

# NZ Police Workplace Survey 2011: Report of Findings

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## 1. Introduction

The NZ Police Workplace Survey 2011 is the second annual survey designed to provide an insight into the health of the organisation via the perceptions and opinions of its constabulary and non-constabulary staff. All NZ Police employees were invited to provide their feedback on a host of key organisation and workplace attributes such as its vision, leadership, communication, teamwork, the job itself, as well as respect and integrity within the organisation. In addition, the survey also provided NZ Police with the opportunity to gauge prevailing levels of employee engagement within the organisation.

The results of this comprehensive feedback exercise provides NZ Police with a valuable opportunity to determine the types of actions needed to further engage their people and improve organisational functioning more generally.

### 1.1 Survey Objectives

The 2011 Workplace Survey forms part of a systematic process of change and improvement in individual and organisational performance of NZ Police. Any organisation that wants to improve its performance, to succeed and grow, must continually monitor its current performance and respond to feedback. The workplace survey is a simple and very effective means whereby staff feedback can be captured, analysed, and then used as the basis for continuous improvement projects designed to realise NZ Police's vision of *'Building a Better Workplace Together'*.

The following report places emphasis on understanding and improving employee engagement within the organisation. 'Employee engagement' refers to the level of connectedness an employee feels towards his or her organisation and the willingness to maximise his or her performance and discretionary effort as a result of that connectedness.

Engaged employees are vital to an organisation's success. Employers need employees who will go beyond just 'doing the job' – rather they need people who seek to solve problems, take the initiative, and help colleagues and customers when and where needed. Indeed, a considerable amount of research shows that engaged employees have a strong impact on important organisational outcomes like stakeholder and citizen satisfaction. Not surprisingly, engaging employees in the workplace has become a strategic priority for a great number of organisations.

### 1.2 Questions This Report is Designed to Answer

The following report provides insight into how employees perceive and feel about working for NZ Police generally, but also focuses on answering a small yet critical set of questions surrounding employee engagement:

#### 1. How do employees perceive NZ Police as a place to work?

You can quickly get a broad feel for the favourability of employee perceptions by examining survey section scores, highest and lowest rated areas, and a more detailed insight into how people feel about the organisation by looking at responses to each and every question in the survey. You can also see which groups of employees within NZ Police perceive the organisation more (or less) favourably than other groups. Finally, it is possible to get a sense of what key issues are viewed as favourably or less favourably by going beyond 'the numbers' and examining the results of the comments analysis in Section 3.8.

#### 2. How engaged are your employees?

Examine your Engagement Index and Engagement Profile. The Engagement Index quantifies your organisation's engagement 'score', and is a useful index to benchmark and track over time. Your Engagement Profile displays the proportion of staff who can be classified as either 'engaged', 'ambivalent', or 'disengaged'. Again, this profile can be benchmarked and measured over time. The greatest source of potential improvement to engagement levels comes from shifting 'ambivalent' employees to the 'engaged' category.

### 3. What engages people the most within your organisation?

Examine the results of the Key Driver Analysis as reported on page 14. These are the Key Drivers of engagement unique to NZ Police and are powerful predictors of engagement. They are therefore of great importance when considering priorities for improvement initiatives. As a rule you should focus your attention first on the 'high importance-low performance' drivers (shaded red) – these key drivers have a significant impact on engagement but their performance scores are poor relative to the JRA State Sector Benchmark (see Appendix 3 for a list of the organisations included in this benchmark). Typically the list of key drivers produced by JRA's analysis will contain key themes which offer the greatest leverage for performance improvement.

### 4. Are there areas in the organisation I should focus more attention on?

When considering your intervention priorities it can be useful to examine your key driver performance score across particular demographic groups. This analysis may reveal significant variation between work areas or particular functional groups, or by ethnicity for example. Demographic groups with particularly low key driver scores may prompt urgent attention, while highest scoring groups can provide 'best practice' models for your organisation's poorer performing groups.

## 1.3 Additional Reporting

In addition to this summary report each District and Service Centre will also receive its own shorter Report of Findings. Senior staff and various project members will also have the opportunity to supplement both the NZ Police Workplace Survey 2011 Report of Findings and their District reports with additional on-line reporting of results available via JRA's online survey reporting tool.

## 1.4 Understanding This Report

Key terms are defined in the Glossary on the very last page of this report. A comprehensive Survey Methodologies document provides a complete description of scope and methodologies employed in the 2011 NZ Police Workplace Survey. The Survey Methodologies document is available on the Police Intranet under Initiatives>New Zealand Police Workplace Survey>Tools and Resources or by contacting Alan Cassidy, HR Manager : Organisational and Employee Development at PNHQ.

## 2. Executive Summary

### 2.1 Response Rate

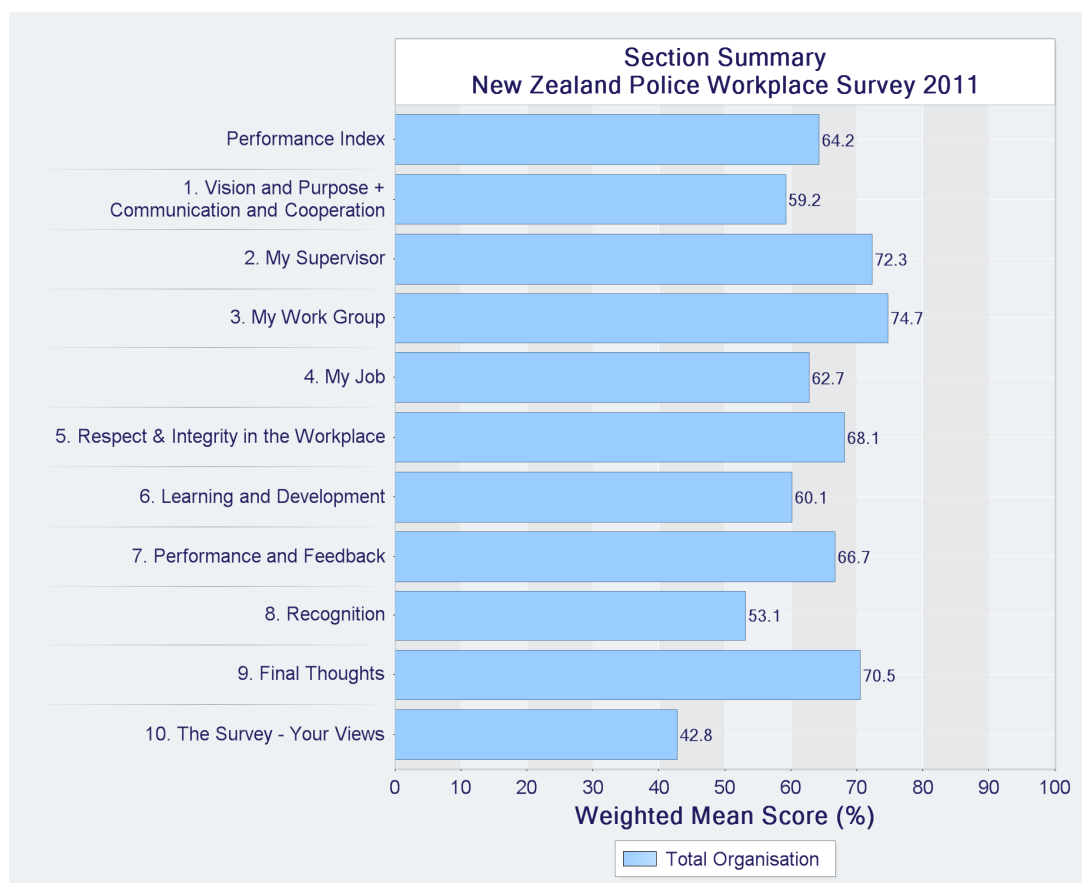
A very good response rate of 79.2% was achieved (9,503 responses from 11,993 staff). The response rate has improved compared to that achieved in 2010 (77.1%).

### 2.2 Section Scores

Scores obtained on each of the survey sections are presented in the graph below. All scores are expressed as 'weighted mean scores', which are simply 1 to 5 'agreement' scores converted to 0% to 100% scores (i.e., a strongly disagree answer becomes 0% and a strongly agree answer becomes 100%, such that a weighted mean score of 100% means all employees responded with a 'strongly agree' answer and a 75% score means all respondents answered 'agree', or on average, the typical score is around the 'agree' mark). Full details of all methodologies employed in the 2011 Survey can be found in the 'NZ Police Workplace Survey 2011: Methodology' document.

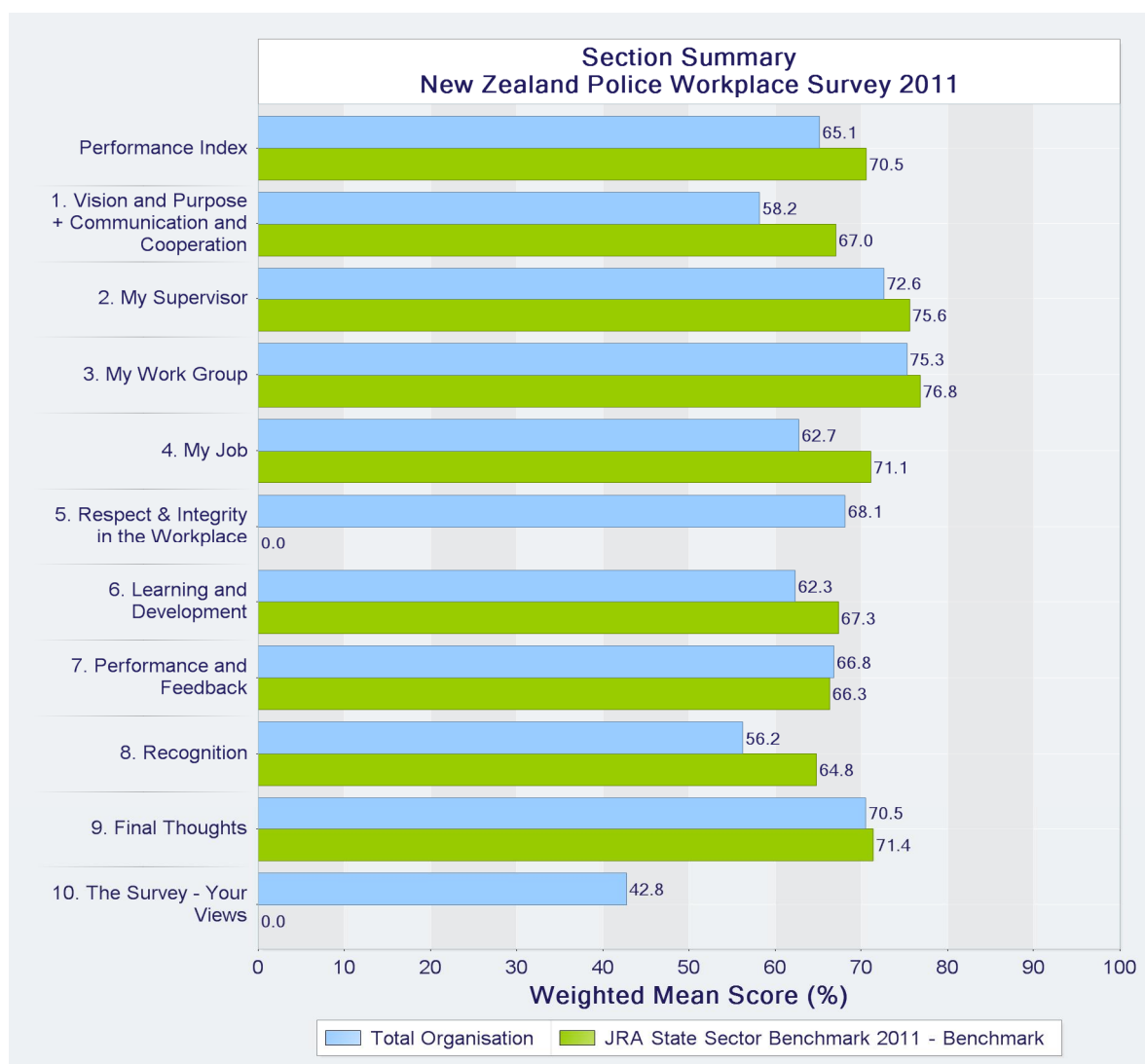
The Section Summary graph below includes four different performance indicators:

1. Performance Index – the average score across all questions in the survey, across all employees
2. Climate scores – climate reflects the shared perceptions employees hold of a particular workplace referent, such as 'communication', 'recognition', and so on. Each climate section includes several questions used to assess that particular area
3. Employee Engagement – six questions in the 'Final Thoughts' section are used to measure employee engagement, and the graph below shows the average score across those six questions
4. The Survey – Your Views – includes two questions that assess whether respondents felt any changes would occur as a result of the 2011 survey, and if they perceived that any positive change had occurred following the last survey



## Scores Relative to Benchmark Norms – State Sector Organisations

Survey scores by themselves do not always paint a clear picture as to where an organisation is performing well or less well. For instance, most organisations score well around teamwork and less well around communication. In order to avoid making erroneous conclusions as to what areas of an organisation may warrant improvement efforts, comparisons of NZ Police survey scores were made to external survey norms (benchmarks). The benchmark group selected for comparison purposes in this report consists of 18 New Zealand State Sector organisations, both within and outside the core public service, who have completed a workplace survey with JRA (NZ) Ltd within the last 12 months. A complete list of organisations in the JRA 2011 State Sector Benchmark is presented in Appendix 3.



