	30.4	31.9 (-1.5)	34.8 (-4.4)
	1.4: NZ Police cares about the well-being of its staff	39.7	48.6 (-8.9)	40.1 (-0.4)
	1.2: I feel I am working for an effective organisation	53.7	56.2 (-2.5)	59.6 (-5.9)
	5.3: My job gives me a sense of personal achievement	77.5	80.4 (-2.9)	79.7 (-2.2)
	7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.4	53.8 (-2.4)	56.9 (-5.5)
	9.3: NZ Police has appropriate ways of recognising outstanding achievement	42.9	42.4 (+0.5)	48.1 (-5.2)

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

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	Hamilton City Area	Waikato DHQ Area	Waikato East Area	Waikato West Area	Waikato District
1.6: I feel a sense of belonging to my District or my Service Centre	56.0	46.5	54.1	44.9	50.7
1.3: NZ Police is an enjoyable place to work	75.5	51.4	65.3	54.1	62.3
9.4: I feel my contribution is valued in NZ Police	39.6	39.6	40.8	36.7	39.3
1.5: There is a sense of 'common purpose' in NZ Police	57.9	43.1	46.4	38.8	47.6
1.10: NZ Police is interested in the views and opinions of its staff	41.1	26.6	26.5	22.4	30.4
1.4: NZ Police cares about the well-being of its staff	53.5	39.6	27.6	29.6	39.7
1.2: I feel I am working for an effective organisation	62.3	51.4	51.0	45.9	53.7
5.3: My job gives me a sense of personal achievement	77.4	71.3	82.7	81.6	77.5
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	56.0	49.7	42.9	55.1	51.4
9.3: NZ Police has appropriate ways of recognising outstanding achievement	44.0	38.9	45.9	43.9	42.9

TAKING ACTION WITHIN THE WAIKATO DISTRICT?

Question	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	29.0	32.1 (-3.1)	34.9 (-5.9)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	19.5	19.9 (-0.4)	22.9 (-3.4)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	28.4	NA	34.0 (-5.6)

Taking Action within the District

Area	Change Index	Waikato District
Hamilton City Area	24.3	25.6 (-1.3)
Waikato DHQ Area	23.5	25.6 (-2.1)
Waikato East Area	32.2	25.6 (+6.6)
Waikato West Area	24.1	25.6 (-1.5)

BIGGEST DIFFERENCES WITHIN THE WAIKATO DISTRICT SINCE 2012 - POSITIVE

Question	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.3	56.7 (+5.6)	65.8 (-3.5)
5.7: The level of work-related stress I experience in my job is acceptable	55.7	51.9 (+3.8)	56.0 (-0.3)
4.2: I can rely on the support of others in my work group	86.1	82.6 (+3.5)	86.4 (-0.3)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.1	84.5 (+2.6)	81.4 (+5.7)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	87.1	84.5 (+2.6)	86.8 (+0.3)
5.8: I am able to maintain a balance between my personal and working life	68.7	66.2 (+2.5)	67.8 (+0.9)
9.2: We celebrate success in NZ Police	44.4	42.4 (+2.0)	50.8 (-6.4)
5.6: I am satisfied with my physical work environment	52.8	51.1 (+1.7)	63.5 (-10.7)
6.1: Staff in my workgroup respect employee diversity	79.9	78.6 (+1.3)	82.9 (-3.0)
3.4: My supervisor treats staff with respect	82.7	81.5 (+1.2)	82.5 (+0.2)

