

# New Zealand Police Workplace Survey 2013

## Summary of Findings Waitemata District

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April 2013

**Kenexa**<sup>®</sup>  
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## RESPONSE RATE

|                     | Waitemata District<br>2013 | Waitemata District<br>2012 | NZ Police 2013<br>(Total Org) |
|---------------------|----------------------------|----------------------------|-------------------------------|
| Number of Responses | 575                        | 678                        | 8863                          |
| Response Rate       | 67.0%                      | 75.0%                      | 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 WAITEMATA DISTRICT AS A PLACE TO WORK

| Section  | Waitemata District<br>2013 | Waitemata District<br>2012 | NZ Police 2013<br>(Total Org) |
|--|----------------------------|----------------------------|-------------------------------|
| Performance Index (average of all questions in the survey) | 62.7                       | 61.3 (+1.4)                | 63.6 (-0.9)                   |
| 1. Vision and Purpose + Communication and Cooperation      | 52.9                       | 54.5 (-1.6)                | 54.9 (-2.0)                   |
| 2. Quality and Excellence                                  | 48.4                       | NA                         | 48.1 (+0.3)                   |
| 3. My Supervisor   | 79.6                       | 78.3 (+1.3)                | 76.6 (+3.0)                   |
| 4. My Work Group   | 81.6                       | 78.9 (+2.7)                | 79.9 (+1.7)                   |
| 5. My Job  | 59.0                       | 57.2 (+1.8)                | 62.4 (-3.4)                   |
| 6. Respect & Integrity in the Workplace                    | 74.0                       | 70.5 (+3.5)                | 73.4 (+0.6)                   |
| 7. Learning and Development                                | 56.0                       | 53.2 (+2.8)                | 58.9 (-2.9)                   |
| 8. Performance and Feedback                                | 72.9                       | 71.8 (+1.1)                | 69.7 (+3.2)                   |
| 9. Recognition   | 45.3                       | 40.8 (+4.5)                | 48.1 (-2.8)                   |
| 10. Final Thoughts (Engagement Index)                      | 70.4                       | 69.2 (+1.2)                | 71.1 (-0.7)                   |
| 11. The Survey - Your Views (Change Index)                 | 29.1                       | 30.1 (-1.0)                | 28.9 (+0.2)                   |

## SCORES ACROSS THE WAITEMATA DISTRICT

| Section   | Auckland Motorways Area | North Shore Area | Rodney Area | Waitakere Area | Waitemata DHQ | Waitemata Dist |
|---|-------------------------|------------------|-------------|----------------|---------------|----------------|
| Performance Index                                     | 62.0                    | 59.0             | 59.7        | 60.5           | 68.3          | 61.6           |
| 1. Vision and Purpose + Communication and Cooperation | 54.6                    | 50.3             | 48.8        | 52.8           | 58.8          | 52.9           |
| 2. Quality and Excellence                             | 48.3                    | 48.8             | 42.8        | 46.3           | 56.0          | 48.4           |
| 3. My Supervisor                                      | 81.9                    | 74.5             | 82.9        | 80.5           | 80.9          | 79.6           |
| 4. My Work Group                                      | 85.5                    | 78.7             | 85.3        | 79.8           | 88.2          | 82.7           |
| 5. My Job   | 59.7                    | 57.6             | 57.4        | 55.8           | 66.5          | 59.0           |
| 6. Respect & Integrity in the Workplace               | 73.3                    | 75.4             | 68.5        | 68.8           | 85.5          | 74.0           |
| 7. Learning and Development                           | 53.0                    | 53.9             | 51.9        | 55.2           | 64.5          | 55.7           |
| 8. Performance and Feedback                           | 74.5                    | 69.2             | 73.5        | 71.0           | 79.2          | 72.9           |
| 9. Recognition  | 44.0                    | 41.4             | 43.9        | 44.7           | 54.2          | 45.3           |
| 10. Final Thoughts                                    | 66.4                    | 69.0             | 62.8        | 73.4           | 77.7          | 70.4           |
| 11. The Survey - Your Views                           | 36.0                    | 20.4             | 39.2        | 32.0           | 34.1          | 31.2           |

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 WAITEMATA DISTRICT?