When interpreting NZ Police scores compared to the benchmark group of organisations in the preceding graph it is important to note the following:

- Statistical analysis revealed that NZ Police is equivalent to JRA's 2011 State Sector benchmark group on 'Performance and Feedback'
- In contrast, NZ Police score below the benchmark group on six benchmarkable climate dimensions, as well as the Performance Index (the average of all questions), and the Engagement Index (the average of the six engagement questions). However, the sample size of more than 9,000 employees means the statistical analysis technique used (the t-test) will be able to detect very small differences between scores. Thus, when looking at

the relative differences it is important to consider how *substantive* any differences actually are – small differences versus large differences hold as much if not more diagnostic insight than reference to ‘statistical significance’ alone. With this in mind:

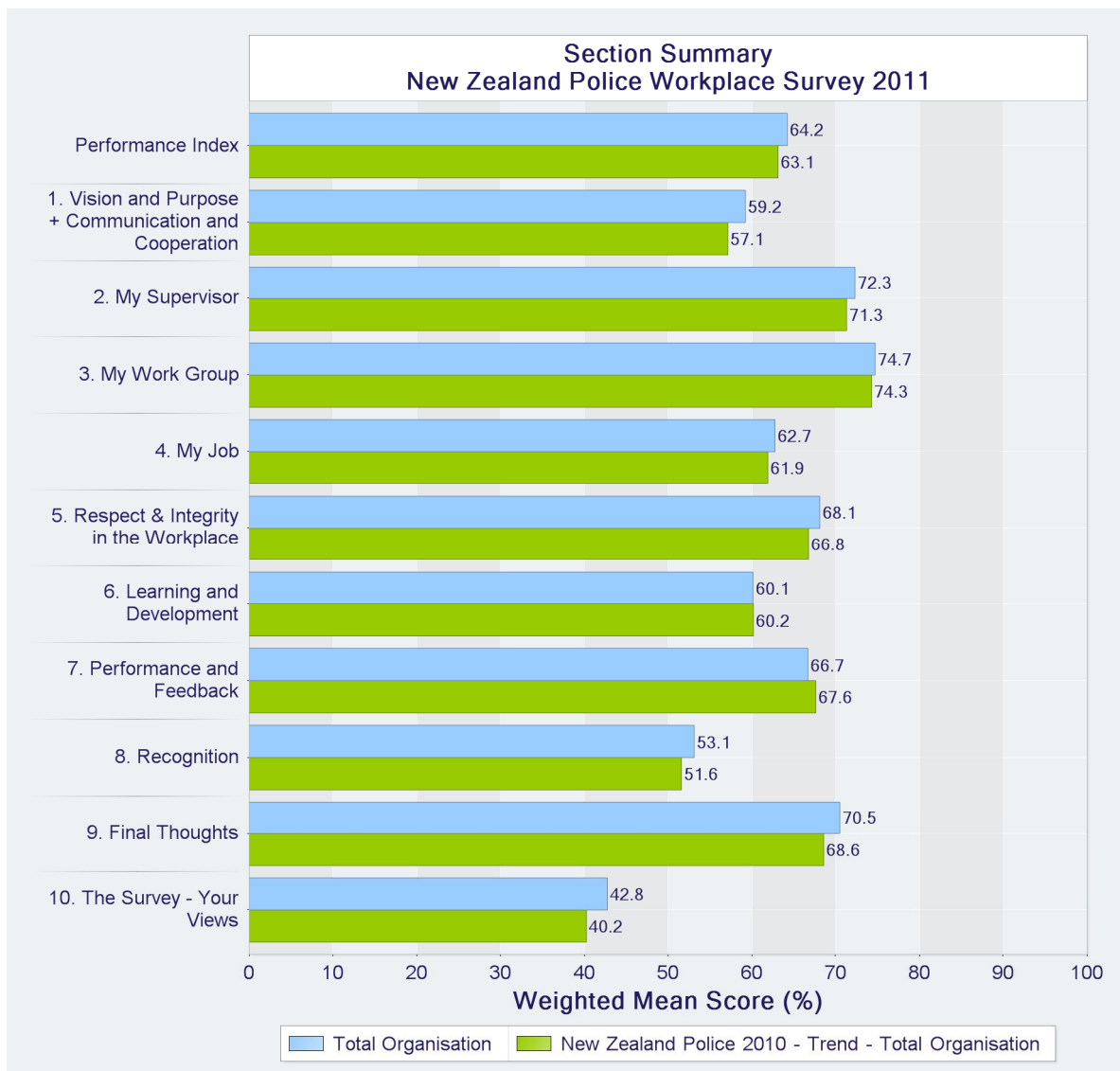
- NZ Police score close to the benchmark group on the climate section of ‘My Work Group’ as well as on the employee engagement index
- There are three areas that NZ Police score well below benchmark norms
  - Vision and Purpose + Communication and Cooperation (-8.8%)
  - My Job (-8.4%)
  - Recognition (-8.6%)
- The below two areas score sufficiently below benchmark norms to suggest these are also areas worthy of attention
  - Learning and Development (-5.0%)
  - My Supervisor (-3.0%)

(Section 3.5.3 identifies what specific issues are dragging the scores down in these five areas)

**Note:**

When comparing results to the JRA 2011 State Sector Benchmark, the sections scores are re-calculated based on only the benchmarkable questions.

## Section Scores Trend Comparison



Comparing the 2011 and 2010 survey results revealed the following findings:

- Statistically significant improvements were found in the majority of the climate dimensions, as well as the Performance Index and the Engagement Index. The reader is reminded that 'statistically significant' changes are a function of the size of the sample under examination, and with 9,000 plus employees even small changes will be identified as 'significant'. As such it is pertinent to consider whether the change is also *substantive* in nature.
- Substantive improvements in scores were observed for:
  - The Survey - Your Views (+2.6%)
  - Vision and Purpose + Communication and Cooperation (+2.1%)
  - Employee Engagement (+1.9%)
- The sections of 'Recognition' and 'Respect & Integrity in the Workplace' have exhibited less substantive but still meaningful increases in scores (+1.5% and +1.3%, respectively)
- The section 'Performance and Feedback' has shown a slight decrease in scores (-0.9%). Although statistically significant, we note that the change in scores is very minor.



- Statistical analysis revealed that employee ratings on 'My Work Group' and 'Learning and Development' have not changed between 2010 and 2011. Statistically speaking, these are equivalent scores.

(Section 3.6.3 identifies what specific issues are contributing to the broad trends observed between the two years.)

## 2.3 Survey Scores Across Demographics

The analysis of employee differences in performance scores relating to the various demographics assessed in the survey revealed the following insights (see table below and on the following pages).

	Survey sections where significant differences between groups are found	GROUP/S WITH HIGHER SECTION SCORES	GROUP/S WITH LOWER SECTION SCORES
District	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>• Counties/Manukau District (all survey sections except My Work Group, Respect &amp; Integrity in the Workplace, and Recognition)</li> <li>• Bay Of Plenty Dist (Recognition)</li> <li>• Canterbury District (My Work Group)</li> <li>• Waikato Dist (Respect &amp; Integrity in the Workplace)</li> </ul>	<ul style="list-style-type: none"> <li>• Central District (My Supervisor, Respect &amp; Integrity in the Workplace, Learning and Development, Performance and Feedback, Recognition)</li> <li>• Eastern District (Vision and Purpose + Communication and Cooperation, My Job, Employee Engagement, The Survey - Your Views)</li> <li>• Northland District (My Work Group)</li> </ul>
Service Centres/ PNHQ/ Other Groups	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>• International Service Group (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>• ICT Service Centre (My Work Group, My Job, Recognition)</li> <li>• Legal (Vision and Purpose + Communication and Cooperation, Learning and Development, Performance and Feedback, The Survey - Your Views)</li> <li>• Licensing &amp; Vetting (My Supervisor, Respect &amp; Integrity in the Workplace, Employee Engagement)</li> </ul>
Function	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>• Overseas (all survey sections except The Survey - Your Views)</li> <li>• District Management (The Survey - Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>• Legal (Vision and Purpose + Communication and Cooperation, Learning and Development, Performance and Feedback, The Survey - Your Views)</li> <li>• Vetting (My Supervisor, My Job, Respect &amp; Integrity in the Workplace, Employee Engagement)</li> <li>• ICT (My Work Group, Recognition)</li> </ul>

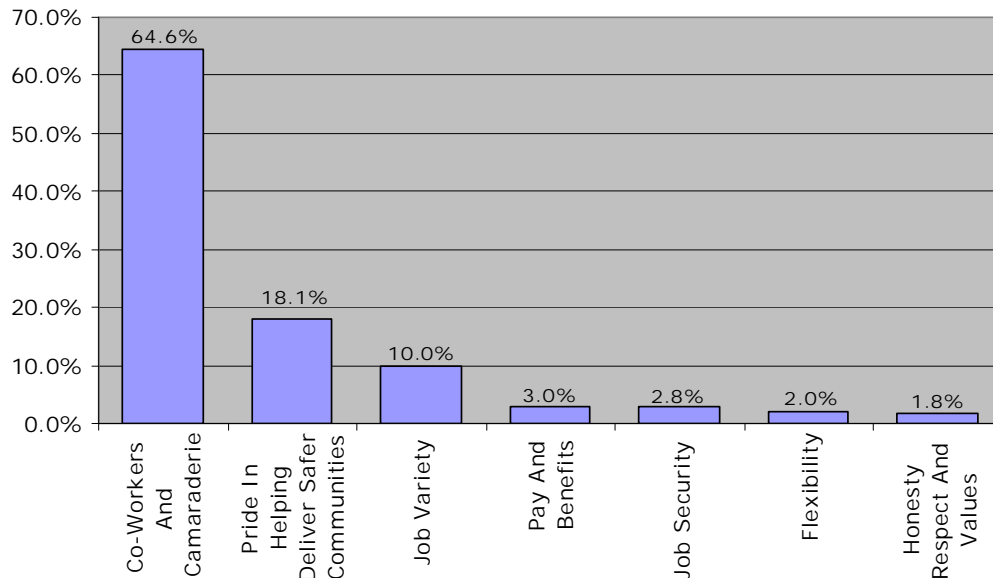
Constabulary	<i>Statistically significant differences across all survey sections</i>	<ul style="list-style-type: none"> <li>Commissioned Officers (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>Constable (all survey sections except My Supervisor)</li> <li>Sergeant (My Supervisor)</li> </ul>
Employee	<i>Statistically significant differences across all survey sections</i>	<ul style="list-style-type: none"> <li>Band 1 &amp; above (all survey sections except My Supervisor)</li> <li>Not Evaluated (My Supervisor)</li> </ul>	<ul style="list-style-type: none"> <li>Band G – J (all survey sections)</li> </ul>
Gender	<i>Statistically significant differences across all survey sections except Vision and Purpose + Communication and Cooperation</i>	<ul style="list-style-type: none"> <li>Female (My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> <li>Male (My Supervisor, My Work Group, Respect &amp; Integrity in the Workplace, Learning and Development, Performance and Feedback)</li> </ul>	<ul style="list-style-type: none"> <li>Female (My Supervisor, My Work Group, Respect &amp; Integrity in the Workplace, Learning and Development, Performance and Feedback)</li> <li>Male (My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> </ul>
Rank/Level	<i>Statistically significant differences across all survey sections except Respect &amp; Integrity in the Workplace</i>	<ul style="list-style-type: none"> <li>Employee (Vision and Purpose + Communication and Cooperation, My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> <li>Constabulary (My Supervisor, My Work Group, Learning and Development, Performance and Feedback)</li> </ul>	<ul style="list-style-type: none"> <li>Employee (My Supervisor, My Work Group, Learning and Development, Performance and Feedback)</li> <li>Constabulary (Vision and Purpose + Communication and Cooperation, My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> </ul>
Span of Control	<i>Statistically significant differences across all survey sections</i>	<ul style="list-style-type: none"> <li>Over 50 reports (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>No reports (all survey sections except My Supervisor)</li> <li>Under 10 reports (My Supervisor)</li> </ul>
Tenure	<i>Statistically significant differences across all survey sections except My Work Group</i>	<ul style="list-style-type: none"> <li>Under 5 (My Supervisor)</li> <li>Over 35 (My Job, Learning and Development, Performance and Feedback, Recognition, Employee Engagement)</li> <li>30-35 (Vision and Purpose + Communication and Cooperation, Respect &amp; Integrity in the Workplace, The Survey - Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>5-10 (all survey sections with significant differences except My Supervisor, Recognition, The Survey - Your Views)</li> <li>10-15 (Recognition, The Survey - Your Views)</li> <li>25-30 (My Supervisor)</li> </ul>
Time in Band	<i>Statistically significant differences across all survey sections</i>	<ul style="list-style-type: none"> <li>Under 1 year (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>Over 10 years (Vision and Purpose + Communication and Cooperation, My Supervisor, My Work Group, Respect &amp; Integrity in the Workplace, Performance and Feedback, Learning &amp; Development, Employee Engagement)</li> <li>5-10 years (My Job, Learning and Development, Recognition, The Survey - Your Views)</li> <li>3-5 years (My Job)</li> </ul>

