

New Zealand Police Workplace Survey 2015

Summary of Findings Waitemata 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

Waitemata District's response rate has dropped by almost 5% since 2014 and is now considerably lower than NZ Police overall. However, with over 60% of people within Waitemata District responding, we can be fairly confident that the results are a good reflection of general employee attitude and opinion within the District.

	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
Number of Responses	544	556	8361
Response Rate	62.7%	67.5%	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

	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
Performance Index	64.0	64.5	63.2
Engagement Index	74.3	72.2	72.1
Work Engagement Index	83.0	81.0	84.0
Change Index	25.2	32.3	26.4
Engagement Profile			
NZP 2015	26.4%	58.3%	15.3%
Waitemata District 2015	25.6%	61.5%	12.9%
Waitemata District 2014	25.7%	58.9%	15.4%
■ Engaged ■ Ambivalent ■ Disengaged			

Summary of Findings

For the Waitemata District as a whole, scores are generally comparable to NZ Police overall. There has also been little change in perceptions at District level since 2014, though it is worth noting that there has been some significant lifts in perceptions related to communication (feeling informed, encouraged to make suggestions and feeling listened to). This however, has not been reflected in people's perception of post survey change as a result of their feedback. There also appears to be reduced confidence in existing processes for raising concerns related to inappropriate workplace conduct. A breakdown of results by Area reveals that the North Shore has had marked improvements across most of the aspects covered within the survey since 2014, while Waitakere and the Waitemata DHQ have seen some considerable declines.

Where to from here

Based on the areas identified to be strongly related to organisational engagement for the Waitemata District, we recommend that post-survey efforts is focused on: 1) further strengthening the focus on service quality and delivery, and exploring ways to continue lift perceptions on organisational effectiveness – an area of relative strength when compared against NZ Police, and 2) continuing to build an open culture that encourages bottom-up feedback and staff involvement. Further, with post-survey perceptions being the only aspect that has significantly declined at District level since 2014, it will be worth establishing clearer links between any post-survey action and the employee feedback provided. Direct involvement of staff in planning and generating solutions post survey is also crucial.

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

	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	64.0	64.5	63.2
1. The Work I Do	70.2	70.0	70.8
2. Learning and Development	53.4	52.6	52.6
3. Work Conditions	49.0	51.6	52.8
4. My Team	78.9	81.4	75.7
5. Respect & Integrity in the Workplace	73.4	76.9	72.7
6. My Supervisor	83.7	84.8	80.7
7. Recognition	42.2	42.4	44.6
8. Vision and Purpose + Communication and Cooperation	60.0	57.5	58.0
9. Quality and Excellence	59.3	59.5	58.7
10. Final Thoughts (Employee Engagement)	74.3	72.2	72.1
11. The Survey - Your Views (Change Index)	25.2	32.3	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	Auckland Motorways		North Shore		Rodney		Waitakere		Waitemata DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	61.2	64.7	67.8	61.5	57.8	54.2	63.4	69.0	65.8	68.7
1. The Work I Do	69.4	71.6	76.0	70.3	65.5	57.0	68.8	74.1	69.9	72.7
2. Learning and Development	45.8	44.3	60.4	50.8	43.1	39.8	56.1	60.2	53.5	57.8
3. Work Conditions	56.5	56.1	48.3	53.0	39.4	38.3	45.3	52.0	55.9	57.1
4. My Team	74.0	81.1	81.0	82.2	79.8	81.1	79.0	81.3	78.5	80.7
5. Respect & Integrity in the Workplace	73.0	80.9	74.1	73.0	68.8	73.3	73.5	77.9	75.3	79.9
6. My Supervisor	81.2	88.9	86.6	80.6	83.8	87.2	82.6	88.2	83.6	80.7
7. Recognition	38.5	40.7	49.4	35.3	37.5	32.0	40.8	47.0	41.9	51.8
8. Vision and Purpose + Communication and Cooperation	55.2	57.2	63.6	51.4	49.5	41.3	60.1	64.5	64.5	66.6
9. Quality and Excellence	57.7	59.4	63.7	56.8	52.2	44.8	57.3	63.8	62.3	67.3
10. Final Thoughts (Employee Engagement)	67.9	70.2	80.4	68.6	62.7	54.3	75.2	81.2	77.1	77.7
11. The Survey - Your Views (Change Index)	23.6	31.7	27.2	25.8	18.3	22.6	25.0	41.7	28.2	33.6

