

# New Zealand Police Workplace Survey 2013

## Summary of Findings Wellington District

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April 2013

## RESPONSE RATE

	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
Number of Responses	718	687	8863
Response Rate	77.2%	70.0%	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's 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 WELLINGTON DISTRICT AS A PLACE TO WORK

Section	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	63.4	63.2 (+0.2)	63.6 (-0.2)
1. Vision and Purpose + Communication and Cooperation	53.9	55.4 (-1.5)	54.9 (-1.0)
2. Quality and Excellence	46.0	NA	48.1 (-2.1)
3. My Supervisor	77.6	75.5 (+2.1)	76.6 (+1.0)
4. My Work Group	80.3	77.6 (+2.7)	79.9 (+0.4)
5. My Job	59.8	60.5 (-0.7)	62.4 (-2.6)
6. Respect & Integrity in the Workplace	75.1	71.8 (+3.3)	73.4 (+1.7)
7. Learning and Development	61.0	59.6 (+1.4)	58.9 (+2.1)
8. Performance and Feedback	71.4	70.3 (+1.1)	69.7 (+1.7)
9. Recognition	49.6	49.1 (+0.5)	48.1 (+1.5)
10. Final Thoughts (Engagement Index)	69.9	73.2 (-3.3)	71.1 (-1.2)
11. The Survey - Your Views (Change Index)	28.0	27.9 (+0.1)	28.9 (-0.9)

## SCORES ACROSS THE WELLINGTON DISTRICT

Section	Hutt Valley Area	Kapiti-Mana Area	Wairarapa Area	Wellington Area	Wellington DHQ	Wellington District
Performance Index	58.3	59.5	56.8	67.6	64.5	62.3
1. Vision and Purpose + Communication and Cooperation	48.0	49.8	45.5	60.9	57.7	53.9
2. Quality and Excellence	44.0	38.1	43.8	50.2	49.3	46.0
3. My Supervisor	75.5	82.7	73.2	82.0	74.2	77.6
4. My Work Group	79.9	81.2	78.1	87.4	79.7	81.6
5. My Job	54.0	55.1	58.7	60.6	66.5	59.8
6. Respect & Integrity in the Workplace	74.1	79.2	61.8	79.7	74.3	75.1
7. Learning and Development	57.3	60.3	56.6	68.9	63.3	62.1
8. Performance and Feedback	69.7	71.5	64.2	78.0	69.9	71.4
9. Recognition	44.1	46.7	41.5	54.7	54.1	49.6
10. Final Thoughts	65.7	61.9	62.7	80.5	71.7	69.9
11. The Survey - Your Views	25.7	20.8	31.2	35.1	35.2	30.3

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 THE WELLINGTON DISTRICT?

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

Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
69.9	73.2 (-3.3)	71.1 (-1.2)

### Engagement Profile

Engagement Group	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
Engaged	24.7	25.3 (-0.6)	24.5 (+0.2)
Ambivalent	57.5	61.9 (-4.4)	59.9 (-2.4)
Disengaged	17.8	12.8 (+5.0)	15.6 (+2.2)
Engagement Ratio	1.4:1	2.0:1	1.6:1

Proportion of Employees (%)

### Engagement Across the District

Engagement Group	Hutt Valley Area	Kapiti-Mana Area	Wairarapa Area	Wellington Area	Wellington DHQ	Wellington District
Engaged	20.5	19.2	14.7	30.5	29.5	24.7
Ambivalent	59.0	56.6	63.2	59.7	53.4	57.5
Disengaged	20.5	24.2	22.1	9.8	17.1	17.8
Engagement Index	65.7	61.9	62.7	80.5	71.7	69.9
Engagement Ratio	1:1	0.8:1	0.7:1	3.1:1	1.7:1	1.4:1

## PERFORMANCE ENABLEMENT WITHIN THE WELLINGTON DISTRICT?

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

Wellington District 2013	NZ Police 2013 (Total Org)
52.8	54.3 (-1.5)