Same Manager Last 12 Months	Statistically significant differences across all survey sections except Respect & Integrity in the Workplace and Recognition	<ul style="list-style-type: none"> <li>No (all survey sections with significant differences except My Job)</li> </ul>	<ul style="list-style-type: none"> <li>Yes (all survey sections with significant differences except My Job)</li> </ul>
Ethnicity - Pakeha	Statistically significant differences across: <ul style="list-style-type: none"> <li>My Work Group</li> <li>My Job</li> <li>Learning and Development</li> <li>Recognition</li> <li>The Survey - Your Views</li> </ul>	<ul style="list-style-type: none"> <li>Pakeha (My Work Group, Learning and Development)</li> <li>Non-Pakeha (My Job, Recognition, The Survey - Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>Pakeha (My Job, Recognition, The Survey - Your Views)</li> <li>Non-Pakeha (My Work Group, Learning and Development)</li> </ul>
Ethnicity - Maori	Statistically significant differences across: <ul style="list-style-type: none"> <li>My Work Group</li> <li>Learning and Development</li> <li>Performance and Feedback</li> <li>Recognition</li> <li>Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Maori</li> </ul>	<ul style="list-style-type: none"> <li>Non-Maori</li> </ul>
Ethnicity - Europeans	Statistically significant differences across: <ul style="list-style-type: none"> <li>Vision and Purpose + Communication and Cooperation</li> <li>My Job</li> <li>Respect &amp; Integrity in the Workplace</li> <li>Learning and Development</li> <li>Recognition</li> <li>Employee Engagement</li> <li>The Survey - Your Views</li> </ul>	<ul style="list-style-type: none"> <li>Non-Europeans</li> </ul>	<ul style="list-style-type: none"> <li>Europeans</li> </ul>
Ethnicity – Pacific Peoples	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Pacific Peoples</li> </ul>	<ul style="list-style-type: none"> <li>Non Pacific Peoples</li> </ul>
Ethnicity – Asian Peoples	Statistically significant differences across: <ul style="list-style-type: none"> <li>Vision and Purpose + Communication and Cooperation</li> <li>My Supervisor</li> <li>Learning and Development</li> <li>Performance and Feedback</li> <li>Recognition</li> <li>The Survey - Your Views</li> </ul>	<ul style="list-style-type: none"> <li>Asian Peoples</li> </ul>	<ul style="list-style-type: none"> <li>Non Asian Peoples</li> </ul>
Ethnicity – Other Ethnic Groups	Statistically significant differences across: <ul style="list-style-type: none"> <li>Performance and Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Other Ethnic Groups</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>

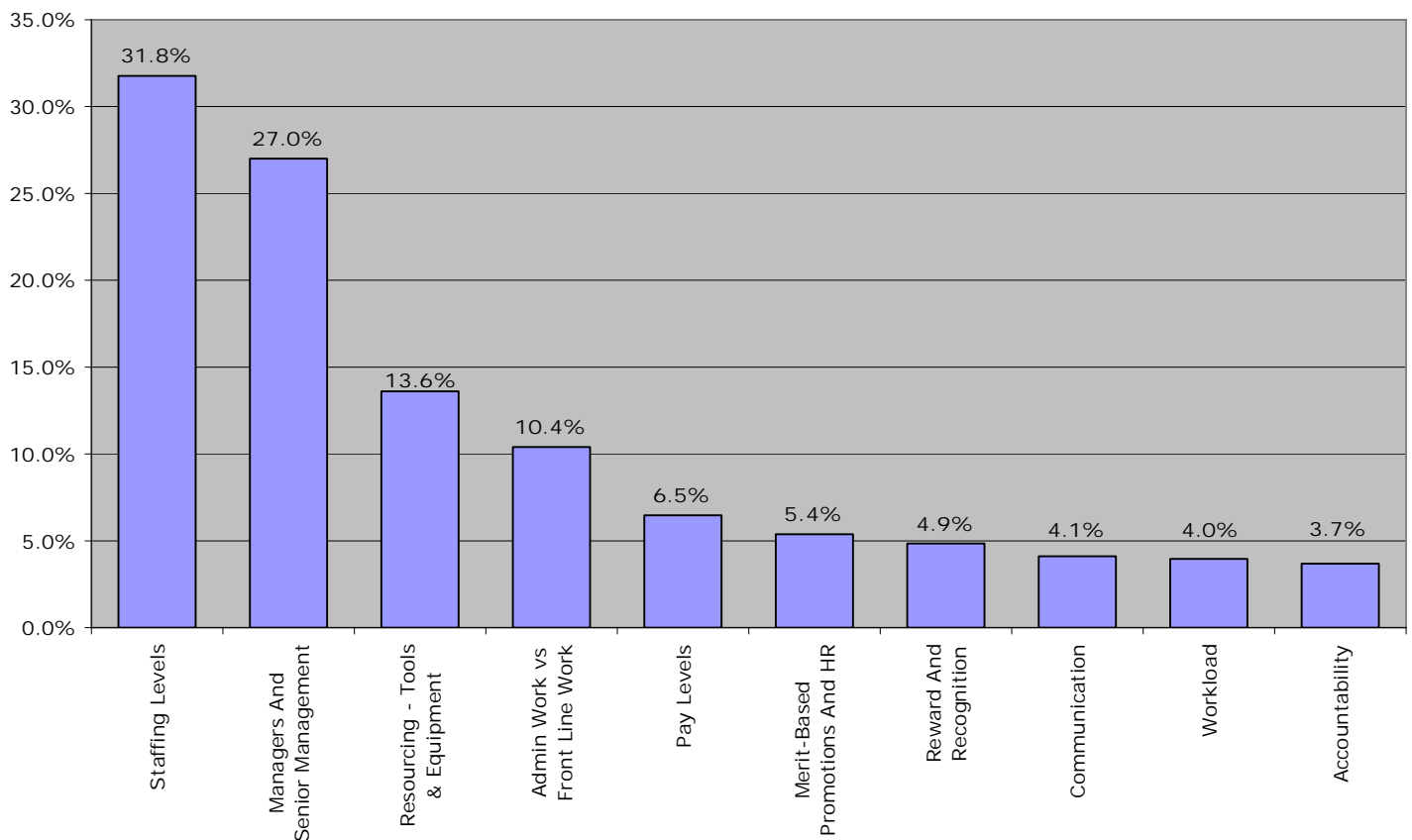
## 2.4 Comments Analysis

Three open-ended questions were asked in the final section of the survey, two of which were analysed as part of this report. Respondents were invited to identify the things that make NZ Police a great place to work, and to identify the things that need to change.

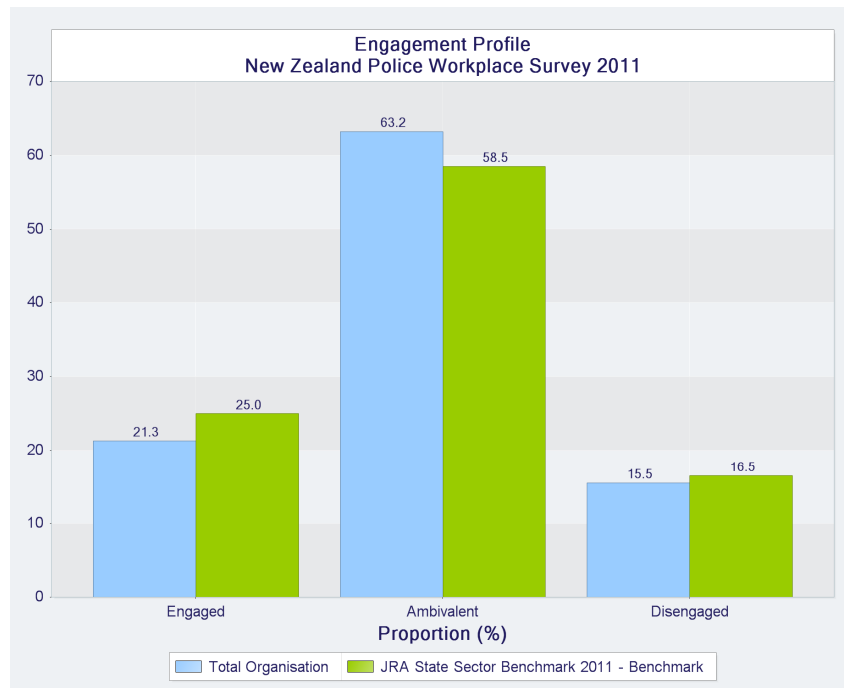
Of the things that make NZ Police a great place to work, the most common themes were:



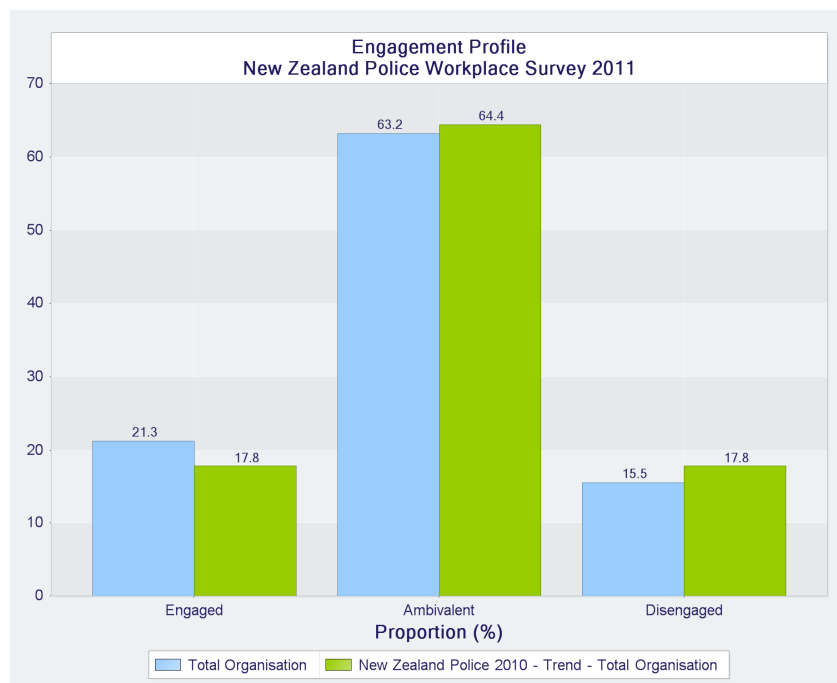
Of the things that need to change in order to make NZ Police a great place to work, the most common themes identified in the employee comments were:



## 2.5 Employee Engagement with NZ Police



As shown above, the proportion of engaged staff within NZ Police is lower than that of 2011 JRA State Sector Benchmark, whereas the proportion of ambivalent employees (neither fully engaged nor disengaged) is higher. The ambivalent group represents a tremendous source of potential performance improvement. Compared to the benchmark norm, the proportion of disengaged staff within NZ Police is slightly lower. All the differences in proportions seen between NZ Police 2011 and the Benchmark norm are statistically significant.