**Engagement Index** (average of all six engagement questions)

| Waitemata District 2013 | Waitemata District 2012 | NZ Police 2013<br>(Total Org) |
|-------------------------|-------------------------|-------------------------------|
| 70.4                    | 69.2 (+1.2)             | 71.1 (-0.7)                   |

### Engagement Profile

| Engagement Group | Waitemata District<br>2013 | Waitemata District<br>2012 | NZ Police 2013<br>(Total Org) |
|------------------|----------------------------|----------------------------|-------------------------------|
| Engaged          | 23.3                       | 23.6 (-0.3)                | 24.5 (-1.2)                   |
| Ambivalent       | 59.4                       | 59.4 (0.0)                 | 59.9 (-0.5)                   |
| Disengaged       | 17.3                       | 17.0 (+0.3)                | 15.6 (+1.7)                   |
| Engagement Ratio | 1.3:1                      | 1.4:1                      | 1.6:1                         |

Proportion of Employees (%)

### Engagement Across the District

| Engagement Group | Auckland<br>Motorways<br>Area | North<br>Shore Area | Rodney<br>Area | Waitakere<br>Area | Waitemata<br>DHQ | Waitemata<br>District |
|------------------|-------------------------------|---------------------|----------------|-------------------|------------------|-----------------------|
| Engaged          | 25.6                          | 24.3                | 13.5           | 23.2              | 28.4             | 23.3                  |
| Ambivalent       | 54.9                          | 54.9                | 61.8           | 63.9              | 60.8             | 59.4                  |
| Disengaged       | 19.5                          | 20.8                | 24.7           | 12.9              | 10.8             | 17.3                  |
| Engagement Index | 66.4                          | 69.0                | 62.8           | 73.4              | 77.7             | 70.4                  |
| Engagement Ratio | 1.3:1                         | 1.2:1               | 0.5:1          | 1.8:1             | 2.6:1            | 1.3:1                 |

## PERFORMANCE ENABLEMENT WITHIN WAITEMATA DISTRICT?

**Performance Enablement Index** (average of all eight enablement questions)

| Waitemata District 2013 | NZ Police 2013<br>(Total Org) |
|-------------------------|-------------------------------|
| 53.9                    | 54.3 (-0.4)                   |

### Enablement Questions

| Concept             | Question  | Waitemata<br>District 2013 | NZ Police 2013<br>(Total Org) |
|---------------------|---|----------------------------|-------------------------------|
| Quality<br>emphasis | Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police           | 54.8                       | 52.9 (+1.9)                   |
| Involvement         | NZ Police encourages ideas and suggestions from employees on how to improve the way things are done | 37.5                       | 42.5 (-5.0)                   |
|                     | I am sufficiently involved in decisions that affect my work   | 53.7                       | 52.5 (+1.2)                   |
| Resource<br>access  | I have the tools and resources I need to do my job  | 49.0                       | 52.6 (-3.6)                   |
|                     | NZ Police's systems and processes enable me to do my job well                                       | 42.3                       | 42.8 (-0.5)                   |
| Training            | NZ Police provides adequate training for the work I do  | 46.9                       | 49.7 (-2.8)                   |
| Collaboration       | People I work with cooperate to get the job done  | 88.1                       | 87.1 (+1.0)                   |
| Customer<br>Service | NZ Police delivers on the promises it makes to its customers  | 59.0                       | 54.2 (+4.8)                   |

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE WAITEMATA DISTRICT?

