New Zealand Police Workplace Survey 2015

Summary of Findings
Wellington District 2015
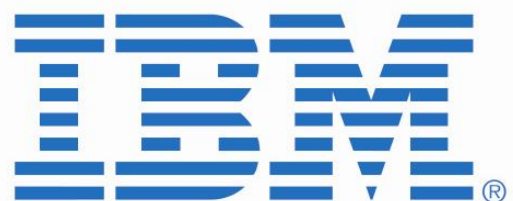
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1. Executive Summary

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

Compared to 2014, Wellington District's response rate has dropped by approximately 3%, bringing it closer to the response rate for NZ Police overall. However, with the response rate being close to 70%, we can be confident that the survey results are a good reflection of general employee opinion within Wellington District.

	Wellington District 2015	Wellington District 2014	NZ Police 2015
Number of Responses	642	685	8361
Response Rate	69.9%	73.2%	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

	Wellington District 2015	Wellington District 2014	NZ Police 2015
Performance Index	63.9	68.3	63.2
Engagement Index	72.0	**78.3**	72.1
Work Engagement Index	85.7	88.1	84.0
Change Index	25.2	**36.1**	26.4

Engagement Profile

Summary of Findings

While perceptions within Wellington District remain comparable to NZ Police overall, there has been a general decline in scores since 2014. Significant decreases were obtained in four survey sections: Vision and Purpose + Communication and Cooperation, Quality and Excellence, Employee Engagement and the Change Index. Across the Areas, people in Kapiti-Mana are generally the most positive, while those in Hutt Valley are the least positive. Relative to 2014, both Wellington DHQ (the largest Area) and Hutt Valley (typically the lowest-scoring Area) have had the most notable declines.

Where to from here

We recommend that post-survey efforts focus on: 1) improving perceptions of the openness of communication within the District, 2) building a culture that encourages bottom-up feedback and 3) strengthening perceptions of organisational effectiveness, particularly in relation to NZ Police's vision, strategy and its promises to customers. Involvement of employees in post-survey activities is a critical aspect of closing the feedback loop. Feedback and action planning sessions can be used to understand current perceptions of organisational effectiveness and invite suggestions on how these can be strengthened. Once action has been taken, maintain the feedback loop through regular progress reviews as well as explicit linkage of feedback and actions taken.

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

	Wellington District 2015	Wellington District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	63.9	68.3	63.2
1. The Work I Do	71.8	74.2	70.8
2. Learning and Development	58.9	63.0	**52.6**
3. Work Conditions	52.7	57.0	52.8
4. My Team	78.5	79.6	75.7
5. Respect & Integrity in the Workplace	74.7	76.5	72.7
6. My Supervisor	84.1	84.3	80.7
7. Recognition	46.3	51.2	44.6
8. Vision and Purpose + Communication and Cooperation	55.2	**63.2**	58.0
9. Quality and Excellence	57.1	**63.5**	58.7
10. Final Thoughts (Employee Engagement)	72.0	**78.3**	72.1
11. The Survey - Your Views (Change Index)	25.2	**36.1**	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	Hutt Valley		Kapiti-Mana		Wairarapa		Wellington		Wellington DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index	56.3	64.2	74.1	79.3	59.8	65.8	66.2	63.9	63.5	68.9
1. The Work I Do	64.9	71.1	77.5	82.2	67.0	69.7	72.0	70.3	73.3	75.3
2. Learning and Development	49.7	59.5	69.7	78.1	59.7	63.3	66.3	58.7	56.4	61.7
3. Work Conditions	40.5	48.4	57.4	61.4	56.5	55.6	41.7	45.6	58.1	62.6
4. My Team	79.4	81.1	86.2	87.5	70.4	74.7	84.0	76.9	75.8	79.0
5. Respect & Integrity in the Workplace	71.1	79.0	82.8	86.3	69.6	71.8	75.3	71.3	74.3	75.9
6. My Supervisor	80.6	87.0	91.4	90.9	81.2	90.1	89.6	81.1	81.9	81.8
7. Recognition	34.3	40.7	57.6	67.8	47.4	51.8	45.5	45.2	47.1	52.5
8. Vision and Purpose + Communication and Cooperation	44.5	55.0	72.3	78.7	49.9	58.9	58.2	60.3	53.9	64.0
9. Quality and Excellence	44.0	55.6	68.9	75.6	50.3	58.1	58.5	58.9	58.8	65.6
10. Final Thoughts	65.8	75.2	82.7	85.2	63.0	71.5	81.1	78.0	69.6	79.1
11. The Survey - Your Views	13.9	25.5	38.7	58.3	27.0	44.7	24.0	21.6	25.0	37.1