The engagement profile of NZ Police has shown improvement since 2010. Compared to the results in 2010, the proportion of engaged staff has significantly increased and the proportion of disengaged staff has significantly decreased. The change in the proportions of ambivalent staff between the two years is not considered statistically significant.

## Employee Engagement Demographic Comparisons

The highest engagement index occurs within:

- By District: *Counties/Manukau District*
- By Service Centres/PNHQ/Other Groups: *International Services Group*
- By Function: *Overseas*
- By Rank/Level: *Employee*
- By Employee: *Band 1 & Above*
- By Constabulary: *Commissioned Officers*
- By Gender: *Female*
- By Span of Control: *Over 50 reports*
- By Tenure: *over 35*
- By Time in Band: *Under 1 year*
- By Previous Management: *No*
- By Ethnicity: *Pacific Peoples, Other Ethnic Groups*

Examining engagement profiles across various demographic segments within NZ Police reveals that the lowest engagement index occurs within:

- By District: *Eastern District*
- By Service Centres/PNHQ/Other Groups: *Licensing & Vetting*
- By Function: *Vetting*
- By Rank/Level: *Constabulary*
- By Employee: *Band G – J*
- By Constabulary: *Constable*
- By Gender: *Male*
- By Span of Control: *No Reports*
- By Tenure: *5-10, 10 -15*
- By Time in Band: *5-10 years, over 10 years*
- By Previous Management: *Yes*
- By Ethnicity: *Europeans*

## 2.6 Key Drivers of Employee Engagement at NZ Police

The Key Drivers of Employee Engagement within NZ Police are displayed in the table below. Colour coding is determined by the organisation's performance on these key drivers relative to the 2011 JRA State Sector Benchmark. Red items reflect priority areas for intervention efforts given these are areas that are highly engaging to people in NZ Police, but score below the benchmark norm.

	Key Driver Questions	NZ Police 2011	NZ Police 2010	JRA State Sector Benchmark 2011
	1.3: NZ Police is an enjoyable place to work**	68.3	66.1 (+2.2)	NA
	4.3: My job gives me a sense of personal achievement**	76.1	75.5 (+0.6)	72.7 (+3.4)
	1.6: I feel a sense of belonging to my District/Service Centre**	61.7	60.2 (+1.5)	70.5 (-8.8)
	1.2: I feel I am working for an effective organisation**	59.7	56.8 (+2.9)	NA
	6.2: The work I do makes good use of my knowledge and skills**	68.9	69.6 (-0.7)	66.4 (+2.5)
	6.4: I am encouraged to try new ways of doing things**	57.8	57.9 (-0.1)	67.7 (-9.9)
	4.7: The level of work-related stress I experience in my job is acceptable**	58.3	54.8 (+3.5)	65.7 (-7.4)
	6.5: There are career and personal development opportunities for me in NZ Police	61.1	61.6 (-0.5)	NA
	6.1: NZ Police provides adequate training for the work I do	54.8	52.8 (+2.0)	NA

Weighted Mean Score (%)

The questions with \*\*next to them were also key drivers of employee engagement within NZ Police in 2010. The results indicate that the climate areas that are important for the level of employee engagement within NZ Police tend to be consistent between 2010 and 2011, with a stronger focus

on training and career development opportunities in 2011. In terms of performance, six of the key drivers have shown improvements in scores since 2010.

JRA notes that whilst four questions in the table above do not have external benchmark data in which to make a relative performance assessment (e.g., to be coded high, mid or low performance), it is expected that two of those questions (question 1.2 and 6.1) would be red drivers (that is, high importance-low performance). Question 1.3 would be a green driver (that is, high important-high performance), and question 6.5 would be an orange driver (that is, high importance-medium performance) if equivalent benchmark norm is available. See page 56 for further information.

Compared to the results in 2010, the key drivers in 2011 presented a weaker focus on 'care of well-being', recognition of employee contribution, or a sense of 'common purpose'. The key drivers in 2011 tend to revolve around two themes:

1. The 'sense of community' – the sense of an enjoyable workplace environment and feeling that one belongs to the organisation.
2. Learning and Development – feeling adequately trained for the work performed, the ability to draw on one's knowledge and skills, trial new things, and the opportunity to grow and develop one's career, all of which should ultimately contribute one's sense of personal achievement from the job.

## 2.7 Changes Since the 2010 Survey

### 2.7.1 Improved Areas

1. An increase in the number of engaged staff. The proportion of NZ Police employees who can be classified as engaged (answering 'agree' and 'strongly agree' to the six engagement questions used in the survey) has increased from 17.8% in 2010 to 21.3% in 2011. This is both a statistically significant shift, and a substantive one
2. A decrease in the number of disengaged staff. As people become more engaged we naturally expect less people to be in the lower end of the engaged-to-disengaged spectrum. For NZ Police, the number of disengaged staff (those who are not motivated to answer 'agree' or 'strongly agree' to *any* of the six engagement questions) has decreased from 17.8% in 2010 to 15.5% in 2011. This is a statistically significant decrease
3. Increase in the Performance Index. The 'Performance Index' is the average score across all 63 questions in the survey, across all employees. In effect, it represents a single score of the whole survey such that any general improvements (or otherwise) can be detected. For NZ Police, there has been a small yet statistically significant increase in the Performance Index between 2010 and 2011 (from weighted mean 63.1% in 2010 to 64.2% in 2011)
4. Substantive improvements in two climate dimensions ('The Survey – Your Views' and 'Vision and Purpose + Communication and Cooperation'). With a sample size in excess of 9,000 employees even small changes in survey scores between 2010 and 2011 will be identified as 'statistically significant'. As such we highlight those improvements that are not just statistically significant, but also reflect *substantive* changes in employee opinion and attitude. Two climate dimensions changed substantively since the last employee survey. The first relates to employee perceptions that actions will be taken based on the survey results and that changes in response to the 2010 survey have occurred in the respondent's workplace. From a weighted mean score of 40.2% in 2010 to 42.8% in 2011, not only is this the largest score shift in the 2011 survey, but more importantly highlights more things are being done in response to the survey in 2010. We do note, however, that weighted mean scores below 50% are somewhat low indicating far greater action on the survey can be implemented yet. The second biggest shift in employee opinion occurs for the climate dimension 'Vision and Purpose + Communication & Cooperation'. This is a particularly encouraging result given that three of the organisation's engagement drivers originate from this survey section



5. Increase in several engagement driver questions. In 2010 JRA performed a statistical analysis of the NZ Police survey data to identify the key drivers of employee engagement within the organisation. These key drivers reflect leverage points for improving employee engagement. In the 2011 survey it is pleasing to note that five of the nine key drivers of engagement have improved significantly since 2010 – and none have declined. Substantive improvements include the level of acceptable workplace stress (a weighted mean change of 3.5%), the sense that one is working for an effective organisation (a weighted mean change of 2.9%), and NZ Police perceived as an enjoyable place to work (a weighed mean change of 2.2%). Increases on key drivers such as these contribute to the increases in employee engagement noted above
6. Increases in 37 of 63 survey questions. There are statistically significant improvements in more than half of all NZ Police's survey questions. That reflects a general pattern of improvement across the organisation, particularly given only 5 questions showed a statistically significant decline. The biggest improvement areas include regularity of performance feedback, pay and benefits perceived as fair, belief that actions will accompany the 2011 survey, clarity of the organisation's vision and values, and the level of acceptable work-related stress
7. Large number of Districts/Service Centres showing improved survey scores since 2010. In terms of where improvements are occurring within the organisation, 17 Districts/Service Centres were able to improve their employee engagement levels between 2010 and 2011, compared to five that showed declines in engagement levels. 11 Districts/Service Centres showed significant improvements in the Performance Index (average of all 63 survey questions across all employees), while five showed a decline in the Performance Index (the same five that showed a decline in employee engagement levels – Legal, ICT Service Centre, Police Infringement Bureau, Licensing & Vetting, Waitemata Dist). Lastly, in terms of employee favourability around change occurring as a result of the survey process, 16 Districts/Service Centres showed an increase in the extent to which their employees felt change will occur due to the survey, and that it had as a result of the 2010 survey. Five Districts/Service Centres had declines in the extent employees felt change would or had occurred in response to the survey process – suggesting these five Districts/Service Centres (Legal, ICT Service Centre, Licensing & Vetting , National Communications, and Police Infringement Bureau ) would benefit from more focused attention, particularly given the connection between improved survey scores and employee engagement levels observed in the greater number of Districts/Service Centres
8. Respect & Integrity. A separate supplementary report has been compiled by JRA in relation to questions around Respect and Integrity within NZ Police. Briefly, analyses in that report reveal a substantial shift in the extent to which employees feel colleagues behave in accordance with NZ Police values (up from weighted mean score of 75.3% in 2010 to 78.6% in 2011). Other smaller yet statistically significant shifts have occurred for staff respect for employee diversity, knowing who to contact to report issues of workplace harassment, discrimination or bullying, and the confidence to do so without fear of reprisal

## 2.7.2 Areas of Decline

1. Decline in the 'Performance & Feedback' Section. This climate dimension has a statistically significant decline from the 2010 survey, from 67.6% to 66.7% in 2011. This is clearly a minor change, although we note that one of the questions within this section has declined in a more substantive manner. In particular, 'People are held accountable for their performance in my work group' had declined from a weighted mean score of 68.1% in 2010 to 66.4% in 2011
2. Decreases in five of 63 survey questions. Of course, the small number of declining question scores is in itself a *good* outcome, and particular compared to the 37 questions that significantly improved from 2010 to 2011. Four of the five questions with declines in scores all revolve around performance management:
  - a. I understand how my performance is measured (weighted mean decline of 4.4%)



- b. My performance is fairly assessed (weighted mean decline of 4.2%)
  - c. People are held accountable for their performance in my work group (weighted mean decline of 1.7%), and
  - d. Poor performance is dealt with effectively in my work group (weighted mean decline of 1.0%)
- 3. Small number of Districts/Service Centres showing worse survey scores since the 2010 survey. As mentioned above, five Districts/Service Centres show consistent declines on three performance metrics assessed between 2010 and 2011 (Performance Index, Employee Engagement, Survey Views). Four Districts/Service Centres show marked declines on the Performance Index (Licensing/Vetting; Police Infringement Bureau; ICT Service Centre; Legal). The same four Districts/Service Centres plus Waitemata District show significant declines in employee engagement, whilst the same four Districts/Service Centres plus National Communications show a significant decline in the favourability employees show towards changes happening in response to the 2010 survey, or likely to happen due to the 2011 survey

## 2.8 Key Strengths and Opportunities for Improvement

### 2.8.1 Key Strengths

Key strengths within NZ Police are those areas in which NZ Police score significantly above benchmarks or identified through commonly expressed responses to the open-ended question 'The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is:'

Key strengths were thus identified as:

#### High Scoring Drivers of Employee Engagement

1. Jobs that provide a personal sense of achievement for employees: Members of the NZ Police clearly derive a strong sense of achievement from the nature of the work they perform, and their contribution to the wider community – and this is highly engaging to them. The question 'My job gives me a personal sense of achievement' is the organisation's second strongest key driver of engagement *and* scores significantly above the State Sector benchmark (76.1% versus 72.7%, respectively). In addition, when employee comments around what makes NZ Police a great place to work were analysed, 'Pride in helping deliver safer communities' was the second most frequently mentioned theme, and statistically related to engagement levels. This is no doubt an inherent feature of the nature of police work, but NZ Police can certainly reinforce the nature of its contribution to NZ Society and continue to engage its people by doing so
2. Making good use of knowledge and skills: Most respondents feel the work they do makes good use of their knowledge and skills. The question 'The work I do makes good use of my knowledge and skills' was the fifth strongest engagement driver within the organisation, and is 2.5 weighted mean points above the State Sector benchmark. In support of the numerical evidence for this being a strength of NZ Police, employee comments analysis revealed the third most mentioned positive aspect in terms of what makes the organisation a great place to work was 'job variety'. This theme was related to employee engagement levels

