

New Zealand Police Workplace Survey 2012

Summary of Findings: Wellington District

April 2012

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

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An Analysis of Employee Engagement – Wellington District
April, 2012
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RESPONSE RATE

	Wellington District 2012	Wellington District 2011	NZ Police 2012 (Total Org)
Number of Responses	687	739	9393
Response Rate	70.0%	77.6%	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 WELLINGTON DISTRICT AS A PLACE TO WORK

Section	Wellington District 2012	Wellington District 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	66.9	64.4 (+2.5)	67.7 (-0.8)
1. Vision and Purpose + Communication and Cooperation	62.5	59.5 (+3.0)	63.9 (-1.4)
2. My Supervisor	75.4	72.2 (+3.2)	75.6 (-0.2)
3. My Work Group	75.4	73.6 (+1.8)	76.7 (-1.3)
4. My Job	63.9	61.3 (+2.6)	65.7 (-1.8)
5. Respect & Integrity in the Workplace	70.8	68.0 (+2.8)	71.2 (-0.4)
6. Learning and Development	63.5	62.5 (+1.0)	62.7 (+0.8)
7. Performance and Feedback	70.6	68.5 (+2.1)	69.4 (+1.2)
8. Recognition	58.1	54.2 (+3.9)	58.0 (+0.1)
9. Final Thoughts (Engagement)	72.5	71.0 (+1.5)	73.3 (-0.8)
10. The Survey - Your Views	47.4	44.8 (+2.6)	49.6 (-2.2)

HIGHEST RATED AREAS WITHIN THE WELLINGTON DISTRICT

Question	Wellington District 2012	Wellington District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	86.1	86.2 (-0.1)	85.8 (+0.3)
7.1: NZ Police expects high standards of performance from its people	80.2	78.7 (+1.5)	79.3 (+0.9)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	79.8	78.6 (+1.2)	80.0 (-0.2)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	79.6	76.3 (+3.3)	79.2 (+0.4)
2.4: My supervisor treats staff with respect	79.1	76.5 (+2.6)	80.0 (-0.9)
3.2: I can rely on the support of others in my work group	78.3	76.7 (+1.6)	80.0 (-1.7)
3.1: Staff in my work group work well together	78.1	75.7 (+2.4)	79.1 (-1.0)
4.3: My job gives me a sense of personal achievement	77.8	76.5 (+1.3)	78.0 (-0.2)
9.5: I feel a sense of commitment to NZ Police	77.7	77.4 (+0.3)	78.1 (-0.4)
9.3: I take an active interest in what happens in NZ Police	77.2	75.4 (+1.8)	76.7 (+0.5)

LOWEST RATED AREAS WITHIN THE WELLINGTON DISTRICT

Question	Wellington District 2012	Wellington 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	46.1	43.2 (+2.9)	47.8 (-1.7)
10.1: I believe actions will be taken based on the results of this survey	49.1	46.6 (+2.5)	51.5 (-2.4)
1.10: NZ Police is interested in the views and opinions of its staff	49.6	45.8 (+3.8)	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)
8.5: People here are appointed to positions based on merit	50.2	45.3 (+4.9)	48.2 (+2.0)
1.4: NZ Police cares about the well-being of its staff	54.7	52.4 (+2.3)	56.9 (-2.2)
1.8: Communication in my District or my Service Centre is open and honest	55.4	53.0 (+2.4)	57.4 (-2.0)
1.11: Work groups in NZ Police work well together	55.9	52.5 (+3.4)	56.0 (-0.1)
4.4: I have the tools and resources I need to do my job	56.6	49.5 (+7.1)	59.0 (-2.4)
8.4: I feel my contribution is valued in NZ Police	57.2	55.4 (+1.8)	59.0 (-1.8)