|  | Key Driver Questions   | Waitemata District 2013 | Waitemata District 2012 | NZ Police 2013 (Total Org) |
|--|--|-------------------------|-------------------------|----------------------------|
|  | 1.3: NZ Police is an enjoyable place to work   | 65.7                    | 69.4 (-3.7)             | 66.8 (-1.1)                |
|  | 9.4: I feel my contribution is valued in NZ Police   | 44.4                    | 40.8 (+3.6)             | 48.0 (-3.6)                |
|  | 5.3: My job gives me a sense of personal achievement   | 78.7                    | 76.6 (+2.1)             | 79.7 (-1.0)                |
|  | 1.6: I feel a sense of belonging to my District or my Service Centre                                     | 57.1                    | 58.8 (-1.7)             | 57.9 (-0.8)                |
|  | 1.2: I feel I am working for an effective organisation   | 58.0                    | 59.3 (-1.3)             | 59.6 (-1.6)                |
|  | 1.4: NZ Police cares about the well-being of its staff   | 31.6                    | 38.2 (-6.6)             | 40.1 (-8.5)                |
|  | 1.10: NZ Police is interested in the views and opinions of its staff                                     | 32.1                    | 32.7 (-0.6)             | 34.8 (-2.7)                |
|  | 2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done | 37.5                    | NA                      | 42.5 (-5.0)                |
|  | 1.8: Communication in my District or my Service Centre is open and honest                                | 38.8                    | 39.2 (-0.4)             | 43.2 (-4.4)                |
|  | 1.5: There is a sense of 'common purpose' in NZ Police   | 50.4                    | 56.0 (-5.6)             | 53.5 (-3.1)                |

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   | Auckland Motorways Area | North Shore Area | Rodney Area | Waitakere Area | Waitemata DHQ | Waitemata District |
|--|-------------------------|------------------|-------------|----------------|---------------|--------------------|
| 1.3: NZ Police is an enjoyable place to work   | 67.9                    | 61.1             | 50.6        | 70.3           | 76.5          | 65.7               |
| 9.4: I feel my contribution is valued in NZ Police   | 42.0                    | 40.6             | 48.3        | 43.9           | 49.0          | 44.4               |
| 5.3: My job gives me a sense of personal achievement   | 74.4                    | 77.1             | 74.2        | 82.6           | 82.4          | 78.7               |
| 1.6: I feel a sense of belonging to my District or my Service Centre                                     | 53.1                    | 54.5             | 55.7        | 61.3           | 58.8          | 57.1               |
| 1.2: I feel I am working for an effective organisation   | 57.3                    | 56.9             | 46.1        | 62.6           | 63.7          | 58.0               |
| 1.4: NZ Police cares about the well-being of its staff   | 34.6                    | 30.6             | 22.5        | 32.3           | 37.6          | 31.6               |
| 1.10: NZ Police is interested in the views and opinions of its staff                                     | 41.5                    | 26.4             | 27.0        | 31.4           | 38.2          | 32.1               |
| 2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done | 39.0                    | 36.8             | 32.6        | 32.9           | 48.5          | 37.5               |
| 1.8: Communication in my District or my Service Centre is open and honest                                | 47.6                    | 39.6             | 38.2        | 33.3           | 39.2          | 38.8               |
| 1.5: There is a sense of 'common purpose' in NZ Police   | 50.0                    | 43.8             | 50.0        | 50.3           | 60.8          | 50.4               |

## TAKING ACTION WITHIN THE WAITEMATA DISTRICT?

| Question  | Waitemata District 2013 | Waitemata District 2012 | NZ Police 2013 (Total Org) |
|---|-------------------------|-------------------------|----------------------------|
| 11.1: I believe actions will be taken based on the results of this survey                                 | 34.7                    | 35.7 (-1.0)             | 34.9 (-0.2)                |
| 11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group        | 23.5                    | 24.5 (-1.0)             | 22.9 (+0.6)                |
| 11.3: My supervisor has actively involved our work group in making changes as a result of the last survey | 35.4                    | NA                      | 34.0 (+1.4)                |

### Taking Action within the District

| Area                    | Change Index | Waitemata District |
|-------------------------|--------------|--------------------|
| Auckland Motorways Area | 36.0         | 31.2 (+4.8)        |
| North Shore Area        | 20.4         | 31.2 (-10.8)       |
| Rodney Area             | 39.2         | 31.2 (+8.0)        |
| Waitakere Area          | 32.0         | 31.2 (+0.8)        |
| Waitemata DHQ           | 34.1         | 31.2 (+2.9)        |