#### Other Key Strengths

1. Questions higher than State Sector Benchmarks. Of the 44 questions in the 2011 survey that could be compared to State Sector survey benchmarks, five scored higher. These were
  - a. I intend to continue working at NZ Police for at least the next 12 months (NZ Police - 85.3% versus State Sector - 76.8%)
  - b. My job gives me a sense of personal achievement (NZ Police - 76.1% versus State Sector - 72.7%)

- c. The work I do makes good use of my knowledge and skills (NZ Police - 68.9% versus State Sector - 66.4%)
- d. I feel a sense of commitment to NZ Police (NZ Police - 76.2% versus State Sector - 74.3%)
- e. Poor performance is dealt with effectively in my work group (NZ Police - 56.5% versus State Sector - 54.8%)

These results are similar to last year. The majority of respondents have indicated they intend staying with the organisation, and far more so than other State Sector organisations. This mirrors the organisation's relatively low actual staff turnover rate. NZ Police also look to be doing better than other State Sector organisations in terms of how well they manage poor performers. The nature of the work provides NZ Police with an advantage to other State Sector organisations perhaps, with its inherent role of 'building safer communities', creating a more committed workforce where employees are able to do more in their roles and feel a greater sense of achievement as a result

2. Camaraderie within the organisation: When asked to describe the one thing that makes NZ Police a great place to work the most common response centred on co-workers, teamwork, and the sense of camaraderie that exists within work groups. This was found to be the case in 2010 as well. Most interestingly, whilst most employee surveys will reveal co-workers are the most often cited thing that makes a particularly organisation a 'great place to work', the percentage of NZ Police employees that refer to 'Camaraderie' and fellow co-workers as what makes working for NZ Police great is significantly higher. More than 60% of NZ Police survey respondents refer to co-workers, whilst in other organisations that figure is typically no more than 50%
3. Areas within NZ Police that have engagement levels the same or higher than State Sector norms. The average Engagement Index (aggregate score on all six engagement questions) within the State Sector comparison group is 71.4%. Within NZ Police, 10 of its 29 Districts/Service Centres either meet or exceed that external norm. Six of those Districts/Centres meet or exceed the New Zealand Best Workplaces average of 74.6%, and one Area has an Engagement Index higher than the top 25% norm of 81.4%. These more engaged Districts/Areas are:

District or Area	Engagement Index
International Service Group	85.9%
Police National Headquarters	77.5%
Org Financial Crime Agency NZ	75.5%
Counties/Manukau District	74.6%
National Communications	74.5%
National Intelligence Centre	74.2%
Training Service Centre	73.7%
Tactical Groups	73.2%
Crime	72.1%
Wellington District	71.0%

## 2.8.2 Opportunities for Improvement

### Poor Performing Key Drives of Employee Engagement

1. **Sense of Belonging to the District/Service Centre:** As per the 2010 survey, the survey item “I feel a sense of belonging to my District/Service Centre” is the second strongest key driver of employee engagement within the organisation, and scores significantly below the State Sector benchmark (weighted mean scores of 61.7% and 70.5%, respectively). Employee perceptions around sense of belonging have not changed substantively since the last survey in 2010. This is a particularly interesting result given the strong sense of camaraderie that has been expressed in the employee comments as what makes NZ Police a ‘great place to work’. There is perhaps greater connection to one’s work group as opposed to the wider District or Service Centre, which is reinforced by idiosyncratic Police processes and actions. But operating in pockets does not help the organisation achieve the type of ‘community’ that is both important for people generally, or optimise engagement levels as a consequence. Sense of belonging is very often a key driver of engagement across many different types of organisations and that is no different for NZ Police. The difference that matters is how NZ Police is substantively below external norms in terms of sense of belonging
2. **Employees’ sense that they work for an effective organisation:** As per the 2010 survey, the feeling that one works for an effective organisation is highly engaging to NZ Police employees. Unfortunately only 53% of respondents agreed to the survey question ‘I feel I am working for an effective organisation’, suggesting there is significant room for improvement in this area. What is pleasing to note is that this level of agreement has improved substantively from the 47.7% observed in the 2010 survey. There are no doubt a myriad of reasons why employees are less inclined to think they work for an effective organisation, and their feedback in the survey (both rating scale questions and free-form comments) will highlight those key areas that score poorly or are frequently mentioned as being of key concern (e.g., inadequate staffing levels, ineffective managers, lack of sufficient resources, burdensome administrative work impacting front line work, pay levels, concerns over lack of merit-based promotions, and so on). See lowest rated questions and employee comments around what needs to change in order to make NZ Police a great place to work for further information
3. **Being encouraged to try new ways of doing things.** This area reflects the organisation’s sixth strongest key driver, and the key driver with the biggest gap to State Sector norms (57.8% versus 67.7% , respectively). In the context of an organisation like NZ Police we can certainly recognise the limitations around the extent to which Police Officers can be seen to be ‘trying new ways of doing things’. That said, it is worth recognising that decades of job motivation research shows that having some control over the way in which one performs his or her job is an intrinsic motivator
4. **Work-related stress:** Acceptable levels of work-related stress was an important engagement driver identified in the 2010 survey, and is the same again in 2011. This area represents the most improved key driver between 2010 and 2011, moving from a weighted mean score of 54.8% to 58.3%. That said, acceptable work-related stress within NZ Police is much lower than the State Sector average of 65.7%. Of course, NZ Police is a very different working environment than most other State Sector organisations. There are, however, a number of work-related stressors that may well be under the control of the organisation (e.g., staffing and resourcing levels, manager effectiveness, paperwork-related workload, and so on) and these may represent particularly viable avenues for improving stress levels at work, and employee engagement as a consequence

### Other Opportunities for Improvement

The above mentioned ‘opportunities for improvement’ stem from the results of a statistical analysis that identify the key drivers of employee engagement. Whilst employee engagement is an important outcome in itself given its links to organisationally important outcomes, equal consideration should be afforded to those areas not necessarily related to engagement levels but nonetheless important to performance excellence. These may include very low rated questions in the survey, and employee comments that point to areas of concern for the wider employee population.

1. Most employees do not believe that actions will result from the employee survey. Two questions were included in the survey that asked respondents to rate the extent they

believed changes in response to the 2010 Workplace Survey have had a positive impact within their workgroup and whether they felt actions will be taken based on the results of the current survey. These two questions were among the organisation's lowest rated questions, with just 15% and 27% agreement levels for each question, respectively. In effect, the vast majority of employees do not feel changes have occurred in their workgroup as a result of the 2010 survey, and just over a quarter felt that change would happen as a result of the 2011 survey. It is important to note that these scores reflect improvements in themselves, given just 10.5% of respondents in 2010 felt changes had occurred from the 2008 survey, and 21% felt actions would be taken based on the survey in 2010. That suggests people *are* seeing changes in at least parts of the organisation. And it is important to recognise that those Districts and Service Centres who had improved employee perceptions around survey-related actions likewise had increases in survey scores generally, and in employee engagement levels. There is no doubt still a lot of work to be done in terms of acting upon survey results, but there is certainly momentum being observed in many parts of the organisation to build upon. We reinforce the message from last year's report – "Strong communication efforts are encouraged around both actions that are implemented as a result of a survey ('we heard you'), as well as why things cannot be addressed."

2. Widespread sense that promotions are not based on merit. 27% of respondents agreed with the statement 'People here are appointed to positions based on merit'. Merit based promotions (or the lack thereof) was also the organisations sixth most frequently mentioned response to the question 'what needs to change to make NZ Police a great place to work'. Employee comments help shed valuable light on particular issues with the organisation's appointment system, including such things as nepotism, politics, lack of transparency, academic qualifications and inexperience over things perceived to matter more (e.g., experience, merit, fairness, etc). This reflects an area that could deservedly attract attention from NZ Police and result in positive changes
3. Listening to staff: Just 28% of NZ Police employees feel the organisation is 'interested in the views and opinions of its staff'. This reflects NZ Police's biggest gap to State Sector benchmarks. The average level of agreement to this item in other State Sector organisations is 61%, more than double that of NZ Police. This is no doubt a connection between this area and the organisation's low scores on NZ Police acting on the survey results, but also in at least some way to the command-and-control nature of the organisation's structure. That said, it should be noted that 'Managers and Senior Leaders' were the second most mentioned aspect of NZ Police (behind staffing levels) that need to change in order to make NZ Police a great place to work – and the key issue around managers and senior leaders in particular was a perceived need for them to listen more to the people that report to them (e.g., more accessible, less token consultation, communicate decisions that affect people, force decisions without considering impact upon people and their lives, and the perceived fairness of that behaviour)
4. Resourcing (staffing, tools and equipment): As per the 2010 survey, inadequate staffing and resourcing were the two areas most frequently mentioned as requiring attention in order for NZ Police to be a great place to work. Whilst resourcing reflects a broader budgetary issue that the organisation may not be able to address in any manner satisfactory to all employees, the widespread negativity around resourcing in general suggests a potential lack of awareness as to the operating constraints faced by NZ Police
5. Excessive paperwork: The fourth most frequently mentioned theme to 'what needs to change' is the level of paperwork and desk-bound administration that employees must perform – at the expense of what is perceived as far more important role of creating safer communities (i.e., front-line work)
6. Areas within NZ Police that have very low engagement levels, or score poorly on the survey generally: Areas that have particularly low scores generally represent likely priority areas in terms of improvement efforts. In terms of Districts/Service Centres these would include Licensing & Vetting, Police Infringement Bureau, ICT Service Centre and Legal. We note that 'priority efforts' is not meant to imply that these are the only change efforts required within the organisation but rather these Service Centres may deserve more immediate and focussed attention. There will be other pockets within the organisation

(e.g., by Function, Rank, etc) that would also benefit from more focussed attention if they too have particularly low scores on key performance metrics (such as the Performance Index, Engagement Index, or Survey Views)

## 2.9 Summary and Key Messages

The key message to stem from analysis of the 2011 survey is that there is a definite change upwards in both employee engagement levels, as well as survey scores generally. That said, NZ Police employee engagement levels, and survey scores generally, nonetheless remain below State Sector norms. There is certainly momentum in place and those gaps can be closed over time. Naturally in analysing the organisation's survey results we recognise the idiosyncratic nature of NZ Police and the type of work it performs. As a consequence it may not always be possible to close the gaps to some State Sector norms entirely. That is not to suggest that NZ Police is so 'unique' that it need not concern itself with the areas found to be rated poorly by employees – far from it. Given the upward shift observable after only one year with the revised and contextually relevant survey instrument there is clear evidence that taking action based upon survey results is beneficial to the organisation. Those Districts/Service Centres who *have* acted upon their survey results (as evidenced by employee perceptions of post-survey action) demonstrate higher levels of employee engagement and more positive survey scores generally. We subsequently urge the organisation to not only concentrate on maintaining the momentum but to consider ways in which that momentum can be further enhanced. This report highlights some key leverage points to consider, and focusing on a small number of these with clearly defined action plans, set accountabilities and support mechanisms will ensure the organisation realises further survey score and engagement increases in 2012 as it has in 2011.