BIGGEST DIFFERENCES WITHIN THE WELLINGTON DISTRICT SINCE 2011 - POSITIVE

Question	Wellington District 2012	Wellington District 2011	NZ Police 2012 (Total Org)
4.4: I have the tools and resources I need to do my job	56.6	49.5 (+7.1)	59.0 (-2.4)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	65.8	59.6 (+6.2)	67.8 (-2.0)
8.5: People here are appointed to positions based on merit	50.2	45.3 (+4.9)	48.2 (+2.0)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	59.0	54.1 (+4.9)	58.8 (+0.2)
8.2: We celebrate success in NZ Police	59.8	54.9 (+4.9)	59.7 (+0.1)
4.7: The level of work-related stress I experience in my job is acceptable	60.0	55.3 (+4.7)	61.6 (-1.6)
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	67.8	63.1 (+4.7)	68.7 (-0.9)
1.2: I feel I am working for an effective organisation	63.5	59.0 (+4.5)	65.6 (-2.1)
6.1: NZ Police provides adequate training for the work I do	58.6	54.3 (+4.3)	58.9 (-0.3)
1.10: NZ Police is interested in the views and opinions of its staff	49.6	45.8 (+3.8)	51.3 (-1.7)

BIGGEST DIFFERENCES WITHIN THE WELLINGTON DISTRICT SINCE 2011 - NEGATIVE

Question	Wellington District 2012	Wellington District 2011	NZ Police 2012 (Total Org)
6.6: I am satisfied with my learning and development opportunities in NZ Police	60.0	61.1 (-1.1)	59.1 (+0.9)
6.5: There are career and personal development opportunities for me in NZ Police	67.2	67.7 (-0.5)	62.2 (+5.0)
6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	63.0	63.3 (-0.3)	63.1 (-0.1)
1.7: I intend to continue working at NZ Police for at least the next 12 months	86.1	86.2 (-0.1)	85.8 (+0.3)

SCORES ACROSS THE WELLINGTON DISTRICT

Section	Wellington Dhq	Kapiti-Mana Area	Lower Hutt Area	Upper Hutt Area	Wairarapa Area	Wellington Area	Wellington District
Performance Index	70.2	66.6	68.3	66.2	60.1	65.3	66.9
1. Vision and Purpose + Communication and Cooperation	67.1	62.7	62.3	60.5	55.1	61.2	62.5
2. My Supervisor	75.6	74.7	77.1	75.9	74.2	74.4	75.4
3. My Work Group	74.5	76.6	77.1	77.0	70.1	75.5	75.4
4. My Job	69.7	63.9	64.3	61.3	58.4	61.2	63.9
5. Respect & Integrity in the Workplace	72.8	71.9	73.9	70.4	60.3	69.8	70.8
6. Learning and Development	67.1	63.1	65.9	63.9	54.7	61.3	63.5
7. Performance and Feedback	71.5	67.5	74.0	73.2	62.6	70.7	70.6
8. Recognition	63.5	57.6	58.9	59.7	48.9	55.3	58.1
9. Final Thoughts	75.9	72.9	74.0	69.0	64.3	71.8	72.5
10. The Survey - Your Views	56.3	39.4	52.8	47.0	38.3	42.2	47.4

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 WELLINGTON DISTRICT

Question	Wellington District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	79.4	81.0 (-1.6)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.4	80.9 (-1.5)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.6	69.4 (+0.2)
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)	66.3	67.1 (-0.8)
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	64.3	63.5 (+0.8)

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?

	Wellington District	NZ Police (Total Org)
Not Applicable	82.7	83.4 (-0.7)
Yes	4.1	4.6 (-0.5)
No	13.2	12.0 (+1.2)

HOW ENGAGED ARE STAFF WITHIN THE WELLINGTON DISTRICT?

Engagement Index (average of all six engagement questions)

Wellington District 2012	Wellington District 2011	NZ Police (Total Org)
72.5	71.0 (+1.5)	73.3 (-0.8)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	Wellington District 2012	Wellington District 2011	NZ Police (Total Org)
Engaged	25.3	22.0 (+3.3)	27.8 (-2.5)
Ambivalent	61.9	62.9 (-1.0)	59.7 (+2.2)
Disengaged	12.8	15.1 (-2.3)	12.5 (+0.3)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE WELLINGTON DISTRICT?