2.3 Interpretation

Perceptions in Wellington District are similar to NZ Police overall, except for learning and development which is an area of relative strength for Wellington District. Compared to 2014, there has been a general decline in employee opinion, with significant drops in four survey sections: Vision and Purpose + Communication and Cooperation, Quality and Excellence, Employee Engagement and the Change Index. Across the Areas, people in Kapiti-Mana generally hold the most positive views, while Hutt Valley tends to have the least favourable perceptions. Further, Hutt Valley, as well as Wellington DHQ, have had the most notable declines in scores since 2014.

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

For people within the Wellington District, their connection to the work is similar to 2014 and the wider organisation. Although organisational engagement levels in Wellington District remain on par with NZ Police overall, they have dropped significantly since 2014. At the question level, the biggest declines are in relation to job satisfaction and recommending NZ Police as a great place to work. Across the Areas, both Wellington DHQ and Hutt Valley have seen some marked declines.

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	Wellington District 2015	Wellington District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	79.2	82.6	77.9
1.8 I am strongly committed to the work I do	90.5	91.0	89.1
1.9 I am motivated to do the best I can in my job every day	87.5	90.6	85.1

	Hutt Valley		Kapiti-Mana		Wairarapa		Wellington		Wellington DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	71.7	81.5	91.8	93.7	72.2	77.4	89.8	81.6	76.0	81.5
1.8	86.9	89.8	92.9	97.5	88.9	85.5	95.9	90.2	89.4	91.2
1.9	85.9	89.8	95.3	96.2	72.2	85.5	90.8	90.3	87.5	90.6

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	Wellington District 2015	Wellington District 2014	NZ Police 2015
Engagement Index	72.0	**78.3**	72.1
10.1 Overall, I'm satisfied with my job	72.5	**80.6**	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	63.7	**72.6**	66.6
10.3 I take an active interest in what happens in NZ Police	81.3	85.9	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	73.9	77.4	71.5
10.5 I feel a sense of commitment to NZ Police	81.7	**87.8**	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	58.8	**65.6**	59.8

	Hutt Valley		Kapiti-Mana		Wairarapa		Wellington		Wellington DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	65.8	75.2	82.7	85.2	63.0	71.5	81.1	78.0	69.6	79.1
10.1	65.7	77.8	84.7	87.3	55.6	75.8	80.6	79.6	71.7	81.2
10.2	50.5	63.9	75.3	78.5	53.7	66.1	75.5	70.9	62.7	75.9
10.3	81.8	84.3	82.4	88.6	75.9	79.0	86.6	88.3	80.0	86.3
10.4	67.7	75.9	84.7	87.3	70.4	67.7	84.7	77.7	70.2	77.2
10.5	80.8	89.8	88.2	91.1	71.7	87.1	89.7	88.3	79.3	86.3
10.6	48.5	59.3	81.2	78.5	50.9	53.2	69.4	63.1	53.8	67.8

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.