### 3. Detailed Results

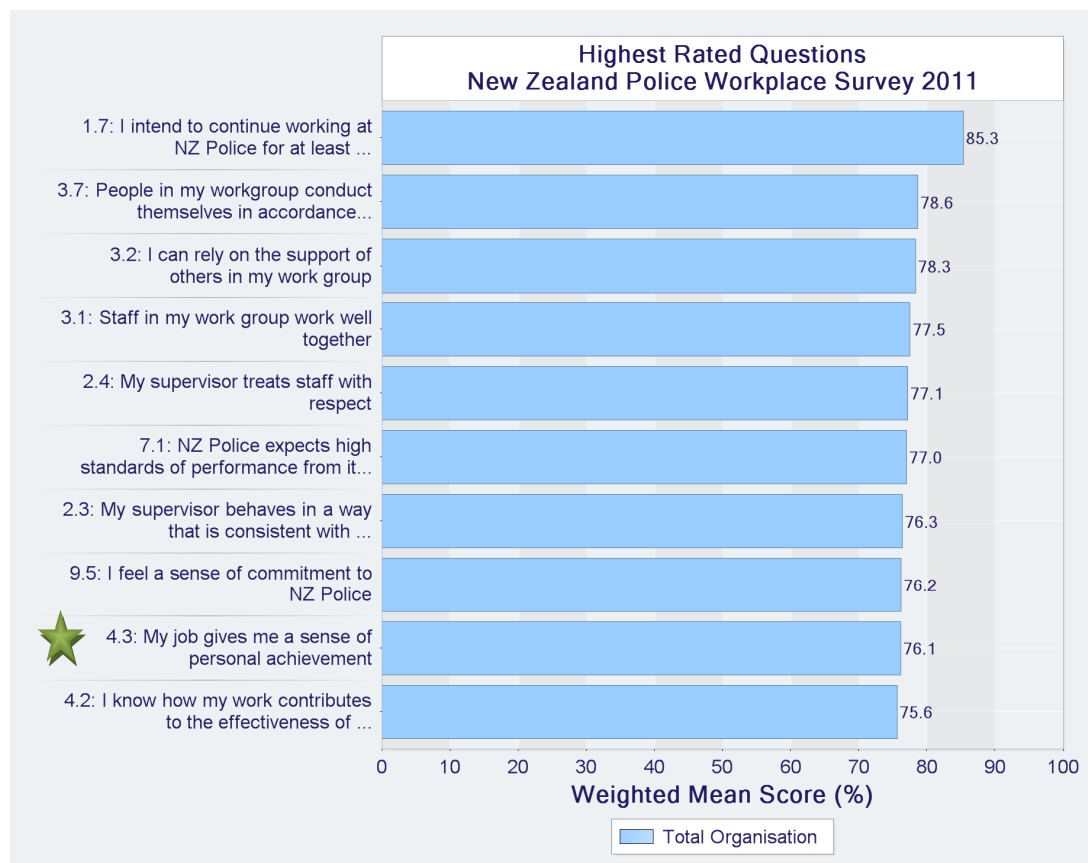
#### 3.1 Sample

All of NZ Police's approximately 11,993 employees were invited to participate in the survey. A total of 9,503 responses were obtained resulting in a response rate of 79.2%. This is considered an excellent response rate for an organisation of this size, and is higher than the response rate obtained in 2010 (77.1%).

#### 3.2 Margin of Error

Based on a population size of 11,993 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately  $\pm 0.5\%$ , indicating a very high degree of precision in measurement at the total organisation level. Note that the actual margin of error for an individual estimate depends on the value of the estimate itself, its associated sample size, the size of the target population, as well as on the chosen level of statistical confidence. The smaller the population size, for example, the greater the sample size needs to be to maintain a low margin of error.

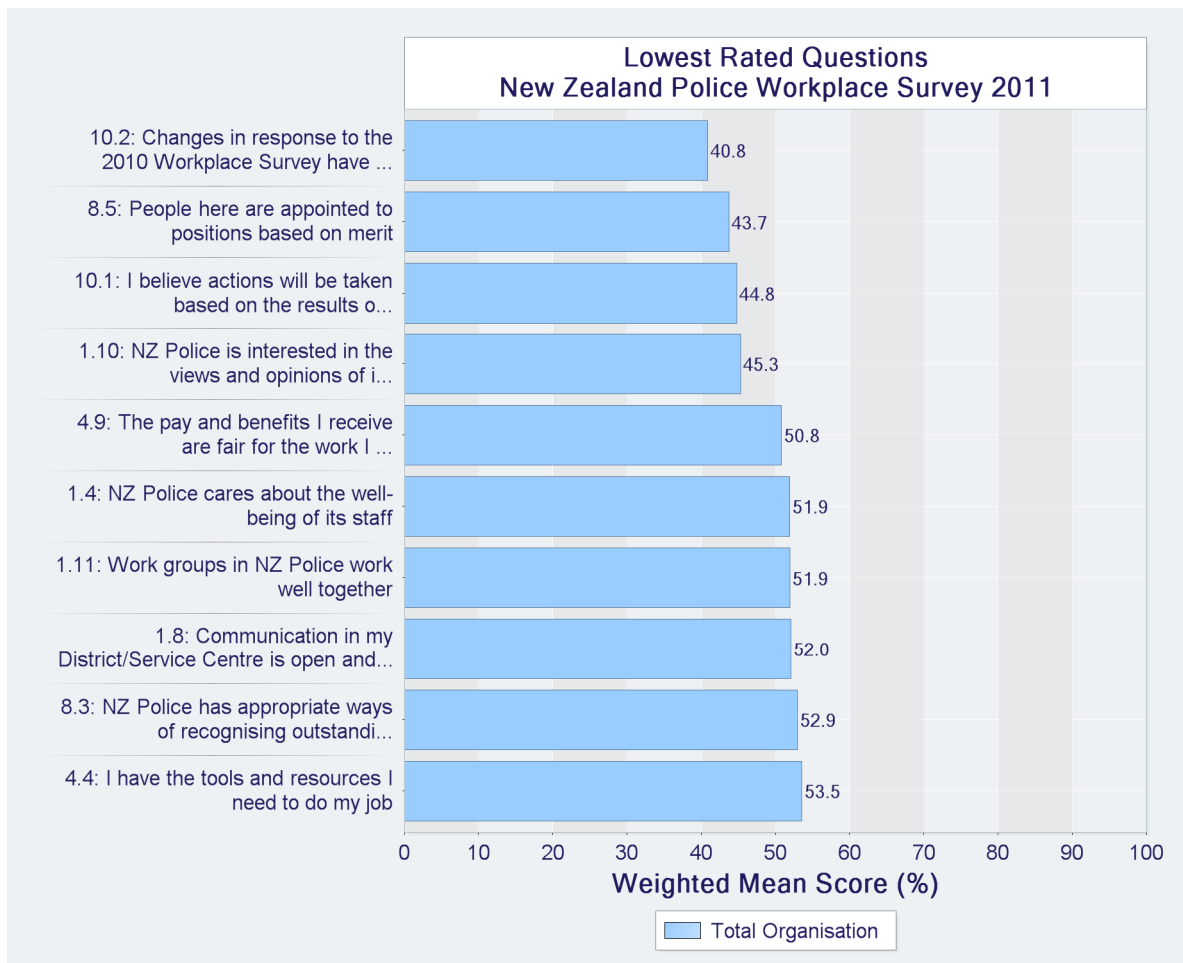
#### 3.3 Highest Rated Questions



A number of the highest rated questions tend to come from the "My Work Group" section. In addition, NZ Police scored well on the alignment of individual work and organisational goals, sense of achievement from one's job (a key driver of employee engagement), sense of commitment towards the organisation (an employee engagement question), and employees' level of intention to stay (an outcome of employee engagement).

★ = a key driver of employee engagement within NZ Police

### 3.4 Lowest Rated Questions



Consistent with the results in 2010, two of the lowest rated questions in the survey revolve around employee expectations about the survey itself – whether actions taken from the last survey have made a positive impact on one's own workgroup and whether actions are likely to follow the 2011 survey results. Once again, a few of the lowest rated questions clustered around the reward and recognition of high performance.

It is worth pointing out that none of the lowest rated questions was a key driver of employee engagement within NZ Police this year.



### 3.5 Question Level Results – Benchmark

Employee responses to the NZ Police Workplace Survey 2011 were benchmarked against the 2011 JRA State Sector Benchmark. The benchmark database consists of 18 state sector organisations who conducted a workplace survey in the past 12 months (detailed in Appendix 3). A total of 44 questions in the survey were able to be benchmarked. Of these, 5 questions scored higher than the benchmark and 34 scored lower than the benchmark, (the differences are statistically significant) and the remainder were not significantly different to the benchmark.

Differences in performance scores between New Zealand Police and the JRA State Sector Benchmark are presented in the following tables. The questions shown in **green font** are where the scores are higher than the benchmark (reaching statistical significance); those in **red font** are lower than the benchmark norm (reaching statistical significance); and those in black font are not significantly different from the benchmark norm.

Note that a statistical analysis is performed (a t-test) to identify whether any given item scores significantly above or below benchmark scores.

#### 3.5.1 Biggest Positive Differences – Benchmark Comparison

The table below shows the questions with the biggest positive differences between scores for NZ Police and the JRA State Sector Benchmark. As indicated by the font colour, all of the differences below were statistically significant.

Question	Performance Score (Weighted Mean)		
	NZ Police 2011	JRA State Sector 2011 Benchmark	Difference
1.7: I intend to continue working at NZ Police for at least the next 12 months	85.3%	76.8%	8.5%
4.3: My job gives me a sense of personal achievement*	76.1%	72.7%	3.4%
6.2: The work I do makes good use of my knowledge and skills*	68.9%	66.4%	2.5%
9.5: I feel a sense of commitment to NZ Police	76.2%	74.3%	1.9%
7.3: Poor performance is dealt with effectively in my work group	56.5%	54.8%	1.7%

Note: An asterisk indicates that the item has been identified through statistical analysis as a key driver of employee engagement.

#### 3.5.2 Biggest Negative Differences– Benchmark Comparison

The table below shows the five questions with the biggest negative differences between scores for NZ Police and the JRA State Sector Benchmark. As indicated by the font colour, all of the differences below were statistically significant.

Question	Performance Score (Weighted Mean)		
	NZ Police 2011	JRA State Sector 2011 Benchmark	Difference
1.10: NZ Police is interested in the views and opinions of its staff	45.3%	64.6%	-19.3%
1.4: NZ Police cares about the well-being of its staff	51.9%	70.0%	-18.1%
4.4: I have the tools and resources I need to do my job	53.5%	70.8%	-17.3%
4.6: I am satisfied with my physical work environment	59.7%	73.2%	-13.5%
4.5: I am sufficiently involved in decisions that affect the way I do my job	56.8%	68.4%	-11.6%



### 3.5.3 Benchmark Differences - All Questions

The table below shows the results for all questions from the NZ Police Workplace Survey 2011 where there was an equivalent in the JRA State Sector Benchmark. A total of 44 questions in the survey were able to be benchmarked. Of these, 34 questions scored lower than the benchmark, 5 scored higher than the benchmark (the differences are statistically significant) and the remainder were not significantly different to the benchmark.

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2011	JRA State Sector Benchmark 2011	Difference
Vision and Purpose + Communication and Cooperation	1.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.0%	68.6%	-8.6%
	1.4: NZ Police cares about the well-being of its staff	51.9%	70.0%	-18.1%
	1.5: There is a sense of 'common purpose' in NZ Police	58.1%	65.4%	-7.3%
	1.6: I feel a sense of belonging to my District/Service Centre	61.7%	70.5%	-8.8%
	1.7: I intend to continue working at NZ Police for at least the next 12 months	85.3%	76.8%	8.5%
	1.8: Communication in my District/Service Centre is open and honest	52.0%	60.6%	-8.6%
	1.9: I feel informed about NZ Police and its activities	57.1%	66.5%	-9.4%
	1.10: NZ Police is interested in the views and opinions of its staff	45.3%	64.6%	-19.3%
	1.11: Work groups in NZ Police work well together	51.9%	60.5%	-8.6%
My Supervisor	2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	70.7%	76.1%	-5.4%
	2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	76.3%	77.3%	-1.0%
	2.4: My supervisor treats staff with respect	77.1%	79.6%	-2.5%
	2.5: My supervisor supports and encourages me in my job	74.7%	77.9%	-3.2%
	2.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.2%	67.3%	-3.1%
My Work Group	3.1: Staff in my work group work well together	77.5%	77.4%	0.1%
	3.2: I can rely on the support of others in my work group	78.3%	77.9%	0.4%
	3.3: Roles and responsibilities are clearly defined in my work group	71.0%	73.9%	-2.9%
	3.4: I have confidence in the ability of others in my work group	75.5%	78.2%	-2.7%
	3.5: I feel part of an effective work group	74.3%	76.7%	-2.4%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2011	JRA State Sector Benchmark 2011	Difference
My Job	4.1: The responsibilities of my job are clearly defined	71.0%	75.9%	-4.9%
	4.2: I know how my work contributes to the effectiveness of NZ Police	75.6%	80.3%	-4.7%
	4.3: My job gives me a sense of personal achievement	76.1%	72.7%	3.4%
	4.4: I have the tools and resources I need to do my job	53.5%	70.8%	-17.3%
	4.5: I am sufficiently involved in decisions that affect the way I do my job	56.8%	68.4%	-11.6%
	4.6: I am satisfied with my physical work environment	59.7%	73.2%	-13.5%
	4.7: The level of work-related stress I experience in my job is acceptable	58.3%	65.7%	-7.4%
	4.8: I am able to maintain a balance between my personal and working life	67.0%	74.5%	-7.5%
	4.9: The pay and benefits I receive are fair for the work I do	50.8%	58.4%	-7.6%
	4.10: I understand how my performance is measured	60.8%	70.3%	-9.5%
	4.11: My performance is fairly assessed	60.3%	68.2%	-7.9%
Learning and Development	6.2: The work I do makes good use of my knowledge and skills	68.9%	66.4%	2.5%
	6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	60.2%	68.0%	-7.8%
	6.4: I am encouraged to try new ways of doing things	57.8%	67.7%	-9.9%
Performance and Feedback	7.1: NZ Police expects high standards of performance from its people	77.0%	76.8%	0.2%
	7.3: Poor performance is dealt with effectively in my work group	56.5%	54.8%	1.7%
Recognition	8.1: I get recognition when I do a good job	60.1%	65.3%	-5.2%
	8.2: We celebrate success in NZ Police	54.1%	63.6%	-9.5%
	8.4: I feel my contribution is valued in NZ Police	54.5%	65.5%	-11.0%
Final Thoughts	9.1: Overall, I'm satisfied with my job	70.1%	70.4%	-0.3%
	9.2: Overall, I would recommend NZ Police as a great place to work	68.1%	70.8%	-2.7%
	9.3: I take an active interest in what happens in NZ Police	74.8%	74.3%	0.5%
	9.4: I feel inspired to go the extra mile to help NZ Police succeed	70.3%	73.3%	-3.0%
	9.5: I feel a sense of commitment to NZ Police	76.2%	74.3%	1.9%
	9.6: NZ Police inspires me to do the best I can in my job every day	63.4%	64.7%	-1.3%