2.3 Interpretation

Perceptions within Waitemata District are comparable to the wider NZ Police organisation and views generally remain similar to 2014. The only exception is the Change Index, where there has been a significant decline. This reflects the decreases in this section across most Areas, with the exception being the North Shore. Notably, in spite of the significant improvements achieved by the North Shore on most aspects covered within the survey, there has not been a corresponding lift in post-survey perceptions, suggesting that clearer links can be drawn if actions were based on employee feedback. Compared to 2014, both Waitakere and the Waitemata DHQ have had notable declines (particularly in perceptions related to 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

While engagement with the work and the organisation remains comparable to 2014 and NZ Police overall for Waitemata District as a whole, there has been notable change at the Area level. In particular, North Shore has seen strong improvements on both fronts since 2014. Rodney has also had some increases though it continues to have the lowest Engagement Index among the Areas, while Waitakere has had some considerable declines in terms of organisational engagement – especially in terms of feeling inspired by NZ Police to do their best every day.

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	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	77.0	76.4	77.9
1.8 I am strongly committed to the work I do	88.6	85.0	89.1
1.9 I am motivated to do the best I can in my job every day	83.5	81.7	85.1

	Auckland Motorways		North Shore		Rodney		Waitakere		Waitemata DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	74.1	77.0	86.4	81.3	68.8	61.1	77.0	79.4	75.0	78.2
1.8	88.9	86.9	94.1	86.9	85.0	70.0	86.5	87.6	88.2	90.0
1.9	77.8	85.2	88.1	82.9	73.8	67.8	85.1	85.1	85.4	84.2

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.

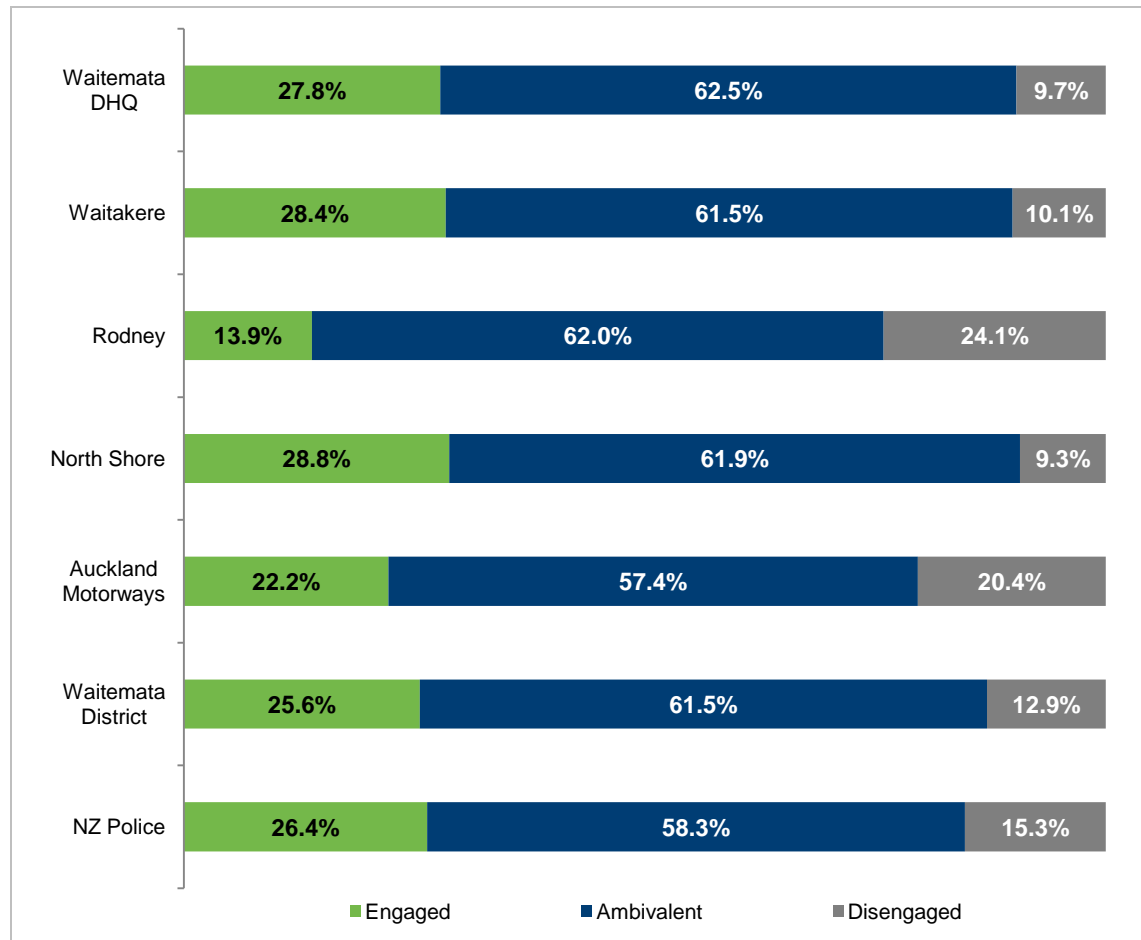
Question	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
Engagement Index	74.3	72.2	72.1
10.1 Overall, I'm satisfied with my job	75.0	74.5	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	67.4	64.4	66.6
10.3 I take an active interest in what happens in NZ Police	83.4	80.1	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	74.1	71.2	71.5
10.5 I feel a sense of commitment to NZ Police	84.3	81.3	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	61.4	61.3	59.8