Wellington District and NZ Police overall have very similar engagement profiles, but there is variation across the Areas. Kapiti-Mana has the most favourable engagement profile, with close to 50% in the engaged category and less than 5% disengaged. Wairarapa has the least favourable engagement profile, with close to a third in the disengaged category.
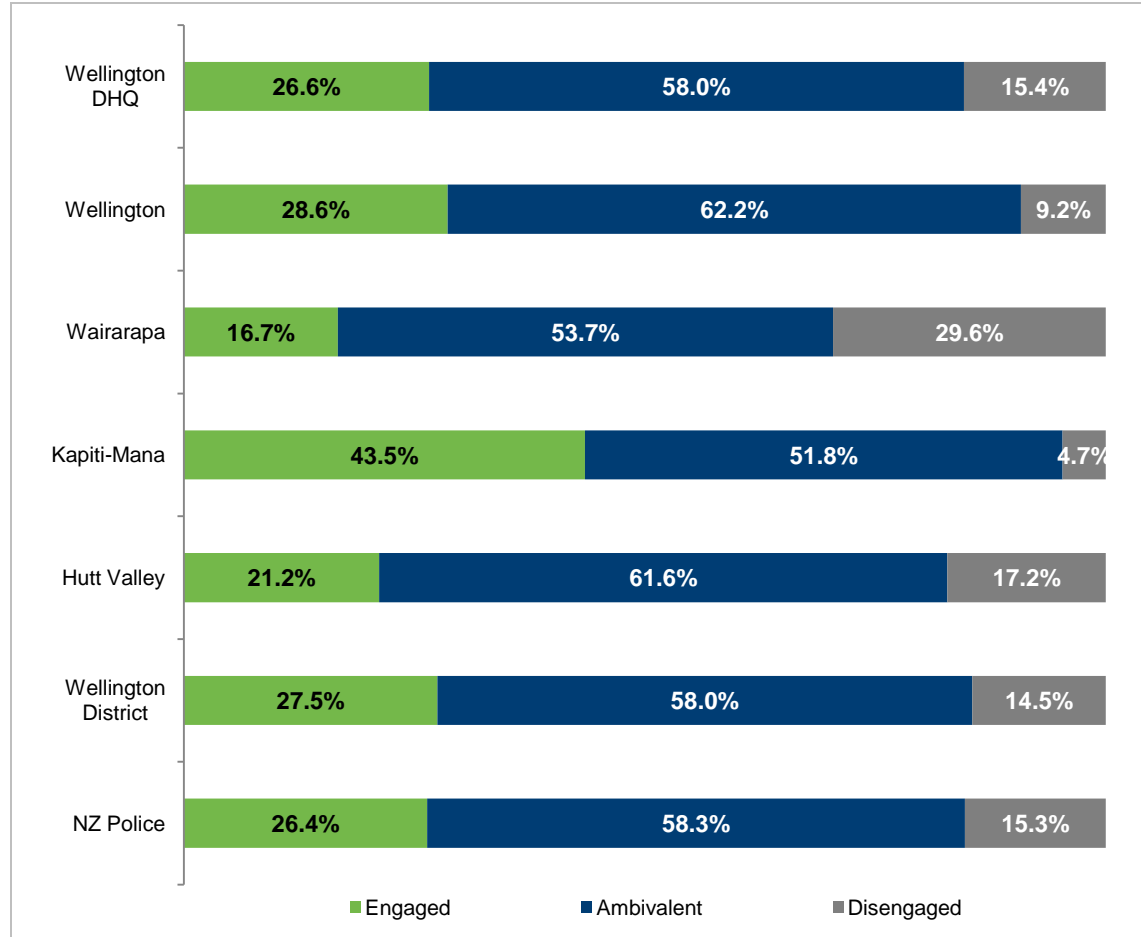
3.4 District and Area Engagement Profile Trend 2014-15

Compared to 2014, there has been minimal change in the engagement profiles of Kapita-Mana and Wellington. Notably, in Wairarapa and Wellington DHQ, there have been shifts towards the disengaged category since 2014. In Wairarapa particularly, the proportion of disengaged staff has almost tripled since 2014.

Engagement Profile	Hutt Valley		Kapiti-Mana		Wairarapa		Wellington		Wellington DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	21.2	28.7	43.5	44.3	16.7	27.4	28.6	28.2	26.6	32.8
Ambivalent	61.6	58.3	51.8	51.9	53.7	62.9	62.2	64.0	58.0	58.7
Disengaged	17.2	13.0	4.7	3.8	29.6	9.7	9.2	7.8	15.4	8.5

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

Compared to 2014, Wellington District has had significant decreases on most of the key drivers, though the results remain largely comparable to the wider NZ Police organisation. Perceptions of the level of openness and honesty of communication within the District/Service Centre has declined the most and is significantly less positive than NZ Police overall. A related item, the perceived level of organisational interest in employee views and opinions, has also dropped significantly since 2014. Perceptions related to organisational effectiveness are also amongst the key driver questions with the biggest declines since 2014.