### 3.6 Question Level Results – Trend

Employee responses to the NZ Police Workplace Survey 2011 were compared to those of the last survey, conducted in 2010. All 63 questions were trended against the 2010 survey. Of these, 37 questions showed a significant improvement in score and 5 scored significantly lower compared to last year. The remainder were not significantly different. This suggests an overall improvement in the organisational climate within NZ Police since 2010.

Differences in performance scores between the 2010 and 2011 NZ Police Workplace Surveys are presented in the following tables. The questions shown in **green font** are where the scores are significantly higher than the 2010 equivalent; those in **black font** are those where there is no significant difference, and those in **red font** are significantly lower.

Note that a statistical analysis is performed (a t-test) to identify whether any given item scores significantly above or below benchmark scores.

#### 3.6.1 Biggest Positive Differences – Trend Comparison

The table below shows the questions with the biggest positive differences between scores for the 2010 and 2011 surveys. As indicated by the font colour, all of these questions have shown statistically significant improvement in scores.

Question	Performance Score (Weighted Mean)		
	NZ Police 2011	NZ Police 2010	Difference
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.2%	59.8%	4.4%
4.9: The pay and benefits I receive are fair for the work I do	50.8%	47.1%	3.7%
10.1: I believe actions will be taken based on the results of this survey	44.8%	41.2%	3.6%
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.0%	56.5%	3.5%
4.7: The level of work-related stress I experience in my job is acceptable*	58.3%	54.8%	3.5%

Note: An asterisk indicates that the item has been identified through statistical analysis as a key driver of employee engagement.

#### 3.6.2 Biggest Negative Differences– Trend Comparison

The table below shows the questions with the biggest negative differences between scores for the 2010 and 2011 surveys. As indicated by the font colour, all of these questions have shown statistically significant decrease in scores, and they tend to cluster around performance management – clarity and fairness in performance measurement, and the managing of poor performance.

Question	Performance Score (Weighted Mean)		
	NZ Police 2011	NZ Police 2010	Difference
4.10: I understand how my performance is measured	60.8%	65.2%	-4.4%
4.11: My performance is fairly assessed	60.3%	64.5%	-4.2%
7.2: People are held accountable for their performance in my work group	66.4%	68.1%	-1.7%
7.3: Poor performance is dealt with effectively in my work group	56.5%	57.5%	-1.0%
6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	60.2%	61.1%	-0.9%

### 3.6.3 Trend Comparisons - All Questions

The table below shows the results for all questions from the 2011 NZ Police Workplace Survey. All 63 questions in the survey were able to be trended. Of these, 37 questions showed a significant improvement in score and 5 scored significantly lower compared to the results in 2010. The remainder were not significantly different.

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2011	NZ Police 2010	Difference
Vision and Purpose + Communication and Cooperation	1.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.0%	56.5%	3.5%
	1.2: I feel I am working for an effective organisation	59.7%	56.8%	2.9%
	1.3: NZ Police is an enjoyable place to work	68.3%	66.1%	2.2%
	1.4: NZ Police cares about the well-being of its staff	51.9%	48.6%	3.3%
	1.5: There is a sense of 'common purpose' in NZ Police	58.1%	56.7%	1.4%
	1.6: I feel a sense of belonging to my District/Service Centre	61.7%	60.2%	1.5%
	1.7: I intend to continue working at NZ Police for at least the next 12 months	85.3%	85.8%	-0.5%
	1.8: Communication in my District/Service Centre is open and honest	52.0%	50.0%	2.0%
	1.9: I feel informed about NZ Police and its activities	57.1%	54.7%	2.4%
	1.10: NZ Police is interested in the views and opinions of its staff	45.3%	42.0%	3.3%
	1.11: Work groups in NZ Police work well together	51.9%	50.8%	1.1%
My Supervisor	2.1: My supervisor communicates the goals and objectives of our work group effectively	68.5%	68.2%	0.3%
	2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	70.7%	70.3%	0.4%
	2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	76.3%	75.6%	0.7%
	2.4: My supervisor treats staff with respect	77.1%	76.7%	0.4%
	2.5: My supervisor supports and encourages me in my job	74.7%	74.0%	0.7%
	2.6: I have confidence in my supervisor	74.5%	74.5%	0.0%
	2.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.2%	59.8%	4.4%
My Work Group	3.1: Staff in my work group work well together	77.5%	77.7%	-0.2%
	3.2: I can rely on the support of others in my work group	78.3%	78.8%	-0.5%
	3.3: Roles and responsibilities are clearly defined in my work group	71.0%	71.0%	0.0%
	3.4: I have confidence in the ability of others in my work group	75.5%	75.8%	-0.3%
	3.5: I feel part of an effective work group	74.3%	74.0%	0.3%
	3.6: The way work is allocated in my workgroup is fair	67.7%	67.4%	0.3%
	3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	78.6%	75.3%	3.3%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2011	NZ Police 2010	Difference
My Job	4.1: The responsibilities of my job are clearly defined	71.0%	69.5%	1.5%
	4.2: I know how my work contributes to the effectiveness of NZ Police	75.6%	73.8%	1.8%
	4.3: My job gives me a sense of personal achievement	76.1%	75.5%	0.6%
	4.4: I have the tools and resources I need to do my job	53.5%	51.0%	2.5%
	4.5: I am sufficiently involved in decisions that affect the way I do my job	56.8%	56.5%	0.3%
	4.6: I am satisfied with my physical work environment	59.7%	57.8%	1.9%
	4.7: The level of work-related stress I experience in my job is acceptable	58.3%	54.8%	3.5%
	4.8: I am able to maintain a balance between my personal and working life	67.0%	65.1%	1.9%
	4.9: The pay and benefits I receive are fair for the work I do	50.8%	47.1%	3.7%
	4.10: I understand how my performance is measured	60.8%	65.2%	-4.4%
	4.11: My performance is fairly assessed	60.3%	64.5%	-4.2%
Respect & Integrity in the Workplace	5.1: Staff in my workgroup respect employee diversity	73.3%	71.7%	1.6%
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	73.4%	71.8%	1.6%
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.9%	64.3%	1.6%
	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)	64.8%	63.6%	1.2%
	5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.0%	62.5%	0.5%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2011	NZ Police 2010	Difference
Learning and Development	6.1: NZ Police provides adequate training for the work I do	54.8%	52.8%	2.0%
	6.2: The work I do makes good use of my knowledge and skills	68.9%	69.6%	-0.7%
	6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	60.2%	61.1%	-0.9%
	6.4: I am encouraged to try new ways of doing things	57.8%	57.9%	-0.1%
	6.5: There are career and personal development opportunities for me in NZ Police	61.1%	61.6%	-0.5%
	6.6: I am satisfied with my learning and development opportunities in NZ Police	57.9%	57.9%	0.0%
Performance and Feedback	7.1: NZ Police expects high standards of performance from its people	77.0%	77.2%	-0.2%
	7.2: People are held accountable for their performance in my work group	66.4%	68.1%	-1.7%
	7.3: Poor performance is dealt with effectively in my work group	56.5%	57.5%	-1.0%
Recognition	8.1: I get recognition when I do a good job	60.1%	59.4%	0.7%
	8.2: We celebrate success in NZ Police	54.1%	50.8%	3.3%
	8.3: NZ Police has appropriate ways of recognising outstanding achievement	52.9%	50.6%	2.3%
	8.4: I feel my contribution is valued in NZ Police	54.5%	53.1%	1.4%
	8.5: People here are appointed to positions based on merit	43.7%	43.9%	-0.2%
Final Thoughts	9.1: Overall, I'm satisfied with my job	70.1%	68.7%	1.4%
	9.2: Overall, I would recommend NZ Police as a great place to work	68.1%	65.9%	2.2%
	9.3: I take an active interest in what happens in NZ Police	74.8%	73.1%	1.7%
	9.4: I feel inspired to go the extra mile to help NZ Police succeed	70.3%	68.1%	2.2%
	9.5: I feel a sense of commitment to NZ Police	76.2%	74.8%	1.4%
	9.6: NZ Police inspires me to do the best I can in my job every day	63.4%	60.7%	2.7%
The Survey - Your Views	10.1: I believe actions will be taken based on the results of this survey	44.8%	41.2%	3.6%
	10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	40.8%	39.4%	1.4%

### 3.7 Demographic Comparisons

To identify what differences exist amongst respondents according to their demographic profile (e.g., District, Tenure, Ethnicity), a series of ANOVAs (analysis of variance) were conducted. This statistical technique is used to test whether there are patterns of differences in the way in which particular groups of respondents answer the survey. The value of the analysis lies in being able to isolate particular demographic groups that are providing lower ratings (statistically significant in magnitude), for the purpose of making improvements.

*Please note that a difference in means is statistically significant if it is 95% certain that the result would not have occurred by chance ( $p < .05$ ). In other words, this statistical technique compares the range of responses for one group against another, and signifies when a valid difference exists and that the difference identified is real (if we did the survey again repeatedly, with other samples, the outcome would be the same). If the difference is not statistically significant, then it can be concluded that despite the small variation in scores, they are comparable across groups.*

The analysis of employee differences in performance scores relating to the various demographic groups revealed the following insights (see table below and on following pages).