	Rank from 2011	Key Driver Questions	Wellington District 2012	Wellington District 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	69.9	67.7 (+2.2)	71.1 (-1.2)
	2	4.3: My job gives me a sense of personal achievement	77.8	76.5 (+1.3)	78.0 (-0.2)
	3	1.6: I feel a sense of belonging to my District or my Service Centre	63.5	61.7 (+1.8)	65.5 (-2.0)
	NA	1.2: I feel I am working for an effective organisation	63.5	59.0 (+4.5)	65.6 (-2.1)
	5	6.4: I am encouraged to try new ways of doing things	61.3	59.1 (+2.2)	61.9 (-0.6)
	NA	1.4: NZ Police cares about the well-being of its staff	54.7	52.4 (+2.3)	56.9 (-2.2)
	4	6.5: There are career and personal development opportunities for me in NZ Police	67.2	67.7 (-0.5)	62.2 (+5.0)
	NA	4.5: I am sufficiently involved in decisions that affect the way I do my job	58.1	57.3 (+0.8)	60.3 (-2.2)
	6	6.2: The work I do makes good use of my knowledge and skills	70.8	69.5 (+1.3)	71.0 (-0.2)
	NA	4.11: My performance is fairly assessed	62.6	60.1 (+2.5)	63.6 (-1.0)

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 1.4: NZ Police cares about the well-being of its staff	6.5: There are career and personal development opportunities for me in NZ Police	1.2: I feel I am working for an effective organisation
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	1.6: I feel a sense of belonging to my District or my Service Centre	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	4.11: My performance is fairly assessed

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	Wellington Dhq	Kapiti-Mana Area	Lower Hutt Area	Upper Hutt Area	Wairarapa Area	Wellington Area	Wellington District	Total Organisation
1.3: NZ Police is an enjoyable place to work	71.8	71.8	70.1	65.6	63.3	70.6	69.9	71.1
4.3: My job gives me a sense of personal achievement	80.6	78.5	78.6	75.0	67.9	78.3	77.8	78.0
1.6: I feel a sense of belonging to my District or my Service Centre	67.7	72.7	63.3	57.3	54.6	60.1	63.5	65.5
1.2: I feel I am working for an effective organisation	68.9	60.8	64.6	64.7	56.3	61.1	63.5	65.6
6.4: I am encouraged to try new ways of doing things	67.6	57.8	62.9	61.6	54.2	58.1	61.3	61.9
1.4: NZ Police cares about the well-being of its staff	60.6	54.9	54.5	53.6	45.3	52.7	54.7	56.9
6.5: There are career and personal development opportunities for me in NZ Police	66.4	68.0	70.7	66.1	55.4	69.3	67.2	62.2
4.5: I am sufficiently involved in decisions that affect the way I do my job	66.1	55.5	58.8	56.3	52.9	53.9	58.1	60.3
6.2: The work I do makes good use of my knowledge and skills	75.6	70.9	72.3	71.4	60.4	68.3	70.8	71.0
4.11: My performance is fairly assessed	67.3	62.2	64.8	64.3	52.1	59.6	62.6	63.6

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – WELLINGTON 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

In 2012, a total of 687 people in the Wellington District completed the survey, equating to an overall response rate of 70.0%. Although the response rate indicates that the results presented in this report provide an accurate depiction of employee attitude and opinion towards the District, it is worth noting the significant drop in response rate compared to 2011 (77.6%). The most effective approach to sustain a high response rate is to ensure that actions are taken based on the survey results, giving staff a sense of confidence that their opinions will be listened to.

How Employees Perceive Wellington District as a Place to Work

There has been a significant positive 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 66.9% (up +2.5%), which is a significant improvement from 2011. Employee perceptions have improved across the majority of the workplace areas measured (eight out of the nine climate sections have shown statistically significant increase in scores), with the biggest improvements in 'Recognition (+3.9%)', 'My Supervisor' (+3.2%) and 'Vision and Purpose + Communication and Cooperation (+3.0%)'.