Consequently, we recommend that Wellington District focus post-survey efforts on: 1) improving perceptions of the openness of communication within the District, 2) building a culture that encourages bottom-up feedback and 3) strengthening perceptions of organisational effectiveness.

Key Driver Questions	Wellington District 2015	Wellington District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	70.0	**77.4**	71.2
8.10: I feel I am working for an effective organisation	59.2	**67.6**	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	58.7	63.0	59.8
7.5: I feel my contribution is valued in NZ Police	51.6	56.3	49.2
8.8: NZ Police cares about the well-being of its staff	46.1	**55.2**	48.7
8.5: NZ Police is interested in the views and opinions of its staff	35.0	**44.6**	38.9
1.7: My job gives me a sense of personal achievement	79.2	82.6	77.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.8	**59.2**	52.9
8.4: There is a sense of 'common purpose' in NZ Police	53.1	**61.1**	57.2
8.2: Communication in my District or my Service Centre is open and honest	38.8	**51.4**	**45.1**

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. 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

For the Wellington District, views related to respect and integrity remain similar to 2014 and is comparable to NZ Police overall.

Question		Wellington District 2015	Wellington District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		87.5	85.1	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		76.7	79.3	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		72.2	75.3	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)		71.9	73.2	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		65.0	69.6	63.0
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	83.5	85.1	81.7
	Yes	4.1	4.2	4.5
	No	12.5	10.7	13.8

5. Biggest Differences 2014 - 2015

Compared to 2014, while the biggest positive shifts are not significant, it is notable that all of these are of a local nature, relating largely to team dynamics, the immediate supervisor and role clarity. The biggest declines since 2014 are all of a significant magnitude, with two questions also scoring significantly below NZ Police overall: perceived openness and honesty of communication within the District/Service Centre, as well as the organisation's delivery on customer promises.

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

| Question	Wellington District 2015	Wellington District 2014	NZ Police 2015
5.1: Staff in my team respect employee diversity	87.5	85.1	83.6
1.1: The responsibilities of my job are clearly defined	77.5	75.4	75.8
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	86.4	85.5	**81.0**
4.3: The way work is allocated in my team is fair	77.3	76.6	**71.5**
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.7	89.6	86.0
4.5: I can rely on the support of others in my team	87.6	87.5	86.4
6.6: I have confidence in my supervisor	84.8	84.7	80.9