	Auckland Motorways		North Shore		Rodney		Waitakere		Waitemata DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	67.9	70.2	80.4	68.6	62.7	54.3	75.2	81.2	77.1	77.7
10.1	66.7	73.8	82.2	73.2	65.8	53.9	74.3	83.2	77.8	79.8
10.2	61.1	65.6	72.0	61.0	50.6	42.7	70.9	74.5	71.5	69.5
10.3	77.8	78.7	88.0	77.2	74.7	67.4	84.5	86.3	85.4	84.9
10.4	64.8	65.6	83.9	68.3	62.0	56.2	75.7	80.5	74.6	75.6
10.5	79.6	80.3	88.1	75.6	74.7	63.6	87.8	91.3	84.7	87.4
10.6	57.4	57.4	67.8	56.6	48.1	42.0	57.8	71.3	68.8	68.9

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.

Waitemata District has a very similar engagement profile to NZ Police overall, but there is a fair amount of variation at the Area level. Rodney and Auckland Motorways stand out, with comparatively larger proportions of people falling under the 'Disengaged' category.



3.4 District and Area Engagement Profile Trend 2014-15

The engagement profiles of each Area remain comparable to 2014, with the most notable change being the reductions in the disengaged proportions for North Shore and Rodney.

Engagement Profile	Auckland Motorways		North Shore		Rodney		Waitakere		Waitemata DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	22.2	24.6	28.8	25.2	13.9	12.4	28.4	28.1	27.8	33.6
Ambivalent	57.4	62.3	61.9	53.7	62.0	53.9	61.5	65.6	62.5	57.2
Disengaged	20.4	13.1	9.3	21.1	24.1	33.7	10.1	6.3	9.7	9.2

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

Compared to 2014, perceived organisational interest in employee views and opinions has lifted significantly. Relative to NZ Police overall, the Waitemata District has significantly higher scores on questions relating to perceived organisational effectiveness, demonstrated focus on quality, as well as fulfilment of customer promises.

