New Zealand Police
Workplace Survey 2012
Summary of Findings:
Waikato District

April 2012

Kenexa® JRA

NEW ZEALAND
POLICE
Nga Pirihimana O Aotearoa

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

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RESPONSE RATE

	Waikato District 2012	Waikato District 2011	NZ Police 2012 (Total Org)
Number of Responses	584	583	9393
Response Rate	81.0%	82.7%	77.1%

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

OVERALL PERCEPTIONS OF THE WAIKATO DISTRICT AS A PLACE TO WORK

Section	Waikato District 2012	Waikato District 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	66.1	63.4 (+2.7)	67.7 (-1.6)
1. Vision and Purpose + Communication and Cooperation	62.4	58.8 (+3.6)	63.9 (-1.5)
2. My Supervisor	74.4	71.2 (+3.2)	75.6 (-1.2)
3. My Work Group	75.3	74.0 (+1.3)	76.7 (-1.4)
4. My Job	63.3	60.9 (+2.4)	65.7 (-2.4)
5. Respect & Integrity in the Workplace	72.2	70.4 (+1.8)	71.2 (+1.0)
6. Learning and Development	61.7	59.8 (+1.9)	62.7 (-1.0)
7. Performance and Feedback	66.5	65.2 (+1.3)	69.4 (-2.9)
8. Recognition	55.7	52.0 (+3.7)	58.0 (-2.3)
9. Final Thoughts (Engagement)	71.6	69.1 (+2.5)	73.3 (-1.7)
10. The Survey - Your Views	45.9	39.7 (+6.2)	49.6 (-3.7)

HIGHEST RATED AREAS WITHIN THE WAIKATO DISTRICT

Question	Waikato District 2012	Waikato District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	87.3	87.4 (-0.1)	85.8 (+1.5)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	79.7	78.7 (+1.0)	80.0 (-0.3)
2.4: My supervisor treats staff with respect	79.6	77.5 (+2.1)	80.0 (-0.4)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	79.0	75.2 (+3.8)	79.2 (-0.2)
3.2: I can rely on the support of others in my work group	78.9	78.5 (+0.4)	80.0 (-1.1)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.0	76.2 (+1.8)	75.8 (+2.2)
3.1: Staff in my work group work well together	78.0	76.8 (+1.2)	79.1 (-1.1)
4.3: My job gives me a sense of personal achievement	77.9	76.7 (+1.2)	78.0 (-0.1)
7.1: NZ Police expects high standards of performance from its people	77.4	77.5 (-0.1)	79.3 (-1.9)
9.5: I feel a sense of commitment to NZ Police	76.9	75.1 (+1.8)	78.1 (-1.2)

LOWEST RATED AREAS WITHIN THE WAIKATO DISTRICT

Question	Waikato District 2012	Waikato District 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	43.3	37.3 (+6.0)	47.8 (-4.5)
8.5: People here are appointed to positions based on merit	47.1	42.8 (+4.3)	48.2 (-1.1)
10.1: I believe actions will be taken based on the results of this survey	48.6	42.1 (+6.5)	51.5 (-2.9)
1.10: NZ Police is interested in the views and opinions of its staff	49.6	44.1 (+5.5)	51.3 (-1.7)
4.9: The pay and benefits I receive are fair for the work I do	49.7	46.8 (+2.9)	53.0 (-3.3)
1.11: Work groups in NZ Police work well together	52.5	51.7 (+0.8)	56.0 (-3.5)
4.4: I have the tools and resources I need to do my job	53.9	47.9 (+6.0)	59.0 (-5.1)
8.2: We celebrate success in NZ Police	56.0	52.4 (+3.6)	59.7 (-3.7)
6.1: NZ Police provides adequate training for the work I do	56.3	51.4 (+4.9)	58.9 (-2.6)

| 8.4: I feel my contribution is valued in NZ Police | 56.3 | 52.5 (+3.8) | 59.0 (-2.7) |