BIGGEST DIFFERENCES WITHIN THE WAIKATO DISTRICT SINCE 2012 - NEGATIVE

Question	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
1.3: NZ Police is an enjoyable place to work	62.3	73.4 (-11.1)	66.8 (-4.5)
1.6: I feel a sense of belonging to my District or my Service Centre	50.7	59.8 (-9.1)	57.9 (-7.2)
1.4: NZ Police cares about the well-being of its staff	39.7	48.6 (-8.9)	40.1 (-0.4)
1.7: I intend to continue working at NZ Police for at least the next 12 months	81.7	89.2 (-7.5)	83.1 (-1.4)
7.1: NZ Police provides adequate training for the work I do	42.2	48.4 (-6.2)	49.7 (-7.5)
10.2: Overall, I would recommend NZ Police as a great place to work	62.2	68.2 (-6.0)	65.5 (-3.3)
1.5: There is a sense of 'common purpose' in NZ Police	47.6	52.6 (-5.0)	53.5 (-5.9)
9.4: I feel my contribution is valued in NZ Police	39.3	43.9 (-4.6)	48.0 (-8.7)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	58.8	63.0 (-4.2)	67.4 (-8.6)
10.5: I feel a sense of commitment to NZ Police	77.0	81.1 (-4.1)	79.2 (-2.2)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Waikato District 2013	NZ Police Top 25%
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.1	85.1 (+2.0)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Waikato District 2013	NZ Police Top 25%
2.1: NZ Police delivers on the promises it makes to its customers	39.9	65.1 (-25.2)
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	41.0	65.4 (-24.4)
9.4: I feel my contribution is valued in NZ Police	39.3	62.4 (-23.1)
10.6: NZ Police inspires me to do the best I can in my job every day	52.2	73.3 (-21.1)
1.5: There is a sense of 'common purpose' in NZ Police	47.6	68.2 (-20.6)
11.1: I believe actions will be taken based on the results of this survey	29.0	49.4 (-20.4)
1.2: I feel I am working for an effective organisation	53.7	74.1 (-20.4)
5.4: I have the tools and resources I need to do my job	44.0	63.4 (-19.4)
9.2: We celebrate success in NZ Police	44.4	63.6 (-19.2)
1.10: NZ Police is interested in the views and opinions of its staff	30.4	49.4 (-19.0)

RESPECT AND INTEGRITY WITHIN THE WAIKATO DISTRICT

Question	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	79.9	78.6 (+1.3)	82.9 (-3.0)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.1	84.5 (+2.6)	81.4 (+5.7)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	71.1	73.0 (-1.9)	70.2 (+0.9)
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)	69.8	71.1 (-1.3)	68.4 (+1.4)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.2	66.4 (-3.2)	64.2 (-1.0)

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?

	Waikato District 2013	Waikato District 2012	NZ Police 2013 (Total Org)
Not Applicable	85.2	83.4 (+1.8)	84.0 (+1.2)
Yes	4.0	5.5 (-1.5)	3.9 (+0.1)
No	10.8	11.1 (-0.3)	12.1 (-1.3)

Gender Differences Within the District

Question	Waikato District - Female	Waikato District - Male
6.1: Staff in my workgroup respect employee diversity	84.4	78.5
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.3	86.4
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.2	71.7
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	66.4	70.9
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	58.3	64.7
Respect & Integrity in the Workplace (Overall Section Score)	73.5	74.4

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?

	Waikato District - Female	Waikato District - Male
Not Applicable	79.7	87.0
Yes	4.9	3.7
No	15.4	9.3

SUMMARY AND KEY OBSERVATIONS – WAIKATO DISTRICT

The following summary provides insight into how employees perceive the Waikato District as a place to work and how it fares to the rest of NZ Police. Engagement levels within the District are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within the District that would likely provide it with the greatest improvement leverage when attempting to make the Waikato District a truly great – and engaging – place to work.

Response Rate

There was a satisfactory response rate to the 2013 staff survey from within the Waikato District. Of the 695 employees asked to participate, 501 responded, representing a response rate of 72.1%. This is a decrease on 2012's response rate of 81.0%, and is now slightly below the NZ Police average. This response rate still ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the District.

How Employees Perceive Waikato District as a Place to Work

In terms of how staff perceive the Waikato District as a place to work, the average score across all survey questions (the Performance Index) is 60.0%, which is a slight decrease of 1.8 points from 2012. Waikato District's Performance Index score is now 3.6 points below the NZ Police average. When looking at the results across the different sections of the survey (where questions on similar topics are grouped together), no one survey section stands out as having changed in any significant way, although all sections except My Work Group decreased to some extent. There are three survey sections that now score significantly below the NZ Police average – Quality & Excellence, Performance & Feedback, and Recognition.

Looking at how the results of individual questions have changed over the past year, we can see that there was just one question that had a significant increase in score, regarding perceptions that NZ Police has a clear vision of where it's going and how it's going to get there. Unusually, related questions from the same survey section ('Vision & Purpose + Communication & Cooperation') have recorded amongst the largest decreases in scores this year. Waikato District staff feel a reduced sense of 'common purpose' than they did in 2012, and their 'sense of belonging' has declined as well. Staff feel that their workplace is less enjoyable than a year ago, and that NZ Police does not care about their well-being as much. These results suggest that while more clarity exists now with regards to NZ Police purpose and vision, staff do not feel that it is making a positive difference to the way people work together to get things done. It is also notable that there has been a 7.5 point drop in the proportion of staff who intend to continue working for NZ Police.