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

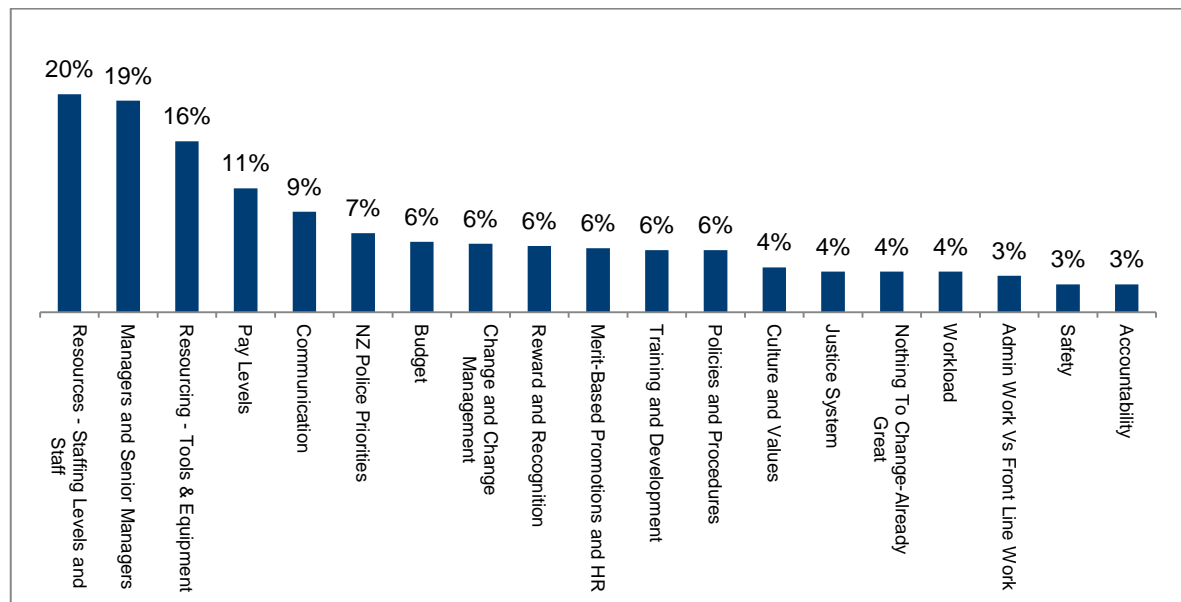| Question	Wellington District 2015	Wellington District 2014	NZ Police 2015
8.2: Communication in my District or my Service Centre is open and honest	38.8	**51.4**	**45.1**
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	28.8	**41.4**	30.9
9.7: NZ Police delivers on the promises it makes to its customers	45.1	**56.6**	**51.5**
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	55.8	**66.8**	60.0
11.3: I believe actions will be taken based on the results of this survey	29.1	**39.8**	29.3

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
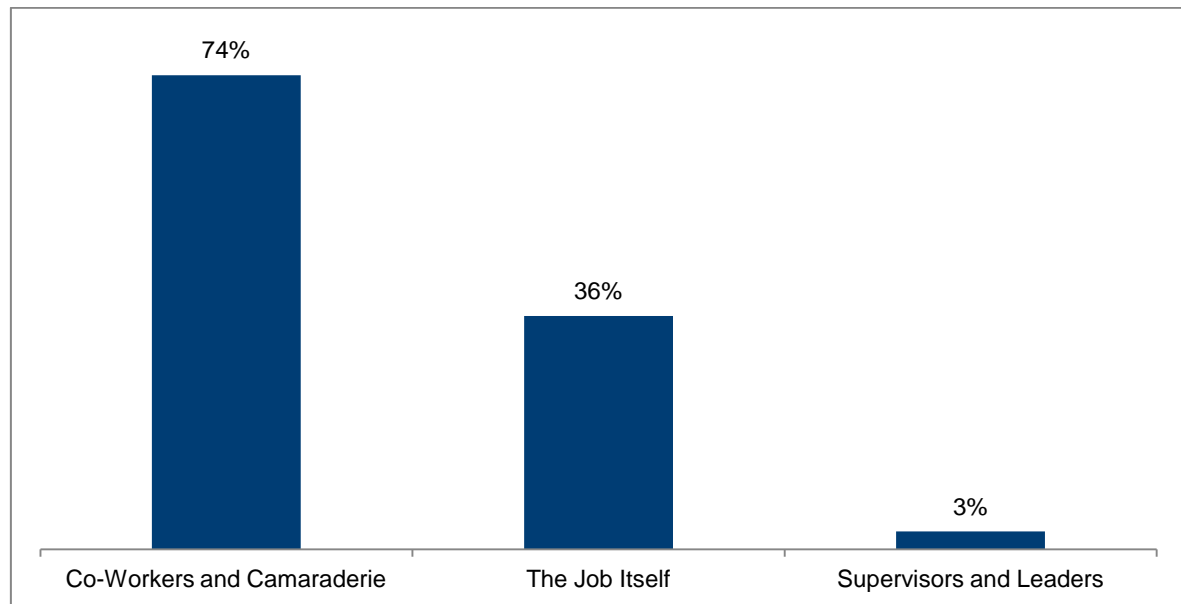
In response to being asked about the one thing that makes NZ Police a great place to work, close to three quarters of the comments made reference to colleagues and the camaraderie experienced, while over a third mentioned aspects of the job.