### Enablement Questions

Concept	Question	Wellington District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	51.1	52.9 (-1.8)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	37.8	42.5 (-4.7)
	I am sufficiently involved in decisions that affect my work	52.2	52.5 (-0.3)
Resource access	I have the tools and resources I need to do my job	49.4	52.6 (-3.2)
	NZ Police's systems and processes enable me to do my job well	39.5	42.8 (-3.3)
Training	NZ Police provides adequate training for the work I do	49.0	49.7 (-0.7)
Collaboration	People I work with cooperate to get the job done	88.0	87.1 (+0.9)
Customer Service	NZ Police delivers on the promises it makes to its customers	55.4	54.2 (+1.2)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE WELLINGTON DISTRICT?

	Key Driver Questions	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	64.0	71.0 (-7.0)	66.8 (-2.8)
	9.4: I feel my contribution is valued in NZ Police	48.1	46.4 (+1.7)	48.0 (+0.1)
	5.3: My job gives me a sense of personal achievement	79.2	81.2 (-2.0)	79.7 (-0.5)
	1.6: I feel a sense of belonging to my District or my Service Centre	57.9	58.4 (-0.5)	57.9 (0.0)
	1.4: NZ Police cares about the well-being of its staff	36.6	43.5 (-6.9)	40.1 (-3.5)
	1.2: I feel I am working for an effective organisation	57.3	59.5 (-2.2)	59.6 (-2.3)
	1.10: NZ Police is interested in the views and opinions of its staff	32.6	32.8 (-0.2)	34.8 (-2.2)
	1.8: Communication in my District or my Service Centre is open and honest	41.4	41.9 (-0.5)	43.2 (-1.8)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	52.2	51.2 (+1.0)	52.5 (-0.3)
	1.5: There is a sense of 'common purpose' in NZ Police	52.7	54.8 (-2.1)	53.5 (-0.8)

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	Hutt Valley Area	Kapiti-Mana Area	Wairarapa Area	Wellington Area	Wellington DHQ	Wellington District
1.3: NZ Police is an enjoyable place to work	58.7	56.3	51.5	75.6	67.1	64.0
9.4: I feel my contribution is valued in NZ Police	41.9	45.0	42.6	54.3	51.4	48.1
5.3: My job gives me a sense of personal achievement	75.0	80.0	72.1	87.2	78.1	79.2
1.6: I feel a sense of belonging to my District or my Service Centre	50.3	61.9	45.5	63.4	61.0	57.9
1.4: NZ Police cares about the well-being of its staff	26.5	33.3	25.8	43.3	44.3	36.6
1.2: I feel I am working for an effective organisation	54.2	44.2	51.5	66.5	61.9	57.3
1.10: NZ Police is interested in the views and opinions of its staff	25.2	25.0	27.3	39.0	39.2	32.6
1.8: Communication in my District or my Service Centre is open and honest	31.6	43.7	22.7	45.4	50.0	41.4
5.5: I am sufficiently involved in decisions that affect the way I do my job	44.9	47.5	45.6	51.2	63.3	52.2
1.5: There is a sense of 'common purpose' in NZ Police	45.8	45.0	51.5	61.0	56.3	52.7

## TAKING ACTION WITHIN THE WELLINGTON DISTRICT?

Question	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	34.1	33.6 (+0.5)	34.9 (-0.8)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	22.0	22.1 (-0.1)	22.9 (-0.9)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	34.8	NA	34.0 (+0.8)

### Taking Action within the District

Area	Change Index	Wellington District
Hutt Valley Area	25.7	30.3 (-4.6)
Kapiti-Mana Area	20.8	30.3 (-9.5)
Wairarapa Area	31.2	30.3 (+0.9)
Wellington Area	35.1	30.3 (+4.8)
Wellington DHQ	35.2	30.3 (+4.9)