## BIGGEST DIFFERENCES WITHIN THE WAITEMATA DISTRICT SINCE 2012 - POSITIVE

| Question  | Waitemata District 2013 | Waitemata District 2012 | NZ Police 2013 (Total Org) |
|---|-------------------------|-------------------------|----------------------------|
| 6.1: Staff in my workgroup respect employee diversity   | 84.9                    | 79.0 (+5.9)             | 82.9 (+2.0)                |
| 5.5: I am sufficiently involved in decisions that affect the way I do my job  | 53.7                    | 48.2 (+5.5)             | 52.5 (+1.2)                |
| 9.2: We celebrate success in NZ Police  | 47.2                    | 41.8 (+5.4)             | 50.8 (-3.6)                |
| 4.3: Roles and responsibilities are clearly defined in my work group  | 79.5                    | 74.1 (+5.4)             | 76.2 (+3.3)                |
| 9.1: I get recognition when I do a good job   | 61.5                    | 56.3 (+5.2)             | 60.7 (+0.8)                |
| 5.6: I am satisfied with my physical work environment   | 62.9                    | 57.8 (+5.1)             | 63.5 (-0.6)                |
| 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) | 69.4                    | 64.5 (+4.9)             | 68.4 (+1.0)                |
| 9.3: NZ Police has appropriate ways of recognising outstanding achievement  | 46.3                    | 41.5 (+4.8)             | 48.1 (-1.8)                |
| 5.4: I have the tools and resources I need to do my job   | 49.0                    | 44.6 (+4.4)             | 52.6 (-3.6)                |
| 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                    | 66.7 (+4.4)             | 70.2 (+0.9)                |
| 7.2: The work I do makes good use of my knowledge and skills  | 71.6                    | 67.2 (+4.4)             | 75.3 (-3.7)                |

## BIGGEST DIFFERENCES WITHIN THE WAITEMATA DISTRICT SINCE 2012 - NEGATIVE

| Question   | Waitemata District 2013 | Waitemata District 2012 | NZ Police 2013 (Total Org) |
|--|-------------------------|-------------------------|----------------------------|
| 1.4: NZ Police cares about the well-being of its staff   | 31.6                    | 38.2 (-6.6)             | 40.1 (-8.5)                |
| 1.5: There is a sense of 'common purpose' in NZ Police   | 50.4                    | 56.0 (-5.6)             | 53.5 (-3.1)                |
| 1.3: NZ Police is an enjoyable place to work   | 65.7                    | 69.4 (-3.7)             | 66.8 (-1.1)                |
| 5.9: The pay and benefits I receive are fair for the work I do                                     | 25.1                    | 27.6 (-2.5)             | 41.9 (-16.8)               |
| 1.6: I feel a sense of belonging to my District or my Service Centre                               | 57.1                    | 58.8 (-1.7)             | 57.9 (-0.8)                |
| 1.2: I feel I am working for an effective organisation   | 58.0                    | 59.3 (-1.3)             | 59.6 (-1.6)                |
| 11.1: I believe actions will be taken based on the results of this survey                          | 34.7                    | 35.7 (-1.0)             | 34.9 (-0.2)                |
| 11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group | 23.5                    | 24.5 (-1.0)             | 22.9 (+0.6)                |
| 1.10: NZ Police is interested in the views and opinions of its staff                               | 32.1                    | 32.7 (-0.6)             | 34.8 (-2.7)                |
| 1.8: Communication in my District or my Service Centre is open and honest                          | 38.8                    | 39.2 (-0.4)             | 43.2 (-4.4)                |

#### BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

| Question   | Waitemata District 2013 | NZ Police Top 25% |
|--|-------------------------|-------------------|
| 3.1: My supervisor communicates the goals and objectives of our work group effectively | 79.5                    | 77.4 (+2.1)       |
| 1.7: I intend to continue working at NZ Police for at least the next 12 months         | 87.6                    | 86.4 (+1.2)       |
| 3.4: My supervisor treats staff with respect   | 85.4                    | 84.5 (+0.9)       |
| 4.3: Roles and responsibilities are clearly defined in my work group                   | 79.5                    | 79.3 (+0.2)       |

#### BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

| Question  | Waitemata District 2013 | NZ Police Top 25% |
|---|-------------------------|-------------------|
| 5.9: The pay and benefits I receive are fair for the work I do            | 25.1                    | 52.7 (-27.6)      |
| 1.4: NZ Police cares about the well-being of its staff                    | 31.6                    | 55.8 (-24.2)      |
| 1.9: I feel informed about NZ Police and its activities                   | 48.7                    | 68.7 (-20.0)      |
| 9.5: People here are appointed to positions based on merit                | 27.3                    | 45.7 (-18.4)      |
| 9.4: I feel my contribution is valued in NZ Police                        | 44.4                    | 62.4 (-18.0)      |
| 1.5: There is a sense of 'common purpose' in NZ Police                    | 50.4                    | 68.2 (-17.8)      |
| 1.8: Communication in my District or my Service Centre is open and honest | 38.8                    | 56.1 (-17.3)      |
| 1.10: NZ Police is interested in the views and opinions of its staff      | 32.1                    | 49.4 (-17.3)      |
| 9.2: We celebrate success in NZ Police                                    | 47.2                    | 63.6 (-16.4)      |
| 10.2: Overall, I would recommend NZ Police as a great place to work       | 63.6                    | 79.7 (-16.1)      |
| 1.2: I feel I am working for an effective organisation                    | 58.0                    | 74.1 (-16.1)      |

## RESPECT AND INTEGRITY WITHIN THE WAITEMATA DISTRICT

| Question  | Waitemata District 2013 | Waitemata District 2012 | NZ Police 2013 (Total Org) |
|---|-------------------------|-------------------------|----------------------------|
| 6.1: Staff in my workgroup respect employee diversity   | 84.9                    | 79.0 (+5.9)             | 82.9 (+2.0)                |
| 6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination  | 80.0                    | 78.7 (+1.3)             | 81.4 (-1.4)                |
| 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                    | 66.7 (+4.4)             | 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) | 69.4                    | 64.5 (+4.9)             | 68.4 (+1.0)                |
| 6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately   | 64.7                    | 63.6 (+1.1)             | 64.2 (+0.5)                |

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

|                | Waitemata District 2013 | Waitemata District 2012 | NZ Police 2013 (Total Org) |
|----------------|-------------------------|-------------------------|----------------------------|
| Not Applicable | 84.9                    | 83.9 (+1.0)             | 84.0 (+0.9)                |
| Yes            | 2.8                     | 3.7 (-0.9)              | 3.9 (-1.1)                 |
| No             | 12.3                    | 12.4 (-0.1)             | 12.1 (+0.2)                |

### Gender Differences Within the District

| Question  | Waitemata District - Female | Waitemata District - Male |
|---|-----------------------------|---------------------------|
| 6.1: Staff in my workgroup respect employee diversity   | 83.0                        | 85.6                      |
| 6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination  | 77.6                        | 80.9                      |
| 6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal  | 62.3                        | 74.2                      |
| 6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace) | 61.6                        | 72.1                      |
| 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   | 61.0                        | 66.0                      |
| Respect & Integrity in the Workplace (Overall Section Score)  | 69.1                        | 75.8                      |

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?

|                | Waitemata District - Female | Waitemata District - Male |
|----------------|-----------------------------|---------------------------|
| Not Applicable | 81.6                        | 86.0                      |
| Yes            | 2.0                         | 3.0                       |
| No             | 16.3                        | 11.0                      |

## SUMMARY AND KEY OBSERVATIONS – WAITEMATA DISTRICT

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

### Response Rate

There was a fair response to the 2012 staff survey from within the Waitemata District. Of 858 employees asked to participate, 575 responded, representing a response rate of 67.0%. This response rate has dropped slightly since 2012 but still ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the District.

### How Employees Perceive the Waitemata District as a Place to Work

The Waitemata District staff perceive this District in much the same light as the average NZ Police employee, as shown by very similar Performance Indices. There have been no changes at this overall level since 2012, and neither have there been any significant changes in score at the sectional level of the survey.

On the whole, and consistent with the rest of the NZ Police, Waitemata staff view their supervisor and workgroups very positively, and questions within these areas are some of the highest-rated questions within the survey. The survey section which has attracted the least positive scores at District level is 'The Survey – Your Views', which remains on par with the NZ Police average.

When investigating change since 2012 by looking for individual items' shifts in score, only six questions significantly increased in this time period. Two of these refer to celebration and recognition of successes, which have increased by approximately 5 points each. It is also worth noting that two questions from the 'Respect and Integrity' section are among the top ten greatest improvements since 2012: 'I am confident that I could raise any 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)' (+4.9 points), and 'I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal' (+4.4 points). Although neither has improved to an extent that it can be considered statistically different, they are now on par with the NZ Police averages.

