New Zealand Police Workplace Survey 2015

Summary of Findings
Waikato District 2015

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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

The response rate for the Waikato District to the 2015 survey was down around 7% from the previous year. It is in line with the NZ Police overall response rate, and we can be confident that the results presented in this report are an accurate indication of employee attitudes and opinions in the District.

	Waikato District 2015	Waikato District 2014	NZ Police 2015
Number of Responses	494	531	8361
Response Rate	69.5%	76.6%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District's score is statistically higher than the comparison point, while red font indicates the score is statistically lower. The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

Summary of Results

	Waikato District 2015	Waikato District 2014	NZ Police 2015
Performance Index	57.8	57.0	**63.2**
Engagement Index	66.0	63.9	**72.1**
Work Engagement Index	82.3	80.0	84.0
Change Index	18.1	18.8	**26.4**
Engagement Profile			

Summary of Findings

The survey results for Waikato District overall suggest that employees views and opinions within the District are largely consistent with the previous year, although more questions showed significant improvement than significant declines, which is encouraging. Waikato West tends to hold the least favourable perceptions, whereas the Waikato DHQ has shown some improvements since 2014. Overall, the District is still lagging behind NZ Police overall, particularly in relation to vision and purpose, communication and cooperation, and post-survey action. While work-related engagement scored reasonably high (between 75-88% agreement across the questions), engagement with NZ Police as an organisation scored comparatively lower (below the NZ Police average). The key drivers of engagement suggest two primary focus areas for lifting engagement in Waikato District: 1) having a strong sense of common purpose and focus on quality of service, and 2) ensuring staff feel valued, involved and included.

Where to from here

Less than 20% of Waikato District respondents have positive views or expectations of post-survey action. Getting teams involved in action planning on the results of the survey is a good opportunity to provide feedback and an ideal starting step towards making staff feel more valued and listened to. Exploring ideas and options for improving organisational effectiveness, along with ways to effectively involve staff on an ongoing basis are recommended focuses for the Waikato District.

2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees overall perceptions of the District as a place to work.

2.1 Across the District

	Waikato District 2015	Waikato District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	57.8	57.0	**63.2**
1. The Work I Do	65.3	65.8	**70.8**
2. Learning and Development	51.4	48.4	52.6
3. Work Conditions	46.6	49.9	**52.8**
4. My Team	73.0	72.5	75.7
5. Respect & Integrity in the Workplace	72.0	73.3	72.7
6. My Supervisor	78.0	76.2	80.7
7. Recognition	37.2	36.3	**44.6**
8. Vision and Purpose + Communication and Cooperation	49.4	46.7	**58.0**
9. Quality and Excellence	51.0	50.0	**58.7**
10. Final Thoughts (Employee Engagement)	66.0	63.9	**72.1**
11. The Survey - Your Views (Change Index)	18.1	18.8	**26.4**

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

2.2 Across the Areas

Section	Hamilton City		Waikato DHQ		Waikato East		Waikato West	
	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index	62.1	61.6	56.7	53.2	58.8	58.3	53.6	56.8
1. The Work I Do	64.0	66.0	66.6	64.2	68.8	69.7	60.8	65.5
2. Learning and Development	60.5	59.0	50.2	41.5	46.6	49.3	46.7	45.8
3. Work Conditions	42.6	46.9	47.7	51.8	52.3	55.7	43.6	44.8
4. My Team	80.1	78.4	70.5	67.9	71.5	72.3	70.7	73.4
5. Respect & Integrity in the Workplace	78.5	76.4	67.4	69.1	74.6	72.5	71.9	78.4
6. My Supervisor	81.6	81.7	76.8	71.3	75.0	72.9	78.9	81.5
7. Recognition	40.1	42.2	37.2	31.1	39.8	37.2	31.2	37.5
8. Vision and Purpose + Communication and Cooperation	56.3	55.5	48.0	41.3	49.7	48.3	43.2	43.3
9. Quality and Excellence	54.5	52.4	50.9	47.7	52.4	51.0	45.5	50.5
10. Final Thoughts	74.9	70.9	63.8	58.7	69.9	67.2	55.6	61.2
11. The Survey - Your Views	20.0	20.1	16.4	17.3	18.9	20.5	19.0	18.2

2.3 Interpretation

Survey scores for the Waikato District remained steady from the previous year, with no significant change on the various sections or across the survey overall (as shown by the Performance Index). However, there was some variation with respect to the individual Areas, with Waikato DHQ improving significantly on a number of sections. The District is still scoring less favourably than NZ Police overall, with the biggest gaps relating to vision and purpose, communication and cooperation, perceptions of post-survey action, quality and excellence, and recognition.