Based on the areas identified to be strongly related to organisational engagement below, we recommend that Waitemata District focus post-survey efforts on: 1) further strengthening the focus on service quality and delivery, and exploring ways to continue lift perceptions on organisational effectiveness – an area of relative strength when compared against NZ Police, and 2) continuing to build an open culture that encourages bottom-up feedback.

Key Driver Questions	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	75.6	71.7	71.2
8.10: I feel I am working for an effective organisation	67.8	64.1	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	59.9	58.2	59.8
8.8: NZ Police cares about the well-being of its staff	48.1	44.9	48.7
8.4: There is a sense of 'common purpose' in NZ Police	59.3	57.0	57.2
7.5: I feel my contribution is valued in NZ Police	46.9	48.1	49.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	58.6	56.3	52.9
8.2: Communication in my District or my Service Centre is open and honest	43.4	41.6	45.1
8.5: NZ Police is interested in the views and opinions of its staff	39.9	34.8	38.9
9.7: NZ Police delivers on the promises it makes to its customers	58.3	60.0	51.5

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

People in Waitemata District and NZ Police overall have similar perceptions on respect and integrity. However, since 2014, there have been significant declines on the three questions that relate to expected outcomes when concerns are raised. Notably, these are amongst Waitemata District's biggest decreases since 2014.

Question		Waitemata District 2015	Waitemata District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		84.0	83.6	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		80.5	79.2	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		70.6	76.8	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	75.2	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		63.7	69.5	63.0
<i>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?</i>	Not Applicable	84.0	85.1	81.7
	Yes	4.4	4.3	4.5
	No	11.6	10.6	13.8

5. Biggest Differences 2014 - 2015

Of the five questions below that have had the biggest improvements since 2014, three are linked to increased involvement through communication: feeling informed, being encouraged to provide improvement suggestions and perceived organisational interest in employee views and opinions. Interestingly though, involvement in post-survey change at the team level has significantly declined since 2014. It is also noteworthy that three of the five questions that have had the biggest declines relate to the expected outcomes (i.e. fear of reprisal or concerns being dealt with appropriately) when concerns are raised about inappropriate conduct, harassment, bullying or discrimination.

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

Question	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
8.3: I feel informed about NZ Police and its activities	59.9	53.3	56.0
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	57.7	51.8	57.5
7.1: NZ Police has appropriate ways of recognising outstanding achievement	45.5	40.3	44.9
8.5: NZ Police is interested in the views and opinions of its staff	39.9	34.8	38.9
8.11: I intend to continue working at NZ Police for at least the next 12 months	89.9	85.9	84.6

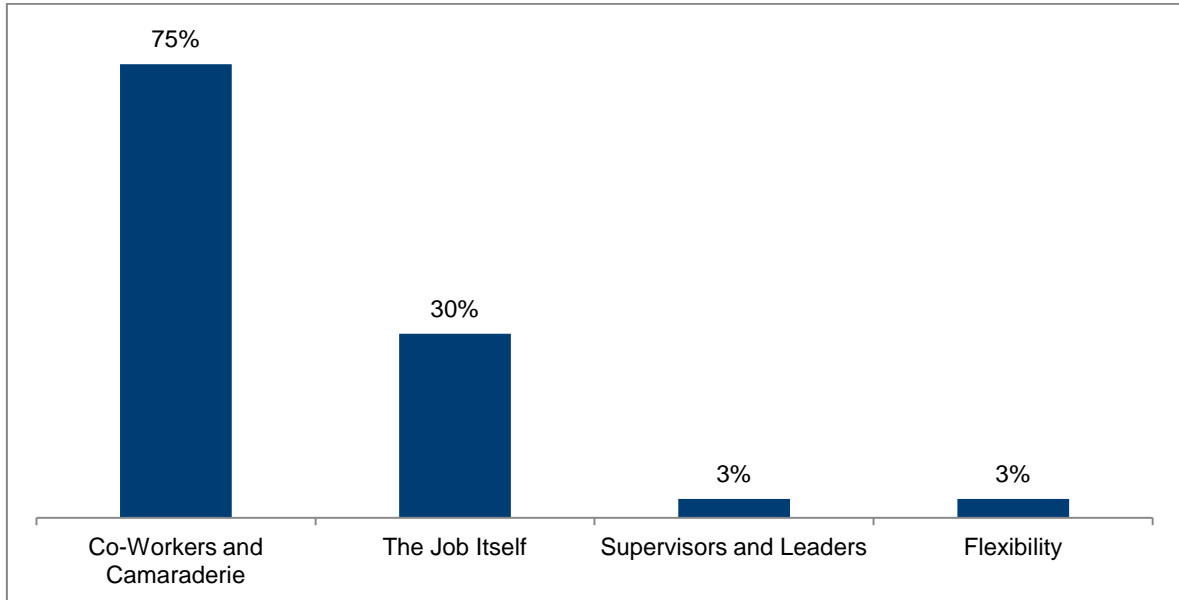
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Waitemata District 2015	Waitemata District 2014	NZ Police 2015
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	29.0	39.8	30.9
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	75.2	68.4
3.4: The pay and benefits I receive are fair for the work I do	22.6	29.0	33.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.6	76.8	69.2
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	63.7	69.5	63.0