A new analysis conducted for 2013 is a comparison of Waikato District's results against an 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). This analysis shows that Waikato District staff tended to respond much less positively about 'outcome' questions than higher performing units across NZ Police. Waikato staff have concerns that they are not delivering the level of service promised, and that the organisation is not as effective as it could be. At a personal level they are not feeling that their contributions are valued in NZ Police, or that successes are celebrated enough. As a result, staff are feeling much less inspired to do the best they can in their jobs every day. Key driver analysis, discussed below, will provide guidance over what the best levers to pull are to improve these outcomes.

Looking at the survey results across the Waikato District, there is no one Area that stands out as being particularly high- or low-performing overall. The only differences of potentially some note are the higher scores recorded by Hamilton City Area for the 'Vision & Purpose + Communication & Cooperation' and 'Performance & Feedback' sections.

Respect and Integrity within the Waikato District

Waikato District's score for the Respect & Integrity section of the survey was static from 2012 to 2013, and is on par with the NZ Police average. Awareness of who to contact to report harassment, bullying or discrimination is significantly higher in the Waikato District than the NZ Police average.

As in 2012, over 85% of Waikato District respondents indicated that they hadn't witnessed or experienced any harassment, bullying or discrimination in the past 12 months. In total, 14.8% of the District's respondents indicated that they *had* witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months. Almost three-quarters of these people did not believe the issue had been dealt with effectively, higher than last year (66%) and on par with the NZ Police overall result.

When looking at the Respect & Integrity results by gender, females responded significantly more positively than males that staff in their work group respect employee diversity, and awareness of who to report issues to is high for both genders. However, females are still much less confident in the processes in place to deal with any issues, and when issues occur they are more likely to feel that the action taken has not been effective.

Employee Engagement within Waikato District

Employee engagement levels within the Waikato District have declined from 2012 levels, down 3.1 points. This decline in engagement is a result of there being both fewer engaged employees and more disengaged employees. This means that the ratio of engaged:disengaged staff has changed from 1.8:1 in 2012 to 1.4:1 in 2013. This is now below the NZ Police average.

Across the different areas that make up Waikato District, Hamilton City Area has the most positive engagement results with 2.5 engaged staff to every 1 disengaged person. The other Areas have ratios closer to 1:1, meaning that for every one person 'promoting' NZ Police as an good employer, there is another person 'detracting' from this message.

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 Wellington District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels.

The first thing that is apparent about Waikato District's key drivers is that all except one question have decreased in score from 2012. The largest decreases in score were recorded by six key driver questions originating from the 'Vision & Purpose + Communication & Cooperation' section of the survey. As mentioned previously, while clarity of vision and strategy has improved in 2013, a sense of 'common purpose' and personal 'belonging' to the organisation has not followed this gain. Staff also report that their workplace is a significantly less enjoyable one than a year ago, and feel that NZ Police cares less about their well-being. These results indicate that while the communication of strategic objectives may have been improved over the past year, staff feel that the execution of that strategy has not resulted in a positive, collaborative workplace environment that is encouraging of their commitment. It is possible that as a result, people are feeling that the organisation is becoming less effective.

The second theme to emerge from the key driver list this year is around individual, job-level issues. NZ Police staff expect a great sense of personal achievement from their work, and indeed many people commented on that in the open-ended questions. Issues that negatively affect this sense of achievement have an impact on engagement levels. Contributing to that sense of achievement is the subject of recognition, and for Waikato District staff it is important that they are recognised appropriately for outstanding work, and feel overall that their contribution is valued. Both these issues score significantly below the NZ Police average.

Hamilton City tended to score highest across the Areas on many of the drivers of engagement, and has some particular strengths that may be worthy of further discussion. Hamilton City Area appears to offer a much more enjoyable workplace, has a greater sense of 'common purpose,' and is perceived internally to be more effective than the other Waikato District Areas. Lower scores were shared across the other areas.