2.3.1 Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

3. Engagement

With respect to work-related engagement, Waikato District scores at a similar level to NZ Police overall, and comparable to last year, with Waikato East in particular having some notable improvements with respect to sense of achievement gained from the job. Organisational engagement for Waikato District is lower, scoring significantly below the NZ Police average (on the overall Engagement Index and a number of the individual questions within the Index). Feeling inspired by NZ Police to do their best and go the extra mile are the greatest gap areas when the District is compared to NZ Police overall. While Hamilton City and Waikato DHQ have had significant improvements on several engagement items, Waikato West has had a number of notable declines (on questions relating to job satisfaction, willingness to recommend NZ Police as a great place to work, and sense of commitment to the organisation).

3.1 Fulfilment, motivation and commitment towards work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

Question	Waikato District 2015	Waikato District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	75.2	71.9	77.9
1.8 I am strongly committed to the work I do	87.8	86.2	89.1
1.9 I am motivated to do the best I can in my job every day	83.8	81.9	85.1

	Hamilton City		Waikato DHQ		Waikato East		Waikato West	
	2015	2014	2015	2014	2015	2014	2015	2014
1.7	74.1	72.5	73.1	68.4	87.8	77.1	69.8	74.2
1.8	88.0	87.2	87.5	83.7	93.9	89.2	82.6	87.6
1.9	86.3	85.2	83.2	79.8	91.5	84.3	74.4	78.7

3.2 Engagement with New Zealand Police

Organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

The Engagement Index is the average of all six engagement questions and measures employees' engagement with NZ Police as an organisation.
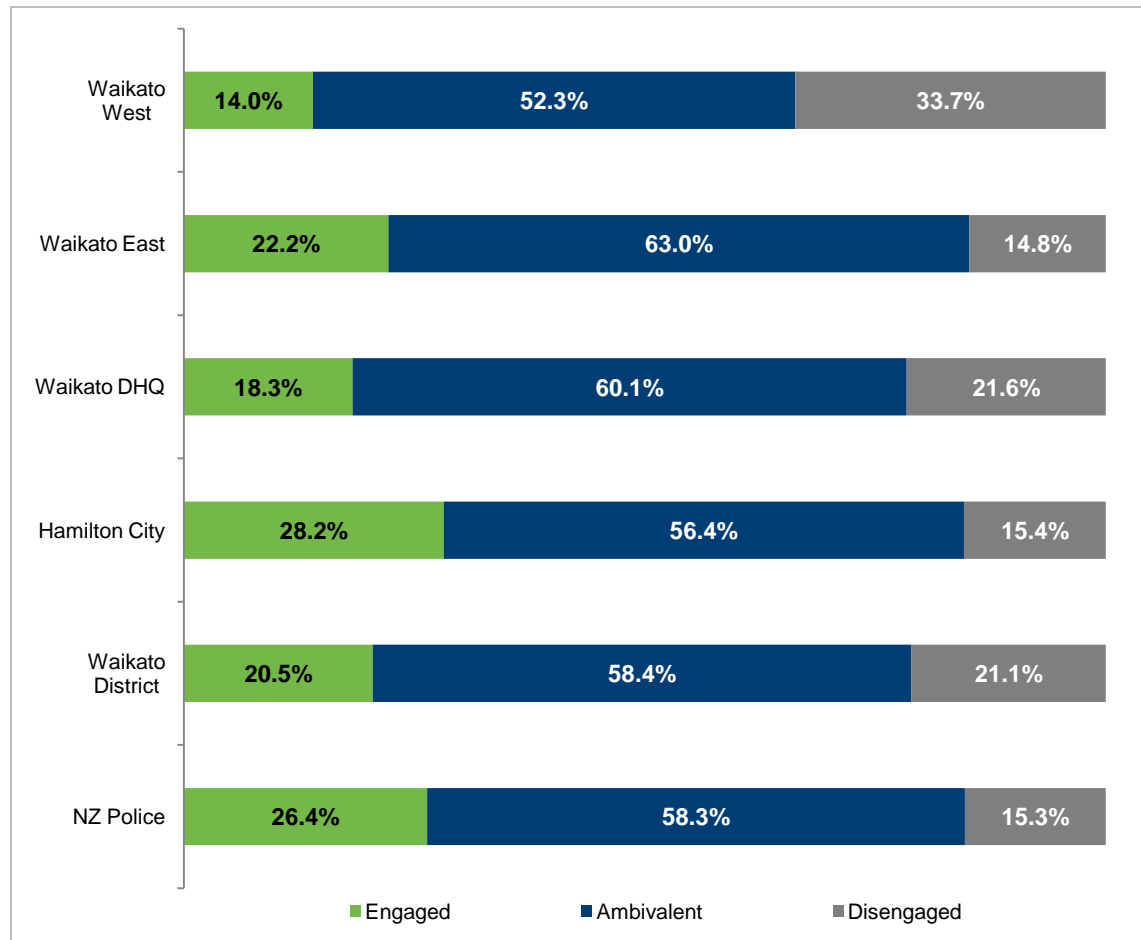
Question	Waikato District 2015	Waikato District 2014	NZ Police 2015
Engagement Index	66.0	63.9	**72.1**
10.1 Overall, I'm satisfied with my job	65.7	66.8	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	59.3	58.1	**66.6**
10.3 I take an active interest in what happens in NZ Police	79.7	75.5	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	63.1	61.4	**71.5**
10.5 I feel a sense of commitment to NZ Police	77.0	73.2	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	51.3	48.4	**59.8**