BIGGEST DIFFERENCES WITHIN THE WAIKATO DISTRICT SINCE 2011 - POSITIVE

Question	Waikato District 2012	Waikato District 2011	NZ Police 2012 (Total Org)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	64.2	56.6 (+7.6)	67.8 (-3.6)
10.1: I believe actions will be taken based on the results of this survey	48.6	42.1 (+6.5)	51.5 (-2.9)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	43.3	37.3 (+6.0)	47.8 (-4.5)
4.4: I have the tools and resources I need to do my job	53.9	47.9 (+6.0)	59.0 (-5.1)
1.9: I feel informed about NZ Police and its activities	61.1	55.1 (+6.0)	62.8 (-1.7)
1.10: NZ Police is interested in the views and opinions of its staff	49.6	44.1 (+5.5)	51.3 (-1.7)
1.2: I feel I am working for an effective organisation	61.9	56.5 (+5.4)	65.6 (-3.7)
6.1: NZ Police provides adequate training for the work I do	56.3	51.4 (+4.9)	58.9 (-2.6)
1.4: NZ Police cares about the well-being of its staff	58.2	53.6 (+4.6)	56.9 (+1.3)
2.1: My supervisor communicates the goals and objectives of our work group effectively	71.6	67.0 (+4.6)	72.4 (-0.8)

BIGGEST DIFFERENCES WITHIN THE WAIKATO DISTRICT SINCE 2011 - NEGATIVE

Question	Waikato District 2012	Waikato District 2011	NZ Police 2012 (Total Org)
6.5: There are career and personal development opportunities for me in NZ Police	63.0	63.7 (-0.7)	62.2 (+0.8)
6.6: I am satisfied with my learning and development opportunities in NZ Police	58.3	58.7 (-0.4)	59.1 (-0.8)
1.7: I intend to continue working at NZ Police for at least the next 12 months	87.3	87.4 (-0.1)	85.8 (+1.5)
7.1: NZ Police expects high standards of performance from its people	77.4	77.5 (-0.1)	79.3 (-1.9)

SCORES ACROSS THE WAIKATO DISTRICT

Section	Hamilton City Area	Waikato East Area	Waikato West Area	Waikato Dist
Performance Index	65.9	64.4	68.0	66.1
1. Vision and Purpose + Communication and Cooperation	62.5	62.3	62.1	62.4
2. My Supervisor	74.0	69.2	80.2	74.4
3. My Work Group	75.3	70.8	79.1	75.3
4. My Job	63.0	63.3	64.2	63.3
5. Respect & Integrity in the Workplace	72.4	68.9	74.5	72.2
6. Learning and Development	61.9	62.8	60.4	61.7
7. Performance and Feedback	67.4	59.2	70.7	66.5
8. Recognition	54.9	53.8	59.7	55.7
9. Final Thoughts	71.3	72.2	71.8	71.6
10. The Survey - Your Views	44.0	45.8	51.4	45.9

Weighted Mean Scores (%)

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.

RESPECT AND INTEGRITY WITHIN THE WAIKATO DISTRICT

Question	Waikato District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	78.6	81.0 (-2.4)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.5	80.9 (+3.6)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	73.0	69.4 (+3.6)
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)	71.1	67.1 (+4.0)
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	66.4	63.5 (+2.9)

Level of Agreement (%)

5.6: If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?

	Waikato District	NZ Police (Total Org)
Not Applicable	83.4	83.4 (0.0)
Yes	5.5	4.6 (+0.9)
No	11.1	12.0 (-0.9)

HOW ENGAGED ARE STAFF WITHIN THE WAIKATO DISTRICT?

Engagement Index (average of all six engagement questions)

Waikato District 2012	Waikato District 2011	NZ Police (Total Org)
71.6	69.1 (+2.5)	73.3 (-1.7)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	Waikato District 2012	Waikato District 2011	NZ Police (Total Org)
Engaged	24.5	17.8 (+6.7)	27.8 (-3.3)
Ambivalent	61.8	67.2 (-5.4)	59.7 (+2.1)
Disengaged	13.7	15.0 (-1.3)	12.5 (+1.2)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE WAIKATO DISTRICT?