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

Question	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	86.2	79.4 (+6.8)	82.9 (+3.3)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	88.3	83.6 (+4.7)	86.8 (+1.5)
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)	70.8	66.3 (+4.5)	68.4 (+2.4)
7.4: I am encouraged to try new ways of doing things	56.8	52.3 (+4.5)	53.9 (+2.9)
4.5: The way work is allocated in my workgroup is fair	72.9	68.6 (+4.3)	71.6 (+1.3)
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	62.1	58.4 (+3.7)	56.9 (+5.2)
4.2: I can rely on the support of others in my work group	87.3	83.7 (+3.6)	86.4 (+0.9)
3.4: My supervisor treats staff with respect	83.7	80.2 (+3.5)	82.5 (+1.2)
3.1: My supervisor communicates the goals and objectives of our work group effectively	75.8	72.4 (+3.4)	74.3 (+1.5)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	65.5	62.4 (+3.1)	65.8 (-0.3)

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

Question	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
1.3: NZ Police is an enjoyable place to work	64.0	71.0 (-7.0)	66.8 (-2.8)
1.4: NZ Police cares about the well-being of its staff	36.6	43.5 (-6.9)	40.1 (-3.5)
10.6: NZ Police inspires me to do the best I can in my job every day	56.8	61.7 (-4.9)	58.5 (-1.7)
10.4: I feel inspired to go the extra mile to help NZ Police succeed	68.3	72.7 (-4.4)	70.0 (-1.7)
10.5: I feel a sense of commitment to NZ Police	79.1	83.5 (-4.4)	79.2 (-0.1)
7.1: NZ Police provides adequate training for the work I do	49.0	52.0 (-3.0)	49.7 (-0.7)
10.1: Overall, I'm satisfied with my job	70.2	73.1 (-2.9)	72.5 (-2.3)
5.1: The responsibilities of my job are clearly defined	74.0	76.5 (-2.5)	76.0 (-2.0)
5.9: The pay and benefits I receive are fair for the work I do	36.7	39.2 (-2.5)	41.9 (-5.2)
5.7: The level of work-related stress I experience in my job is acceptable	52.9	55.3 (-2.4)	56.0 (-3.1)
5.11: My performance is fairly assessed	53.1	55.5 (-2.4)	55.8 (-2.7)

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

Question	Wellington District 2013	NZ Police Top 25%
7.5: There are career development opportunities for me in NZ Police	63.9	58.4 (+5.5)
7.6: There are learning and development opportunities for me in NZ Police	64.9	64.5 (+0.4)
6.1: Staff in my workgroup respect employee diversity	86.2	86.1 (+0.1)

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

Question	Wellington District 2013	NZ Police Top 25%
1.4: NZ Police cares about the well-being of its staff	36.6	55.8 (-19.2)
1.10: NZ Police is interested in the views and opinions of its staff	32.6	49.4 (-16.8)
1.2: I feel I am working for an effective organisation	57.3	74.1 (-16.8)
10.6: NZ Police inspires me to do the best I can in my job every day	56.8	73.3 (-16.5)
1.3: NZ Police is an enjoyable place to work	64.0	80.4 (-16.4)
10.2: Overall, I would recommend NZ Police as a great place to work	63.7	79.7 (-16.0)
5.9: The pay and benefits I receive are fair for the work I do	36.7	52.7 (-16.0)
1.5: There is a sense of 'common purpose' in NZ Police	52.7	68.2 (-15.5)
11.1: I believe actions will be taken based on the results of this survey	34.1	49.4 (-15.3)
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	37.8	53.0 (-15.2)

## RESPECT AND INTEGRITY WITHIN THE WELLINGTON DISTRICT

Question	Wellington District 2013	Wellington District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	86.2	79.4 (+6.8)	82.9 (+3.3)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.1	79.4 (+0.7)	81.4 (-1.3)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	71.9	69.6 (+2.3)	70.2 (+1.7)
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)	70.8	66.3 (+4.5)	68.4 (+2.4)
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	66.5	64.3 (+2.2)	64.2 (+2.3)

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 2013	Wellington District 2012	NZ Police 2013 (Total Org)
Not Applicable	83.7	82.7 (+1.0)	84.0 (-0.3)
Yes	4.2	4.1 (+0.1)	3.9 (+0.3)
No	12.1	13.2 (-1.1)	12.1 (0.0)