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

For Wellington District, there was a fairly similar number of people mentioning staffing levels or managers and senior managers as their top concern. The third most frequently mentioned theme also relates to resourcing, but relates to the tools and equipment provided.

7. Appendix 1 – All Question Results

Question	Wellington District		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	71.8	74.2	70.8	71.9
1.1: The responsibilities of my job are clearly defined	77.5	75.4	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	83.9	86.0	82.8	83.9
1.3: I understand how my performance is measured	57.3	60.3	59.4	61.1
1.4: My performance is fairly assessed	53.2	54.7	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	40.2	48.6	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	77.0	78.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	79.2	82.6	77.9	78.3
1.8: I am strongly committed to the work I do	90.5	91.0	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	87.5	90.6	85.1	85.1
2. Learning and Development	58.9	63.0	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	58.4	63.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	53.0	58.8	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	62.4	64.3	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	61.9	65.7	53.5	53.4
3. Work Conditions	52.7	57.0	52.8	56.2
3.1: I am satisfied with my physical work environment	60.2	61.6	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	53.6	58.7	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	65.1	67.4	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	31.9	40.4	33.7	40.1
4. My Team	78.5	79.6	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.7	89.6	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	78.6	79.7	76.4	76.9
4.3: The way work is allocated in my team is fair	77.3	76.6	71.5	72.5
4.4: People I work with cooperate to get the job done	87.3	88.4	86.1	86.5
4.5: I can rely on the support of others in my team	87.6	87.5	86.4	86.9
4.6: I feel part of an effective team	82.0	82.9	80.3	81.2
4.7: People are held accountable for their performance in my team	70.1	72.1	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	55.7	59.9	53.3	54.4
5. Respect & Integrity in the Workplace	74.7	76.5	72.7	73.4
5.1: Staff in my team respect employee diversity	87.5	85.1	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.7	79.3	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	72.2	75.3	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)	71.9	73.2	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	65.0	69.6	63.0	64.4

Question	Wellington District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	84.1	84.3	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	90.5	92.4	87.5	87.4
6.2: My supervisor treats staff with respect	91.3	91.2	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	82.1	82.1	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	86.4	85.5	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	69.5	70.0	68.5	68.8
6.6: I have confidence in my supervisor	84.8	84.7	80.9	80.8
7. Recognition	46.3	51.2	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	44.1	47.7	44.9	46.3
7.2: People here are appointed to positions based on merit	32.8	41.9	31.3	34.5
7.3: We celebrate success in NZ Police	48.9	51.2	47.5	47.0
7.4: I get recognition when I do a good job	54.2	59.1	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	51.6	56.3	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	55.2	63.2	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	55.8	66.8	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	38.8	51.4	45.1	46.3
8.3: I feel informed about NZ Police and its activities	50.4	60.1	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	53.1	61.1	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	35.0	44.6	38.9	39.9
8.6: Teams within NZ Police work well together	55.0	58.6	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	58.7	63.0	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	46.1	55.2	48.7	50.9
8.9: NZ Police is an enjoyable place to work	70.0	77.4	71.2	72.4
8.10: I feel I am working for an effective organisation	59.2	67.6	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	85.5	90.0	84.6	85.2
9. Quality and Excellence	57.1	63.5	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.8	59.2	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	89.4	92.4	87.6	87.3
9.3: I have the tools and resources I need to do my job	50.9	54.9	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	49.1	54.5	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	56.4	63.2	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	56.0	63.7	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	45.1	56.6	51.5	55.1
10. Final Thoughts	72.0	78.3	72.1	73.3
10.1: Overall, I'm satisfied with my job	72.5	80.6	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	63.7	72.6	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	81.3	85.9	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	73.9	77.4	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	81.7	87.8	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	58.8	65.6	59.8	60.6

Question	Wellington District		NZ Police	
	2015	**2014**	**2015**	**2014**
11. The Survey - Your Views	25.2	36.1	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	17.6	27.0	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	28.8	41.4	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	29.1	39.8	29.3	33.8

Question	Wellington 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	83.5	81.7
Yes	4.1	4.5
No	12.5	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.