Performance Enablement within the Waikato District

'Performance enablement' is about ensuring that staff have the basic resources, training and support they need to do their jobs. Additionally, it considers an emphasis on delivering a quality, customer-focused service to support a high performing workplace. A workforce that is both highly enabled (can do the job) and engaged (want to do the job) will outperform those that lack enablement or engagement.

Based on responses to the enablement questions, opportunities to further enable Waikato District staff exist across the board. In particular, staff responses suggest concerns with the day-to-day decisions made that in turn impact on the quality of services delivered to the community. Access to required equipment and resources, as well as the efficiency of support systems and processes also scored poorly compared to the NZ Police average. Opportunities for further training and involvement in decision-making are also apparent when Waikato District results are compared to the NZ Police average.

Taking Action within the Waikato District

In line with the general direction of the survey results from 2012 to 2013, a low proportion of just 19.5% of Waikato District staff felt that the 2012 survey had a positive impact on their workplace. This is slightly below the NZ Police average, which is also a low score. Just 28.4% of staff agreed that their supervisor had involved them in making changes last year, and 29.0% of staff feel positive that the 2013 survey will inspire change. Interestingly, Waikato East is most positive about the impact the survey is having, with the other Areas responding similarly.

Employee Comments

Examining the comments made by staff we see further support for the Key Drivers mentioned above. Many comments refer to camaraderie, teamwork and the sense of personal achievement they get from working in the District. Staff are also positive about the ability they have to make a difference in the community, and the variety that the job offers.

A number of issues were raised as things that needed to change, including better/more honest communication from management, the need for more staff and equipment, management support, better pay and appointment processes, dealing with poor performance, and too many managers.

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

Summary

The 2013 survey results for the Waikato District appear similar overall to 2012 results, however closer analysis reveals that there are some pressing 'big picture' issues that are resulting in a workplace environment that is becoming less engaging. Staff currently feel that the District is not working as cohesively as in the past, there is a reduced sense of "care" demonstrated by the organisation, and significantly fewer people are enjoying the experience of work. Employee comments suggest that tension is growing with the processes of management, and this is decreasing the sense that "we're all in this together." This is a theme about people's emotional response to the work environment as they see it, and the analysis shows that it is affecting their commitment to do their best in their roles. Waikato District staff certainly want NZ Police to be effective and successful, and their feedback suggests that the focus on providing the quality service that the New Zealand public expects is sometimes not as sharp as it could be. At a personal level, Waikato District staff want to feel like they're doing a good job, and they would like to be recognised and valued for that. That is a need that resonates across the whole of NZ Police, and supervisors play a big role in that daily job design and appreciation process.

Critical to regaining the engagement of Waikato District staff in 2013 will be every supervisor and work group recognising their role in building a great workplace. On average 28.4% of people reported that their supervisor has involved their work group in making changes based on the last survey, and just under 20% of people felt that any changes made since the 2012 survey had had a positive impact. These results echo the changes in the engagement metrics across the past year. If work groups across the Waikato District are able to work together in a purposeful way to build a more supportive and enjoyable workplace, a more engaging workplace (and a more effective District) should result.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

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

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

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

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

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

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

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

TOTAL ORGANISATION RESULTS

RESPONSE RATE

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

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

ENGAGEMENT PROFILE

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

Proportion of Employees (%)

GLOSSARY

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: the average score across the six engagement questions, across all employees.

Engagement Profile: employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

Engagement Ratio: the proportion of engaged to disengaged employees

Change Index: the overall section score for 'The Survey – Your Views'

Performance enablement is the organisation's ability to harness engagement by creating an environment in which staff are enabled to do their job to the best of their ability. Enabled employees are well equipped to do their job, are adequately trained, work cooperatively with others to get the job done, and have appropriate channels to voice themselves. Quality of service is prioritised these staff, and as a result, they can be expected to display greater customer focus.

Performance enablement index: the average score across the below eight enablement questions

- Day to day decisions demonstrate that quality of services is a top priority for NZ Police
- NZ Police encourages ideas and suggestions from employees on how to improve the way things are done
- I am sufficiently involved in decisions that affect my work
- I have the tools and resources I need to do my job
- NZ Police's systems and processes enable me to do my job well
- NZ Police provides adequate training for the work I do
- People I work with cooperate to get the job done
- NZ Police delivers on the promises it makes to its customers

Key Driver Analysis: is a statistical technique (correlation) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if your District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

The Questionnaire: The 2013 New Zealand Police Workplace Survey contained 66 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.