	Rank from 2011	Key Driver Questions	Waikato District 2012	Waikato District 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	70.9	68.3 (+2.6)	71.1 (-0.2)
	2	4.3: My job gives me a sense of personal achievement	77.9	76.7 (+1.2)	78.0 (-0.1)
	4	8.4: I feel my contribution is valued in NZ Police	56.3	52.5 (+3.8)	59.0 (-2.7)
	3	1.2: I feel I am working for an effective organisation	61.9	56.5 (+5.4)	65.6 (-3.7)
	6	4.9: The pay and benefits I receive are fair for the work I do	49.7	46.8 (+2.9)	53.0 (-3.3)
	NA	4.7: The level of work-related stress I experience in my job is acceptable	59.1	56.9 (+2.2)	61.6 (-2.5)
	NA	6.2: The work I do makes good use of my knowledge and skills	71.0	70.0 (+1.0)	71.0 (+0.0)
	NA	4.5: I am sufficiently involved in decisions that affect the way I do my job	58.5	56.4 (+2.1)	60.3 (-1.8)
	NA	6.4: I am encouraged to try new ways of doing things	60.4	56.4 (+4.0)	61.9 (-1.5)
	NA	8.2: We celebrate success in NZ Police	56.0	52.4 (+3.6)	59.7 (-3.7)

Weighted Mean Score (%)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the 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. The rank of key drivers that were identified in 2011 is shown in the column headed "Rank from 2011".

ANATOMY OF A GREAT WORKPLACE™

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

	Vision and Values	Community	Development	Performance Culture
Organisation level		1.3: NZ Police is an enjoyable place to work		8.2: We celebrate success in NZ Police 1.2: I feel I am working for an effective organisation 4.9: The pay and benefits I receive are fair for the work I do
Team level			6.4: I am encouraged to try new ways of doing things	
Individual level	4.5: I am sufficiently involved in decisions that affect the way I do my job	8.4: I feel my contribution is valued in NZ Police	4.3: My job gives me a sense of personal achievement 6.2: The work I do makes good use of my knowledge and skills	4.7: The level of work-related stress I experience in my job is acceptable

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 East Area	Waikato West Area	Waikato Dist	Total Organisation
1.3: NZ Police is an enjoyable place to work	70.4	68.7	74.2	70.9	71.1
4.3: My job gives me a sense of personal achievement	76.8	78.0	80.9	77.9	78.0
8.4: I feel my contribution is valued in NZ Police	55.3	55.8	59.8	56.3	59.0
1.2: I feel I am working for an effective organisation	62.1	60.0	62.7	61.9	65.6
4.9: The pay and benefits I receive are fair for the work I do	49.9	51.9	47.1	49.7	53.0
4.7: The level of work-related stress I experience in my job is acceptable	58.9	60.3	58.6	59.1	61.6
6.2: The work I do makes good use of my knowledge and skills	70.8	71.7	70.9	71.0	71.0
4.5: I am sufficiently involved in decisions that affect the way I do my job	58.2	56.5	61.1	58.5	60.3
6.4: I am encouraged to try new ways of doing things	60.8	60.1	59.6	60.4	61.9
8.2: We celebrate success in NZ Police	55.3	55.6	58.4	56.0	59.7

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – WAIKATO DISTRICT

The following summary provides insight into how employees perceive the 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 District a truly great – and engaging – place to work.

Response Rate

For the second year running the Waikato District has had, on average, just over 4 out of 5 people participate in the New Zealand Police Workplace Survey. In 2012 a total of 584 people in the District completed the survey. This equates to 81.0% of all those invited to participated. While slightly down on the response rate for 2011 (82.7%) it still represents an excellent response rate, ensuring that 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

There has been a significant shift since 2011 as to how people in the District think about their place of work. In 2012 the District's 'Performance Index' – the average score across all questions across all employees – has increased to 66.1% (up +2.7%), which is a significant improvement from 2011.

Out of a total ten survey sections, significant increase have been seen in eight of these sections, with improvements ranging from +1.8% to +6.2% (weighted mean points). No significant decreases have occurred, with the remaining two sections 'My Work Group' and 'Performance and Feedback' scoring similar to 2011.