Compared to 2011, staff are clearer on the vision of the organisation as well as the strategies on how to get there (up 6.2% from 2011). They feel more adequately equipped, with tools and resources (up 7.1%) as well as appropriate training (up 4.3%) to perform their job effectively. They also hold a more positive view towards the extent to which outstanding performance is recognised (up 4.9%), promotion is merit based (up 4.9%) and success is celebrated (up 4.9%). All of these could have contributed to an increase sense of organisational effectiveness (up 4.5%). Although people's perception around learning, career and personal development opportunities has seen a slight drop, the decrease is not of statistically significant magnitude. It is important to recognise and communicate to staff the improvements made in these survey areas, both to acknowledge staff feedback and to celebrate the headways made in the past year.

Consistent with the results in 2011, and in line with what we see for the total NZ Police, the highest rated questions in the survey continue to centre around staff's commitment and intention to stay with the organisation, their sense of 'personal achievement' from performing meaningful work, value-congruent behaviours observed among supervisors and colleagues, as well as the general positive interactions that exist in work groups and teams.

While the changes since 2011 are very positive, it is important that this momentum continues. Out of the ten questions that show the biggest positive shift between 2011 and 2012, five are still scoring significantly below the NZ Police average suggesting room for further improvement.

When compared to the total NZ Police results, gap still exists in the area of 'My Job' (-1.8%) and 'The Survey-Your View' (-2.2%) for the Wellington District. Although traction is gained in improving the perception around adequate 'tools and resources' as well as reducing work-related stress, these two areas are still scoring below the NZ Police average (-2.4% and -1.7%, respectively). This is reinforced by the strong theme around 'staffing, equipment and resourcing in general' in employee comments regarding what needs to change. Continued efforts in this area should be maintained to further lift the sense of 'staff care' demonstrated by the organisation (one of the lowest rated areas for the Wellington District, scoring 2.2% below the NZ Police average).

For the Wellington District, the two lowest rated questions in the survey revolve around post-survey actions and survey credibility, both of which scored significantly below the NZ Police average (-1.7% and -2.4% respectively). The third lowest rated question - 'NZ Police is interested in the views and opinions of its staff' (with a weighted mean score of 49.6%) - further speaks to employees' lack of confidence that their voices are valued and heard. Given the drop in response rate in the 2012 survey, it is important to stress the importance of taking actions based on the survey results so that employees see the survey as a credible channel to express their views and opinions that lead to positive change in the workplace.

Across the District, although the Wellington DHQ was lagging behind in 2011, it is now the strongest performing area with the highest Performance Index (70.2%). This area, together with Lower Hutt may be

considered 'best practice' areas within the District, scoring the highest across a large number of the survey sections. The Wairarapa area continue to score below the other areas in the workplace climate as well as employee engagement levels, making it a priority for interventions going forward.

Respect and Integrity within the Wellington District

Overall, Wellington District staff hold a similar view on 'Respect and Integrity' within the organisation compared to the rest of New Zealand Police. Although employees know who to contact to report instances of inappropriate workplace behaviours, close to a third still lack the confidence that they could report instances of bullying, harassment, discrimination or other inappropriate conduct without fear of reprisal. Among those who have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, three times as many believed that the issue has not been dealt with effectively compared to those who think otherwise.

Employee Engagement within Wellington District

Employee Engagement levels in the District have improved significantly since 2011, which is not surprising given the overall improvement in the workplace climate between 2011 and 2012. The current level of employee engagement within the Wellington District can be considered on par with that of NZ Police as a whole. Although improvement is seen in the 'engaged to disengaged' staff ratio between the two years (from 1.4 to 1 in 2011, to 1.9 to 1 in 2012), the District still has over 60% staff in the 'ambivalent' category, i.e. not consistently 'going the extra mile' to help the organisation succeed. 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 identifies via statistical analysis those survey items that have the greatest impact on employee engagement within the Wellington District, while at the same time determining how the District is performing against those items.