	Hamilton City		Waikato DHQ		Waikato East		Waikato West	
	2015	2014	2015	2014	2015	2014	2015	2014
Index	74.9	70.9	63.8	58.7	69.9	67.2	55.6	61.2
10.1	73.5	74.7	64.9	61.5	67.9	68.7	54.7	64.0
10.2	72.6	69.3	56.5	52.4	59.3	55.4	47.7	55.1
10.3	85.5	78.0	76.0	70.2	87.7	81.9	73.3	77.5
10.4	70.9	67.3	62.5	57.0	67.5	68.7	50.0	54.5
10.5	85.5	80.7	76.0	66.7	80.2	78.0	64.7	71.6
10.6	61.2	55.3	47.1	44.2	56.8	50.6	43.0	44.3

3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent, or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

Compared to NZ Police overall, Waikato District has less people in the engaged category, and more people in the disengaged category. Waikato West in particular had over twice the proportion of disengaged people, compared to engaged people.

3.4 District and Area Engagement Profile Trend 2014-15

When examining engagement profiles across the different Areas within Waikato District, most have had little change since 2014, with the exception of Waikato West, which experienced a significant growth in the proportion of people falling into the 'disengaged' group; and Hamilton City, which had a drop in the proportion of people within the 'ambivalent' category (moving either into 'engaged' or 'disengaged').

Engagement Profile	Hamilton City		Waikato DHQ		Waikato East		Waikato West	
	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	28.2	23.3	18.3	13.5	22.2	19.3	14.0	13.6
Ambivalent	56.4	63.4	60.1	60.9	63.0	66.2	52.3	64.8
Disengaged	15.4	13.3	21.6	25.6	14.8	14.5	33.7	21.6

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

Amongst the key drivers of engagement for Waikato District, there have been several notable improvements since 2014 (including perceptions of working for an effective organisation, and feeling like NZ Police values their contribution and is interested in staff views and opinions). However, the majority do score significantly below the NZ Police average. These gaps suggest two key areas to focus on in efforts to improve engagement: 1) sense of common purpose and focus on quality, and 2) continue to value the contributions, views, and opinions of staff and making them feel involved and included.