While the changes since 2011 are very positive, it is important that this momentum continues. When compared to the NZ Police 'Performance Index' result, the Waikato District trails on average by -1.6% weighted mean points, which is significant. In total six sections score significantly below NZ Police overall, with the larger negative differences being the sections of 'My Job' 'Performance and Feedback', 'Recognition' and 'The Survey – Your Views' (-3.7%).

As seen in previous year's surveys, intention to stay at NZ Police is by far the highest rated item in the entire survey. The score of 87.3% is almost identical to the 2011 result and remains significantly ahead of the NZ Police (overall) result of 85.8%. As was also seen in 2011, half of the ten highest scoring items come from the 'My Supervisor' and 'My Workgroup' survey sections. The 'My Supervisor' items of 'My supervisor treats staff with respect' and 'My supervisor behaves in a way that is consistent with the values of NZ Police' have both increased significantly by +2.1% and +3.8% respectively. A 'sense of commitment to NZ Police' and knowing 'who to contact to report instances of workplace harassment, bullying or discrimination' have also increased significantly. This latter item at 78.0% is also significantly ahead of NZ Police by +2.2%. One of the highest scoring items 'My job gives me a sense of personal achievement' has been identified as a key driver of employee engagement.

An examination of the District's ten lowest scoring items unveils three interesting observations. Firstly almost all ten lowest scoring items for 2012 were lowest scoring items in 2011. Secondly, almost all ten lowest scoring items have increased significant since 2011 (ranging from +2.9% to +6.5%). And thirdly, almost all ten lowest scoring items are significantly below NZ Police (from -1.7% to -5.1%). It appears that while the Waikato District has had great improvements in these low scoring survey items, they have not been large enough to keep up with NZ Police overall which also has significant improvements in these items.

As with 2011 the largest negative difference between the District and NZ Police overall lay around whether outcomes of the survey have had a positive impact, whether people are paid, or recognised accordingly for their contribution to NZ Police, and whether people have adequate access to tools, resources and the training required to do their job. Of significant mention, three of the lowest scoring items have also been identified as key drivers of engagement; 'The pay and benefits I receive are fair for the work I do', 'We celebrate success in NZ Police' and 'I feel my contribution is valued in NZ Police'.

An analysis of the ten survey items that have had the greatest increase from 2012 show a similar trend as seen with the survey sections and lowest scoring items, in that significant increases have been made since 2011, yet the results still fall below that of NZ Police overall. However, there have been no significant decreases in scores since 2011.

Looking at results across the District, Waikato West outperforms both Waikato East and Hamilton City across most survey sections. Significant variance of results exists between the higher scoring Waikato West and the lower scoring Waikato East, particularly in 'My Supervisor', 'My Workgroup', 'Respect and Integrity in the Workplace', 'Performance and Feedback' and the 'Recognition' sections. One further point of interest, the higher scoring Waikato West also scores highest for 'The Survey – Your Views' indicating that post survey initiatives in this Area have had a more positive impact on people's attitude to their workplace.

Respect and Integrity within the Waikato District

As in 2011 the Waikato District has higher proportions of staff agreeing to almost all of the 'Respect and Integrity in the Workplace' survey items compared to NZ Police overall, with differences in levels of agreement scores ranging from +2.9% to +4.0%.

As positive as this is, the results still show that approximately one third of people do not believe that concerns raised by them regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately. In total 16.6% of the District's respondents were able to indicate that they had witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months. Two-thirds of these people did not believe the issue had been dealt with effectively.

Employee Engagement within Waikato District

Employee Engagement levels in the District have improved significantly since 2011. In 2012 the proportion of people ticking 'agree' and 'strongly agree' to the six engagement questions is 24.5%, which is significantly higher than 17.7% in 2011. This has come about through the improved engagement levels of people who in 2011 were 'ambivalent' (either 'engaged' or 'disengaged'), as a decrease in the proportion of people who were considered disengaged one year ago.