### Gender Differences Within the District

Question	Wellington District - Female	Wellington District - Male
6.1: Staff in my workgroup respect employee diversity	83.9	87.2
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.5	82.2
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.5	74.8
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)	62.8	74.3
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	60.3	69.3
Respect & Integrity in the Workplace (Overall Section Score)	69.6	77.6

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 - Female	Wellington District - Male
Not Applicable	81.4	84.7
Yes	4.5	4.0
No	14.1	11.2

## SUMMARY AND KEY OBSERVATIONS – WELLINGTON DISTRICT

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

### Response Rate

There was a good response rate to the 2013 staff survey within the Wellington District. Of the 930 employees asked to participate, 718 responded, representing a response rate of 77.2%. This is an improvement on 2012's response rate of 70%, and a return to the level achieved in 2010. This response rate ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the District.

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

In terms of how staff perceive the Wellington District as a place to work, the average score across all survey questions (the Performance Index) is 63.4%, which is a static result from 2012. Wellington District's Performance Index score is now on par with the NZ Police average, after the NZ Police score dropped by 1.1 points in 2013. When looking at the results across the different sections of the survey (where questions on similar topics are grouped together), no one survey section stands out as having changed in any significant way or differs significantly from the NZ Police average.

Looking at how the results of individual questions have changed over the past year, we can see that there have been improvements recorded in two of the Respect & Integrity questions – staff are said to be more respectful of diversity, and overall people feel more confident that they could raise any concerns they may have about inappropriate conduct without fear of reprisal. Many of the other questions that have received improved scores in 2013 centre around work group relationships – improved support and values-based behaviour from others, fairness of work allocation, and supervisor relations. The improvements are not large, but the theme is present and worth noting.

When reviewing the questions that have had the biggest decrease in score since 2012, it may be tempting to simply note that only two questions have decreased in score significantly. However these two questions happen to be key drivers of engagement, measuring some of the most important aspects of the workplace environment for Wellington District staff – whether they feel that NZ Police is an enjoyable place to work, and whether they believe NZ Police cares about their well-being. In particular, note that just 36.6% of Wellington District staff currently feel that NZ Police cares about their well-being. The decreases recorded for these two questions correspond with the decreases seen for a number of the questions measuring employee engagement, showing how these two issues affect people's sense of commitment to NZ Police, their job satisfaction, and their willingness to 'go the extra mile.'

The Areas within the Wellington District can be split into two groups based on results. Higher scores tended to be recorded by Wellington Area and Wellington DHQ, and lower scores were recorded across Wairarapa, Hutt Valley, and Kapiti-Mana. This is a similar pattern to last year. It would be worthwhile investigating the results of the different Areas on page 1 in more detail.

### Respect and Integrity within the Wellington District

The Respect & Integrity section of the survey recorded an improvement in results from 2012. As mentioned above, staff feel that diversity is more respected, and overall confidence is slightly improved regarding reporting inappropriate conduct. In general, scores for the Respect & Integrity questions for the Wellington District are slightly above the NZ Police Overall results.

As in 2012, over 80% of Wellington District respondents indicated that they hadn't witnessed or experienced any harassment, bullying or discrimination in the past 12 months. In total 16.3% of the District's respondents indicated that they *had* witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months. Almost three-quarter of these people did not believe the issue had been dealt with effectively, similar to the NZ Police overall result and marginally better than in 2012.

When looking at the Respect & Integrity results by gender, females have responded significantly less favourably than males on all questions – they are much less confident in the processes in place to deal with any issues, and when issues occur they are much more likely to feel that the action taken has not been effective. The differences in results by gender for these questions are large (up to 11.5 points), and this is a key finding of this report.



## **Employee Engagement within the Wellington District**

Employee engagement levels within the Wellington District have declined from 2012 levels, down 3.3 points. The shift in engagement has come not so much from having fewer engaged staff, but rather the proportion of disengaged staff has increased (+5 points)– the employee population is now more polarised in their perceptions of NZ Police than a year ago. This means that the ratio of engaged:disengaged staff has changed, from 2:1 in 2012 down to 1.4:1 in 2013. This is now below the NZ Police average.