6. Employee Comments Theme Analysis

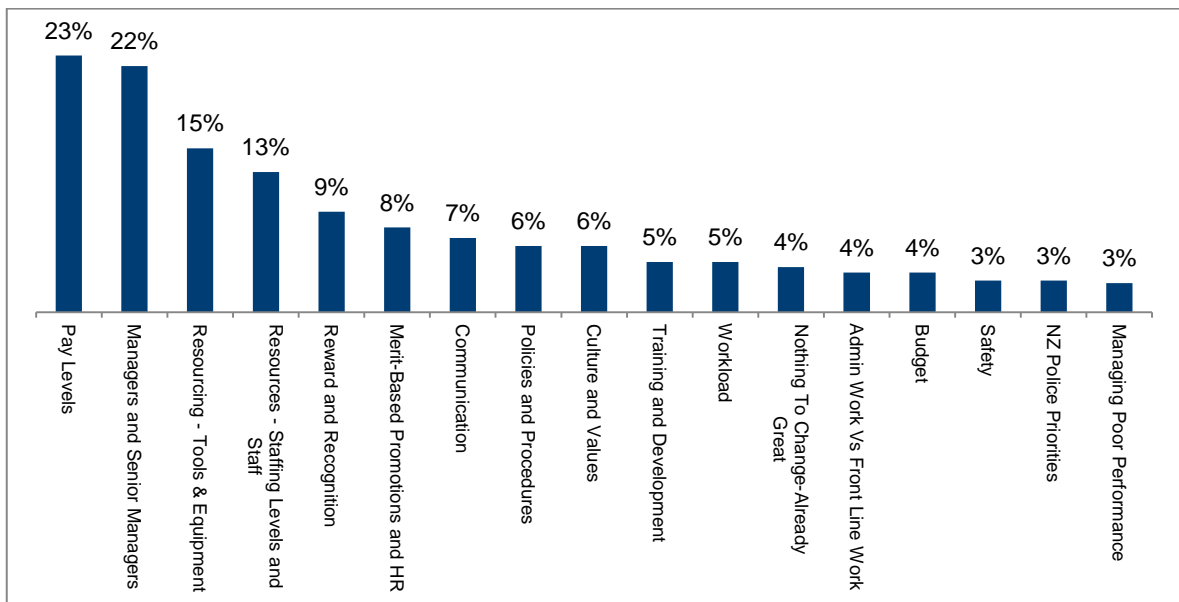
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



When asked about what makes NZ Police a great place to work, three quarters of comments mentioned colleagues and the sense of camaraderie, while close to a third of the comments also made reference to aspects of the job itself.

6.2 One thing that needs to change to make this a great place to work



When asked to identify the one thing that needs to change to make NZ Police a great place to work, the comments were fairly evenly split between pay levels and managers/senior managers. Resourcing, in terms of tools/equipment and staffing levels, was also amongst the top concerns.