Key Driver Questions	Waikato District 2015	Waikato District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	66.3	61.6	**71.2**
8.10: I feel I am working for an effective organisation	52.0	**46.6**	**62.8**
8.7: I feel a sense of belonging to my District or my Service Centre	47.9	48.6	**59.8**
8.4: There is a sense of 'common purpose' in NZ Police	44.6	44.2	**57.2**
7.5: I feel my contribution is valued in NZ Police	42.2	**37.0**	**49.2**
8.8: NZ Police cares about the well-being of its staff	41.5	40.6	**48.7**
1.7: My job gives me a sense of personal achievement	75.2	71.9	77.9
8.5: NZ Police is interested in the views and opinions of its staff	30.5	**24.4**	**38.9**
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	41.4	40.2	**52.9**
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	47.5	47.6	52.3

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. Respect & Integrity reporting

Perceptions of 'Respect and Integrity' within Waikato District are consistent with the previous year and with NZ Police overall, with no meaningful change or gaps to NZ Police across the various questions.

Question		Waikato District 2015	Waikato District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		81.4	80.4	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		78.0	80.9	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		69.3	70.7	69.2
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		68.0	69.6	68.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		63.3	64.7	63.0
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	84.4	86.3	81.7
	Yes	2.6	3.8	4.5
	No	13.0	10.0	13.8

5. Biggest Differences 2014 - 2015

The five questions showing the biggest improvements for Waikato District were all significantly higher than in 2014, with three of them being key drivers of engagement. Although improving, these questions are still scoring below the NZ Police average, suggesting additional effort is still needed to close the gaps. Of the questions that have declined, only two did so significantly, with lower proportions of people in Waikato District agreeing that NZ Police provides adequate training for the work, and that people are appointed to positions based on merit, compared to 2014. Along with these two questions, scores regarding fairness with respect to assessment of performance and pay and benefits were also significantly below NZ Police overall.

5.1 Top five biggest differences within the District since 2014 - POSITIVE

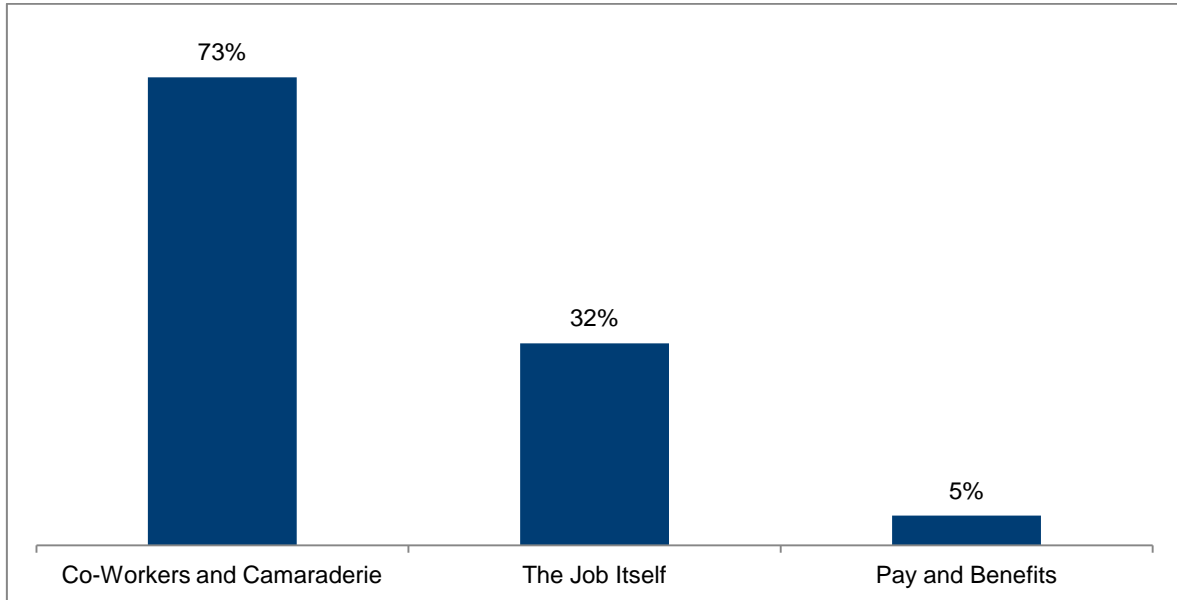| Question	Waikato District 2015	Waikato District 2014	NZ Police 2015
8.5: NZ Police is interested in the views and opinions of its staff	30.5	**24.4**	**38.9**
4.8: Poor performance is dealt with effectively in my team	51.4	**45.6**	53.3
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	49.8	**44.0**	**60.0**
8.10: I feel I am working for an effective organisation	52.0	**46.6**	**62.8**
7.5: I feel my contribution is valued in NZ Police	42.2	**37.0**	**49.2**