Two questions show a significant decline in score since 2012: 'NZ Police cares about the well-being of its staff' (-6.6 points) and 'There is a sense of 'common purpose' in NZ Police' (-5.6 points).

The Waitemata District currently sits below the NZ Police Top 25%, with people responding significantly less positively to most survey items. Note that six of the biggest gaps to the Top 25% are also key drivers: 'NZ Police cares about the well-being of its staff' (-24.2 points to Top 25%), 'I feel my contribution is valued in NZ Police' (-18.0), 'There is a sense of 'common purpose' in NZ Police' (-17.8), 'Communication in my District or my Service Centre is open and honest' (-17.3), 'NZ Police is interested in the views and opinions of its staff' (-17.3), and 'I feel I am working for an effective organisation' (-16.1).

Looking at how different areas within the Waitemata District compare, it's apparent that staff within the Waitemata DHQ view their work environment consistently more positively than the other areas. The North Shore Area and Rodney Areas tend to respond least positively across a number of survey sections. An interesting observation is that the North Shore Area scores least positively for the section 'The Survey – Your Views' (20.4%), while the Rodney Area scores the most positively out of all five areas for this section (39.2%).

### Respect and Integrity within the Waitemata District

Waitemata's scores in the 'Respect and Integrity' section of the survey are very similar to the NZ Police average. Although there have been some positive shifts in this section since 2012, the only item which can be said to have significantly improved is "Staff in my workgroup respect employee diversity", which increased by 5.9 points since 2012 and is now answered positively by 84.9% of staff. Most people know who to contact to report inappropriate incidents (80.0%), although fewer are confident that they can raise such concerns without fear of reprisal (71.1% and 69.4%), or that they would be dealt with effectively (64.7%).



Of the 15.1% of people who have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, 81% (or a total of 12.3% of Waitemata staff) do not agree it was dealt with effectively.

Gender comparisons show that males tend to answer the 'Respect and Integrity' questions more positively than females, although in most cases the actual difference is small. The exceptions are both of the questions relating to confidence that concerns can be raised without fear of reprisal, to which approximately 60% of females, and 70% of males agree. More females (17.3%) than males (14.0%) report that they witnessed or experienced some form of harassment, discrimination or bullying in the workplace over the past year, and of these, approximately 89.1% of females did not feel it was dealt with effectively, compared to 78.6% of males.

### **Employee Engagement within the Waitemata District**

The Engagement Index shows that overall, Waitemata staff are as engaged as the NZ police average, and there have been no changes in this respect over the past year. The proportions of engaged, ambivalent and disengaged people has remained consistent since 2012, and in line with the NZ Police average.

Among the different areas within Waitemata District, the standout is Waitemata DHQ, which has both the highest proportion of engaged staff (28.4%, compared to the NZ Police average of 24.5%), and the lowest proportion of disengaged employees (10.8%, compared to the NZ Police average of 15.6%). Within Rodney Area, almost a quarter of the people are considered disengaged. For every engaged employee in the Rodney Area, there are two disengaged employees. This suggests the Rodney Area requires further attention over the coming year to act to reverse this ratio.

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 Waitemata District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores.

Eight of the ten drivers of engagement are currently scoring very similarly to the NZ Police average. Two, however, are performing below the NZ Police average: "NZ Police cares about the well-being of its staff" (31.6%, 8.5 points below the NZ Police average) and "NZ Police encourages ideas and suggestions from employees on how to improve the way things are done" (37.5%, 5.0 points below the NZ Police average).

These ten key drivers tend to fall into four main themes. The first relates to Belonging. It is important to people that they feel a sense of belonging to the Waitemata District, that NZ police is an enjoyable place to work, and that NZ Police cares about the well-being of its staff. Under a third of people currently believe that NZ Polices cares about their well-being, a decrease of 6.6 points since 2012. Although not significant, a decrease of 3.7 points for NZ Police being an 'enjoyable place to work' should be noted.

Second is the theme of Continuous Improvement. 58.0% of people agree that they see NZ Police as effective, suggesting that people perceive a gap between how NZ Police *could* be performing, and how it currently functions. Although not a key driver, it's worth noting that a similar proportion of people agreed that 'Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police' (54.8%), further reinforcing this message. However, at present 62.5% of people appear to feel that they are not encouraged to contribute ideas on how to improve the way things are done.