7. Appendix 1 – All Question Results

Question	Waitemata District		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	70.2	70.0	70.8	71.9
1.1: The responsibilities of my job are clearly defined	76.2	75.4	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	82.5	83.1	82.8	83.9
1.3: I understand how my performance is measured	57.0	58.7	59.4	61.1
1.4: My performance is fairly assessed	52.7	54.4	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	41.3	44.2	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	73.3	71.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	77.0	76.4	77.9	78.3
1.8: I am strongly committed to the work I do	88.6	85.0	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	83.5	81.7	85.1	85.1
2. Learning and Development	53.4	52.6	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.9	51.4	52.3	53.2
2.2: I am encouraged to try new ways of doing things	47.5	46.8	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	56.8	56.3	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	57.4	56.1	53.5	53.4
3. Work Conditions	49.0	51.6	52.8	56.2
3.1: I am satisfied with my physical work environment	57.7	60.5	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	50.9	52.7	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	64.7	64.4	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	22.6	29.0	33.7	40.1
4. My Team	78.9	81.4	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.3	89.9	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	79.9	84.1	76.4	76.9
4.3: The way work is allocated in my team is fair	76.0	78.6	71.5	72.5
4.4: People I work with cooperate to get the job done	88.4	89.3	86.1	86.5
4.5: I can rely on the support of others in my team	88.7	89.4	86.4	86.9
4.6: I feel part of an effective team	84.4	84.9	80.3	81.2
4.7: People are held accountable for their performance in my team	69.3	74.1	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	57.1	60.6	53.3	54.4
5. Respect & Integrity in the Workplace	73.4	76.9	72.7	73.4
5.1: Staff in my team respect employee diversity	84.0	83.6	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.5	79.2	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	70.6	76.8	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	75.2	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	63.7	69.5	63.0	64.4

Question	Waitemata District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	83.7	84.8	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	90.6	90.4	87.5	87.4
6.2: My supervisor treats staff with respect	89.5	90.5	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	82.9	84.4	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	84.4	85.4	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	70.7	72.4	68.5	68.8
6.6: I have confidence in my supervisor	84.4	85.7	80.9	80.8
7. Recognition	42.2	42.4	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	45.5	40.3	44.9	46.3
7.2: People here are appointed to positions based on merit	27.2	30.5	31.3	34.5
7.3: We celebrate success in NZ Police	44.2	42.8	47.5	47.0
7.4: I get recognition when I do a good job	47.3	50.5	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	46.9	48.1	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	60.0	57.5	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	62.5	66.7	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	43.4	41.6	45.1	46.3
8.3: I feel informed about NZ Police and its activities	59.9	53.3	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	59.3	57.0	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	39.9	34.8	38.9	39.9
8.6: Teams within NZ Police work well together	53.8	54.7	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	59.9	58.2	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	48.1	44.9	48.7	50.9
8.9: NZ Police is an enjoyable place to work	75.6	71.7	71.2	72.4
8.10: I feel I am working for an effective organisation	67.8	64.1	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	89.9	85.9	84.6	85.2
9. Quality and Excellence	59.3	59.5	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	58.6	56.3	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	89.0	89.9	87.6	87.3
9.3: I have the tools and resources I need to do my job	47.5	50.0	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	44.9	49.8	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	59.1	58.6	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	57.7	51.8	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	58.3	60.0	51.5	55.1
10. Final Thoughts (Employee Engagement)	74.3	72.2	72.1	73.3
10.1: Overall, I'm satisfied with my job	75.0	74.5	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	67.4	64.4	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	83.4	80.1	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	74.1	71.2	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	84.3	81.3	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	61.4	61.3	59.8	60.6

Question	Waitemata District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	25.2	32.3	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	18.3	23.6	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	29.0	39.8	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	28.4	33.6	29.3	33.8

Question	Waitemata 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	84.0		81.7	
Yes	4.4		4.5	
No	11.6		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.