As with most other results seen in 2012 for the Waikato District, these positive results still fall below NZ Police overall, however to a much lesser extent than in 2011.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis identifies via statistical analysis those survey items that have the greatest impact on employee engagement, while at the same time determining how NZ Police is performing against those same items.

The two highest ranked key drivers of employee engagement for the Waikato District remain the same as in 2011, with 'an enjoyable place to work' and 'a job that gives me a personal sense of achievement' being the most important items. In all there are ten drivers identified to which the District is either performing the same as NZ Police overall, or are performing significantly below NZ Police overall. The key drivers come from four survey sections; 'My Job', 'Vision and Purpose + Communication and Cooperation', 'Learning and Development' and 'Recognition'. As seen in 2011, two items in particular that still perform below that of NZ Police are 'I feel I am working for an effective organisation' and 'The pay and benefits I receive are fair for the work I do'. Generally speaking, items such as 'pay and benefits' usually score low compared to other survey questions, and do not usually appear in our research as key drivers of engagement. But in this case they certainly are.

Using the 'Anatomy of a Great Workplace' model, we see that a sense of 'Community', 'Development' and a 'Performance Culture' are again all important and engaging to Waikato District staff and represent significant leverage points for continued improvements in the District. 'Performance Culture' offers a significant area of opportunity with all 4 items within this category performing significantly below NZ Police overall.

As seen in section scores, it is Waikato West that in general scores highest across the key driver items for the District, and is an area that may offer insights from the last 12 months that could be implemented in Waikato East and Hamilton City as they look to make improvements on key items.

Employee Comments

The elements that people like the best about working at NZ Police, in the Waikato District appear to have remained constant over the last 12 months, with the 'people we work with', the 'teamwork and camaraderie', the 'diversity and variety of work', 'serving the community' and 'catching criminals' all often mentioned in employee comments as elements that make working at NZ Police great.

Comments on the elements that NZ Police could do better in are very much in line with results seen in the survey data for Waikato District. Comments often refer to staffing levels and workloads, and how many perceive that they are not being recognised for their contributions. The level of bureaucracy and the size of middle management are seen as impediments to frontline staff having the support that they require to do their role. A number of comments also refer to the amount of 'change', or the number of 'reviews' that have taken place, when they feel this is at the expense of getting work done.

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

Summary

The 2012 survey results for the Waikato District tell two distinct stories. The first story is that there have been significant improvements in the District over the past year, as well as a significant increase in the proportion of people who are 'engaged' in their work at NZ Police. There has undoubtedly been an investment in time allowing for improvements to be made in key areas since 2011. This is particularly noted with large increases seen for the 'The Survey – Your Views' items. More people certainly believe that the survey, and the outcomes of the survey, are having a positive impact on their workplace.

The second story is that the Waikato District, despite the significant increases across the survey, still scores below NZ Police overall. While some of this can be attributed to an increase in the NZ Police overall result, it means that the District must continue to focus of key areas for improvement. On a positive note the District has shown that it is able to make improvements through the outcomes of previous surveys, and it is able to use this momentum to increase engagement levels even more.

Within the District, Waikato West has led the way on improvements from 2011, and people in this Area are certainly more positive about the impact the outcomes of the survey will have when compared the Waikato East and Hamilton City. Opportunities for Areas to share stories and ideas around survey initiatives should be encouraged as it is likely that many successful actions could be implemented in other Areas.

Research and experience has shown time and time again the linkage between well implemented post survey actions and initiatives, and improvements in engagement levels in subsequent employee surveys. The Waikato District has a significant opportunity again to lift engagement levels by reinforcing the value of the survey, by demonstrating that the results are used for the purpose intended, and that peoples' feedback is taken seriously and that NZ Police is taking the steps required to make it a great place to work.

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

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

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

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

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

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

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the 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 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

Weighted Mean Score (%)

ENGAGEMENT PROFILE

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

Proportion of Employees (%)

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

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

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

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

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

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if your District's weighted mean score was 72% on a particular question and the NZ Police average was 76%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means there is sufficient 'statistical power' to detect even very small differences in scores. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

The Questionnaire: The 2012 New Zealand Police Workplace Survey contained 67 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues.

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