5.2 Top five biggest differences within the District since 2014 - NEGATIVE

| Question	Waikato District 2015	Waikato District 2014	NZ Police 2015
1.5: NZ Police provides adequate training for the work I do	32.4	**38.4**	**40.0**
7.2: People here are appointed to positions based on merit	23.1	**28.2**	**31.3**
1.4: My performance is fairly assessed	42.3	47.0	**52.7**
3.4: The pay and benefits I receive are fair for the work I do	28.5	32.8	**33.7**
3.3: I am able to maintain a balance between my personal and working life	61.5	64.9	64.9

6. Employee Comments Theme Analysis

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

6.1 One thing that makes this a great place to work

Regarding the aspects that make NZ Police a great place to work, colleagues and the sense of camaraderie experienced stood out as the most common theme for Waikato District (mentioned in almost three-quarters of comments), followed by the job itself (mentioned in almost one-third of comments).

6.2 One thing that needs to change to make this a great place to work
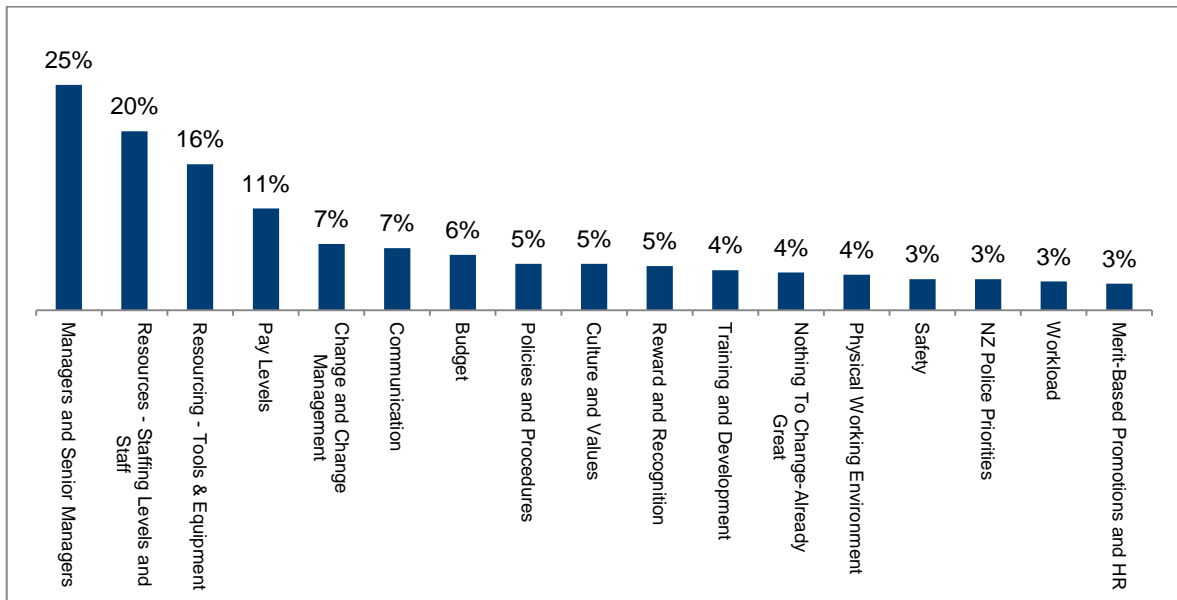
Comments regarding what needs to change to make NZ Police a great place to work were more varied. A quarter of these comments suggested Managers and Senior Managers should be a focus of change, followed by Resourcing (including staffing/staffing levels, tools and equipment).