Across the different areas that make up Wellington District, Wellington Area has the most positive engagement results with 3.1 engaged staff to every 1 disengaged person. Wellington DHQ has more disengaged staff than Wellington Area, but a similar proportion of engaged staff. In the other Areas the engaged proportions are much lower and the disengaged proportions much higher, and in Wairarapa and Kapiti-Mana there are more disengaged than engaged staff.

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 Wellington District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels.

As we have already noted, two key drivers have recorded significant decreases in scores this year, and the impact that these issues are having on engagement levels is evident. 'Enjoying work' and 'feeling like NZ Police cares about my well-being' are also part of a wider theme coming through Wellington District's key drivers in 2013 – how important it is for people feel like they fit in to the 'big picture' of working for NZ Police. Wellington District staff want to feel a sense of belonging to their District, and feel that all employees are working together with a sense of 'common purpose.' These links between the individual employee and the people around them, and to the purpose of the organisation have a huge impact on their engagement. This is an issue that can be discussed and acted on both within work groups and also across the District.

The second theme to emerge from the key driver list this year is around individual, job-level issues. Wellington staff want their work to give them a sense of personal achievement, and they want to feel that their contribution is valued by others. They would also like to be involved in decision-making when it affects their work.

As noted previously, the Wairarapa/Hutt Valley/Kapiti-Mana Areas tended to score the lowest across most of the survey, and this is also the case across the key driver questions. Wellington Area recorded most of the highest key driver scores. There are some large differences in scores for different Areas, so please refer to the tables showing their respective results.

### **Performance Enablement within the Wellington 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.

Based on responses to the enablement questions, opportunity to further enable Wellington District staff may exist with regards to encouraging employee ideas and suggestions to improve the way things are done.

### **Taking Action within the Wellington District**

In line with the static nature of the survey results from 2012 to 2013, there was little change in the way people felt about this survey's impact over the previous year. Just 22% of Wellington staff felt that the 2012 survey had a positive impact on their workplace, which is on par with the NZ Police average, but that is also a low score. Just 34.8% of staff agreed that their supervisor had involved them in making changes last year, and 34.1% of staff feel positive that the 2013 survey will inspire change. Wellington Area and Wellington DHQ are most positive about the impact the survey is having (in line with other results discussed so far). Hutt Valley and Kapiti-Mana are much less optimistic.

## Employee Comments

The themes coming through the comments made in the survey to the question 'what makes NZ Police a great place to work?' are very similar to last year. Many comments refer to camaraderie, teamwork and the sense of personal achievement they get from working in the District. Staff are also positive about the ability they have to make a difference in the community and to help people, as well as the variety that the job offers.

Regarding what needs changing to make NZ Police a great place to work, a wide variety of comments were made, including a desire for more communication, concerns about fairness/consistency/favouritism, bad attitudes of some people, a need for improved resources/equipment/technology, need for more staff, less paperwork, concerns about "management" and the need for more leadership, more training, increased pay rates, improved promotion procedures, workforce management, and more recognition/valuing of staff.

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

## Summary

Overall the results for the Wellington District in 2013 are stable, and changes in results from 2012 are generally relatively minor. Some gains have been made with regards to Respect & Integrity issues, however a large gap between the perceptions of females and males exists that is of concern. Engagement levels have declined slightly from 2012, largely driven by perceptions that the District is not as enjoyable a place to work as it had been, and that NZ Police is seen as an employer less concerned with staff well-being. This is not the case across the whole District, with Wellington Area and Wellington DHQ tending to score well above the other areas, with resulting engagement levels being much higher.

Critical to regaining the engagement of Wellington District staff in 2013 will be every supervisor and work group recognising their role in building a great workplace. On average 34.8% of people reported that their supervisor has involved their work group in making changes based on the last survey, and just 22% of people felt that any changes made since the 2012 survey had had a positive impact. These results echo the changes in the engagement metrics across the past year. If work groups across Wellington are able to work together in an purposeful way to build a more supportive and enjoyable workplace, a more engaging workplace (and a more effective District) should result.

## 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.