Between 2011 and 2012, six climate areas were identified as consistent drivers of employee engagement within the Wellington District – the meaningful nature of the work itself, giving people a sense of achievement, the social aspect of work (having an enjoyable workplace environment and a sense of belonging to the District) as well as the opportunity for growth and development (career progression as well as personal learning such as trying new ways of doing things and using one's knowledge and skills to their fullest). The majority of these key drivers fall under the 'Development' pillar of the Anatomy Model of a Great Workplace. The Wellington District is performing either significantly above (on career and personal development opportunities) or on par with the NZ Police average on this pillar, making it an area of relative strength to maintain and reinforce.

The key driver around the participation in decision making highlights staff desire for their voices to be valued and heard – an area that the District is currently performing relatively poor on as discussed earlier. Given the nature of NZ Police as a 'law-enforcement' agency, the degree to which individuals can be involved in decision making could be challenging. Nevertheless, open and honest conversations with staff regarding 'what' staff involvement means and 'how' this can be implemented in day-to-day practice can be beneficial. Efforts in this area may also improve staff's sense of belonging to the District, as they feel part of the decision making that help shape their workplace and the practices.

A unique aspect that drives employee engagement within the Wellington District is the sense that performance is fairly assessed. Related to this is staff's perception that pay and benefits are distributed fairly (scoring 3.3% below the NZ Police average). Openness and transparency on how performance is assessed as well as open conversations on how pay and benefits are tied to role and performance bands can be an effective first step towards improvement in the perception around 'fairness'.

Employee Comments

Examining the comments made by staff we see further support for the Key Drivers mentioned above. As in 2011, the majority of the staff comments regarding what makes NZ Police a great to work made reference to 'people', camaraderie, teamwork as well as the collegial spirit that exists in the District, highlighting the importance of the social aspect of work. Many comments also referred to the nature of one's job – flexible, secure and varied. A strong theme emerged that pointed to people's sense of personal achievement from working in the District – the sense that they are able to make a difference in the community as well as the variety that the job offers.

A number of issues were raised as things that needed to change. A large number of these were related to resources and operational effectiveness including staffing levels, more streamlined processes with less paperwork, as well as better tools and equipments enabling one to perform their job. A sizeable amount of comments called for more open and transparent communications within the District. 'Accountability', better recognition of high performance as well as the management of poor performance were also frequently mentioned, along with the desire for more fairness in remuneration and the issue of equity in general.

Summary

Overall, the survey results in 2012 speak to an improved level of workplace climate as well as employee engagement levels within the Wellington District. Along with the celebration of improvements, we also recommend focusing on the following areas going forward:

Promoting a sense of 'staff care': This is an area that drives people's engagement level within the Wellington District and the results point to the need for further improvement in this area, in the form of better staffing as well as more adequate tools and resources in general. We recognise that issues related to staffing as well as equipment need to be addressed at the wider organisational level. At the local level, the Wellington District has made headway in this area, and the focus should be to continue the efforts in streamlining processes such as more efficient rostering, as well as adopting stress management approaches to increase staff's level of well-being.

Increasing 'Staff Involvement': Another key driver area of employee engagement within the District, and the results speak to a strong desire for staff to be involved in making decisions that affect their work, and for their voices and opinions to be sought after and heeded. Tied to the low scores around 'post-survey actions' and 'survey credibility', commitment to action on the 2012 survey results can be served as a first step towards improving staff perception in this area. Along with more channels for staff voices to be heard (through District level communication initiatives, as well as through staff-management one-on-ones), we also encourage more open and honest conversations to explore how 'staff involvement' might play out in day-to-day practices within the District.

Visibility of performance assessment and management: an area that contributes to staff's overall perception of 'organisational effectiveness'. The focus for the District can be three fold:

Increasing transparency on how performance is defined and measured to ensure consistent understanding of what constitutes 'good' versus 'poor' performance;

Regular performance conversations between management and teams to visibly track performance targets as well as promoting 'ownership' and 'accountability';

Equally importantly, continue with the current efforts in recognising and acknowledging outstanding staff or team performances to promote a sense that staff contribution is valued.

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 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 (%)

GLOSSARY

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.