7. Appendix 1 – All Question Results

Question	Waikato District		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	65.3	65.8	70.8	71.9
1.1: The responsibilities of my job are clearly defined	67.1	68.3	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	74.2	75.5	82.8	83.9
1.3: I understand how my performance is measured	52.5	51.3	59.4	61.1
1.4: My performance is fairly assessed	42.3	47.0	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	32.4	38.4	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	72.4	71.4	74.4	75.0
1.7: My job gives me a sense of personal achievement	75.2	71.9	77.9	78.3
1.8: I am strongly committed to the work I do	87.8	86.2	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	83.8	81.9	85.1	85.1
2. Learning and Development	51.4	48.4	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	47.5	47.6	52.3	53.2
2.2: I am encouraged to try new ways of doing things	44.8	42.2	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	56.6	52.2	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	56.8	51.6	53.5	53.4
3. Work Conditions	46.6	49.9	52.8	56.2
3.1: I am satisfied with my physical work environment	50.9	53.4	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	45.3	48.3	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	61.5	64.9	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	28.5	32.8	33.7	40.1
4. My Team	73.0	72.5	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.0	87.5	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	73.1	70.1	76.4	76.9
4.3: The way work is allocated in my team is fair	69.2	69.4	71.5	72.5
4.4: People I work with cooperate to get the job done	84.4	84.7	86.1	86.5
4.5: I can rely on the support of others in my team	84.1	85.8	86.4	86.9
4.6: I feel part of an effective team	75.8	77.9	80.3	81.2
4.7: People are held accountable for their performance in my team	58.8	59.0	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	51.4	45.6	53.3	54.4
5. Respect & Integrity in the Workplace	72.0	73.3	72.7	73.4
5.1: Staff in my team respect employee diversity	81.4	80.4	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.0	80.9	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.3	70.7	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	68.0	69.6	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.3	64.7	63.0	64.4

Question	Waikato District		NZ Police	
	2015	**2014**	**2015**	**2014**
6. My Supervisor	78.0	76.2	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	88.0	86.6	87.5	87.4
6.2: My supervisor treats staff with respect	88.8	86.8	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	75.2	73.2	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	78.3	75.1	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	61.0	57.7	68.5	68.8
6.6: I have confidence in my supervisor	76.6	77.7	80.9	80.8
7. Recognition	37.2	36.3	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	41.7	40.3	44.9	46.3
7.2: People here are appointed to positions based on merit	23.1	28.2	31.3	34.5
7.3: We celebrate success in NZ Police	37.6	36.0	47.5	47.0
7.4: I get recognition when I do a good job	41.8	39.8	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	42.2	37.0	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	49.4	46.7	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	49.8	44.0	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	33.0	31.5	45.1	46.3
8.3: I feel informed about NZ Police and its activities	43.3	42.4	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	44.6	44.2	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	30.5	24.4	38.9	39.9
8.6: Teams within NZ Police work well together	50.4	48.3	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	47.9	48.6	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	41.5	40.6	48.7	50.9
8.9: NZ Police is an enjoyable place to work	66.3	61.6	71.2	72.4
8.10: I feel I am working for an effective organisation	52.0	46.6	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	84.3	81.7	84.6	85.2
9. Quality and Excellence	51.0	50.0	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	41.4	40.2	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	88.8	84.9	87.6	87.3
9.3: I have the tools and resources I need to do my job	40.7	44.0	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	42.1	40.6	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	55.3	55.0	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	52.2	48.9	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	36.7	36.5	51.5	55.1
10. Final Thoughts	66.0	63.9	72.1	73.3
10.1: Overall, I'm satisfied with my job	65.7	66.8	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	59.3	58.1	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	79.7	75.5	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	63.1	61.4	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	77.0	73.2	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	51.3	48.4	59.8	60.6

Question	Waikato District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	18.1	18.8	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	10.9	12.7	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	22.2	25.0	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	21.2	18.6	29.3	33.8

Question	Waikato District	NZ Police
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?		
Not Applicable	84.4	81.7
Yes	2.6	4.5
No	13.0	13.8

8. Appendix 2 – Notes on taking action

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

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

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

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

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

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

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

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

9. Appendix 3 – Glossary

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

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

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

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

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

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

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

The Questionnaire: The 2015 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

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

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

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