As the theme of Continuous Improvement results from key drivers of engagement, it is important to engagement that staff feel empowered to help the organisation improve where they see inefficiencies or problems. The post-survey process will be a good starting point at which to show staff that their ideas and suggestions are considered, and to show them both how the decision-making process on which ideas move forward works, and the constraints that presently restrict all suggestions from being introduced.

The third theme relates to feeling Valued for the work people do. A total of 78.7% of Waitemata staff get a sense of personal satisfaction from their job, suggesting that this is both important to people, and something most people feel. However, only 44.4% feel that their contribution is valued in NZ Police. Given that these are both key drivers of engagement, further supporting people's perception that their best efforts are noticed and appreciated, within their work group, at department level, and within the total organisation, are likely to benefit engagement.

Finally, effective two-way communication also features among the key drivers, with 'open and honest communication' and feeling that NZ Police is interested in the views and opinions of staff driving engagement. Coupled with the theme of Continuous Improvement, it appears that bottom-up

communication is particularly important for staff within Waitemata District, and is something that the District can improve on.

Looking at how different areas within the Waitemata District have performed on the key drivers, Waitemata DHQ again achieved the highest ratings on the majority of these questions, while Rodney Area was one of the lowest-scoring areas with least positive responses on six of the ten drivers of engagement. The difference between the highest-scoring area and the lowest is more marked among the key drivers, with a 25.9 point gap between Waitemata DHQ and Rodney Area for the key driver 'NZ Police is an enjoyable place to work'.

### **Performance Enablement within the Waitemata 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.

Again, Waitemata District scores very similarly to the NZ Police average across most of the enablers of performance. The exception is 'NZ Police encourages ideas and suggestions from employees on how to improve the way things are done' (37.5%, 5.0 points below the NZ Police average). This item also happens to be a key driver of engagement. Given this dual importance, and the low rating it received from staff, this is worth particular attention over the coming year.

### **Taking Action within the Waitemata District**

Waitemata staff rated the 'The Survey – Your Views' section very similarly to the NZ Police average. There were no significant differences in responses across any of the individual items, and scores have not shifted since 2012. Looking further at the areas within Waitemata, though, the North Shore Area stands out as the lowest-scoring area (20.4%), compared with the Rodney Area, which has scored most positively (39.2%). Rodney Area's situation is interesting given that they have low scores on most key drivers of engagement, and have not greatly improved

### **Employee Comments**

The comments made by staff in the survey reflected the key drivers mentioned above. Many referred to 'the people' as the one thing that makes the NZ Police a great place to work, using words such as 'belonging', 'camaraderie' and 'fellowship'. Many, too, spoke of the pride they take in the work they do, the diversity of the work, and flexibility afforded.

In terms of what people put forward as the one thing which needs to change in order for NZ Police to be considered a great place to work, a number of issues appear regarding copious administrative work, further opportunities for learning, development and career growth, and communication at all levels (top-down, but also bottom-up), particularly as it relates to workplace changes. A number of personnel resourcing issues including fair appointment of staff to new positions, under-resourcing, and staff cuts also featured.

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

### **Summary**

Waitemata District has largely maintained its scores over the past year, neither increasing nor decreasing in most areas assessed. Waitemata DHQ scores markedly higher than the other areas, while the North Shore and Rodney Areas appear to be struggling. It may be worth investing particular effort in these two areas over the coming year following this survey period, particularly given the Rodney Area's low ratio of engaged to disengaged staff.

The survey highlighted that four main factors within staff's working environments play a particular role in driving engagement within this District. In order of priority, these are: A sense of belonging; helping NZ Police continuously improve; feeling valued for the contribution made; and communication – particularly from staff on the front line back to managers.

As the survey has only recently been conducted, this constitutes a good opportunity to involve staff, and demonstrate an increased focus on addressing the key driver areas. For instance, discussing the results with staff, and getting their perspectives on what fed into the responses, is a good starting point for developing the 'bottom-up communication' aspects of the key drivers of engagement as well as affording opportunities for suggestions on how to 'continuously improve' – the two lower performing key driver areas of employee engagement.

## 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.