	Survey sections where significant differences between groups are found	GROUP/S WITH HIGHER SECTION SCORES	GROUP/S WITH LOWER SECTION SCORES
District	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Counties/Manukau District (all survey sections except My Work Group, Respect &amp; Integrity in the Workplace, and Recognition)</li> <li>Bay Of Plenty Dist (Recognition)</li> <li>Canterbury District (My Work Group)</li> <li>Waikato Dist (Respect &amp; Integrity in the Workplace)</li> </ul>	<ul style="list-style-type: none"> <li>Central District (My Supervisor, Respect &amp; Integrity in the Workplace, Learning and Development, Performance and Feedback, Recognition)</li> <li>Eastern District (Vision and Purpose + Communication and Cooperation, My Job, Employee Engagement, The Survey - Your Views)</li> <li>Northland District (My Work Group)</li> </ul>
Service Centres/ PNHQ/ Other Groups	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>International Service Group (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>ICT Service Centre (My Work Group, My Job, Recognition)</li> <li>Legal (Vision and Purpose + Communication and Cooperation, Learning and Development, Performance and Feedback, The Survey - Your Views)</li> <li>Licensing &amp; Vetting (My Supervisor, Respect &amp; Integrity in the Workplace, Employee Engagement)</li> </ul>



Function	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Overseas (all survey sections except The Survey - Your Views)</li> <li>District Management (The Survey - Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>Legal (Vision and Purpose + Communication and Cooperation, Learning and Development, Performance and Feedback, The Survey - Your Views)</li> <li>Vetting (My Supervisor, My Job, Respect &amp; Integrity in the Workplace, Employee Engagement)</li> <li>ICT (My Work Group, Recognition)</li> </ul>
Constabulary	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Commissioned Officers (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>Constable (all survey sections except My Supervisor)</li> <li>Sergeant (My Supervisor)</li> </ul>
Employee	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Band 1 &amp; above (all survey sections except My Supervisor)</li> <li>Not Evaluated (My Supervisor)</li> </ul>	<ul style="list-style-type: none"> <li>Band G – J (all survey sections)</li> </ul>
Gender	Statistically significant differences across all survey sections except Vision and Purpose + Communication and Cooperation	<ul style="list-style-type: none"> <li>Female (My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> <li>Male (My Supervisor, My Work Group, Respect &amp; Integrity in the Workplace, Learning and Development, Performance and Feedback)</li> </ul>	<ul style="list-style-type: none"> <li>Female (My Supervisor, My Work Group, Respect &amp; Integrity in the Workplace, Learning and Development, Performance and Feedback)</li> <li>Male (My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> </ul>
Rank/Level	Statistically significant differences across all survey sections except Respect & Integrity in the Workplace	<ul style="list-style-type: none"> <li>Employee (Vision and Purpose + Communication and Cooperation, My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> <li>Constabulary (My Supervisor, My Work Group, Learning and Development, Performance and Feedback)</li> </ul>	<ul style="list-style-type: none"> <li>Employee (My Supervisor, My Work Group, Learning and Development, Performance and Feedback)</li> <li>Constabulary (Vision and Purpose + Communication and Cooperation, My Job, Recognition, Employee Engagement, The Survey - Your Views)</li> </ul>
Span of Control	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Over 50 reports (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>No reports (all survey sections except My Supervisor)</li> <li>Under 10 reports (My Supervisor)</li> </ul>
Tenure	Statistically significant differences across all survey sections except My Work Group	<ul style="list-style-type: none"> <li>Under 5 (My Supervisor)</li> <li>Over 35 (My Job, Learning and Development, Performance and Feedback, Recognition, Employee Engagement)</li> <li>30-35 (Vision and Purpose + Communication and Cooperation, Respect &amp; Integrity in the Workplace, The Survey - Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>5-10 (all survey sections with significant differences except My Supervisor, Recognition, The Survey - Your Views)</li> <li>10-15 (Recognition, The Survey - Your Views)</li> <li>25-30 (My Supervisor)</li> </ul>



Time in Band	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Under 1 year (all survey sections)</li> </ul>	<ul style="list-style-type: none"> <li>Over 10 years (Vision and Purpose + Communication and Cooperation, My Supervisor, My Work Group, Respect &amp; Integrity in the Workplace, Performance and Feedback, Learning and Development, Employee Engagement)</li> <li>5-10 years (My Job, Learning and Development, Recognition, The Survey - Your Views)</li> <li>3-5 years (My Job)</li> </ul>
Same Manager Last 12 Months	Statistically significant differences across all survey sections except Respect & Integrity in the Workplace and Recognition	<ul style="list-style-type: none"> <li>No (all survey sections with significant differences except My Job)</li> </ul>	<ul style="list-style-type: none"> <li>Yes (all survey sections with significant differences except My Job)</li> </ul>
Ethnicity - Pakeha	Statistically significant differences across: <ul style="list-style-type: none"> <li>My Work Group</li> <li>My Job</li> <li>Learning and Development</li> <li>Recognition</li> <li>The Survey - Your Views</li> </ul>	<ul style="list-style-type: none"> <li>Pakeha (My Work Group, Learning and Development)</li> <li>Non-Pakeha (My Job, Recognition, The Survey - Your Views)</li> </ul>	<ul style="list-style-type: none"> <li>Pakeha (My Job, Recognition, The Survey - Your Views)</li> <li>Non-Pakeha (My Work Group, Learning and Development)</li> </ul>
Ethnicity - Maori	Statistically significant differences across: <ul style="list-style-type: none"> <li>My Work Group</li> <li>Learning and Development</li> <li>Performance and Feedback</li> <li>Recognition</li> <li>Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Maori</li> </ul>	<ul style="list-style-type: none"> <li>Non-Maori</li> </ul>
Ethnicity - Europeans	Statistically significant differences across: <ul style="list-style-type: none"> <li>Vision and Purpose + Communication and Cooperation</li> <li>My Job</li> <li>Respect &amp; Integrity in the Workplace</li> <li>Learning and Development</li> <li>Recognition</li> <li>Employee Engagement</li> <li>The Survey - Your Views</li> </ul>	<ul style="list-style-type: none"> <li>Non-Europeans</li> </ul>	<ul style="list-style-type: none"> <li>Europeans</li> </ul>
Ethnicity – Pacific Peoples	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> <li>Pacific Peoples</li> </ul>	<ul style="list-style-type: none"> <li>Non Pacific Peoples</li> </ul>
Ethnicity – Asian Peoples	Statistically significant differences across: <ul style="list-style-type: none"> <li>Vision and Purpose + Communication and Cooperation</li> <li>My Supervisor</li> <li>Learning and Development</li> <li>Performance and Feedback</li> <li>Recognition</li> <li>The Survey - Your Views</li> </ul>	<ul style="list-style-type: none"> <li>Asian Peoples</li> </ul>	<ul style="list-style-type: none"> <li>Non Asian Peoples</li> </ul>
Ethnicity – Other Ethnic Groups	Statistically significant differences across: <ul style="list-style-type: none"> <li>Performance and Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Other Ethnic Groups</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>

### 3.8 Comments Analysis

There were three open-ended questions included in the survey, two of which are analysed in this report. The third question asks for 'any further comments', so cannot be sensibly analysed due to the wide range of possible responses. Responses to the questions were analysed by grouping comments around key words or phrases, and thus forming 'themes'. These themes, along with examples of verbatim comments, are summarised on the following pages for each question.

#### 3.8.1 The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is:

Altogether 8,274 staff answered this question with a valid comment, comprising 87% of the total respondents. Main themes in order of most frequently to least frequently mentioned comments are as follows. The most commonly mentioned these are very similar Percentages provided next to each theme indicate the proportion of respondents who provided a reference to the theme. Bear in mind that a single respondent's comment may be included in one or more themes.

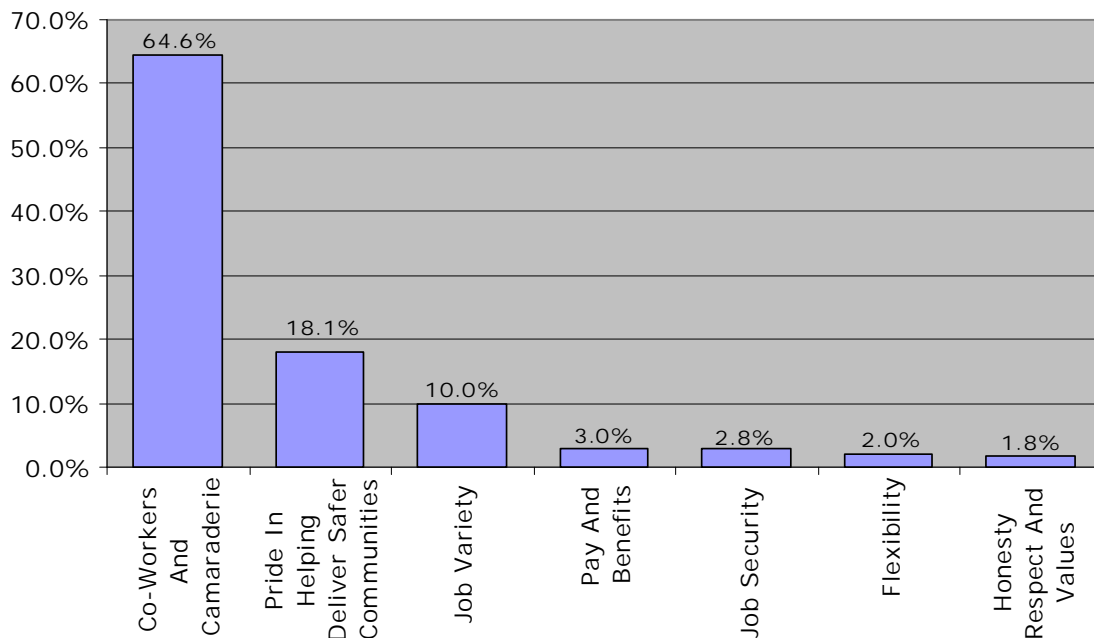


Figure 3.8.1 Key Themes to emerge from the question 'The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is' (% of respondents who refer to the theme)

Note: Percentages do not add up to 100% but instead reflect the percentage of respondents to this question making a reference to the particular theme.

Looking at each of the major themes in more detail:

##### Co-Workers and Camaraderie (64.6%)

- When asked what makes NZ Police a great place to work, almost two thirds of all respondents made reference to fellow co-workers and the camaraderie that exists within NZ Police. This was also the most frequently mentioned theme in 2010. Many individuals stated simply "the people" or "camaraderie", but others went further, describing the collective commitment of police staff, the sense of family that they felt, or the supportive nature of their colleagues.

#### Pride in Helping Deliver Safer Communities (18.1%)

- The next most commonly mentioned theme referred to the satisfaction and pride of being involved in police work. Comments frequently mentioned helping to make communities safer, making a difference, and making positive contributions to society. Many comments in this theme also referred specifically to catching criminals, solving crimes, and helping victims of crimes.

#### Job Variety (10.0%)

- Comments in this theme referred to some of the positive aspects of the work NZ Police staff do. Many respondents mentioned the wide variety of work available to them in NZ Police, along with the range of experiences, opportunities and challenges. A number of comments also referred to the unpredictability of working for Police, and never knowing what the next job would bring.

#### Pay & Benefits (3.0%)

- Respondents in this theme focused on the pay they receive and the security of knowing it would be paid regularly. Many of the comments in this theme also referred to leave and time off, and the flexibility that could be exercised in taking leave. A smaller number also mentioned some of the other benefits available to NZ Police staff, such as superannuation and use of facilities.

#### Job Security (2.8%)

- Responses in this theme clearly indicated that staff value the security offered by a job with NZ Police. Most of the comments stated simply 'job security', although some others also mentioned this in the context of the current economic conditions.

#### Minor Themes:

##### Flexibility (2.0%)

##### Honest, Respect and Values (1.8%)

### 3.8.2 Statistical Relationship Between Key Themes ('The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is') and Staff Engagement Levels

In order to provide further insight into the employee comments, it is worthwhile to go beyond an analysis of content and investigate whether the above identified themes are connected to other important outcomes. In this section we examine whether there exists a connection between employees' comments and their levels of engagement.

Statistical analysis (Chi-Square) reveals that significant associations occur between most of the themes identified in the comments analysis (i.e., in response to 'The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is') and employee engagement levels. These include:

- A greater proportion of Engaged and Ambivalent staff referred to their Co-workers and Camaraderie in regards to what makes NZ Police a great place to work, compared to the Disengaged staff. This suggests a clear link between higher levels of engagement and more positive relationships with co-workers.
- Differences also exist between the three engagement groups in the proportion of responses mentioning Pride in Helping to Deliver Safer Communities. A higher proportion of Engaged employees made a comment related to this theme than the Ambivalent group, with the proportion of Disengaged employees lower again.

- Disengaged staff were also less likely to mention Job Variety in their comments than those who are Engaged or Ambivalent.
- A greater proportion of Disengaged employees referred to Pay and Benefits and/or Job Security in their comments about what makes NZ Police a great place to work than Ambivalent and Engaged staff. Employees who mention these topics are referring to what are known as 'extrinsic' motivators. The results show that the disengaged employees are more likely to value extrinsic factors such as pay and benefits and job security.

The table below separates respondents based on their engagement level, and presents the proportion of comments referring to each of the key themes for each of the three engagement groups.

Identified Key Theme	Engaged	Ambivalent	Disengaged	Statistical Connection
Co-Workers and Camaraderie	67.1%	65.3%	57.4%	Yes
Pride in Helping Deliver Safer Communities	23.2%	17.1%	14.2%	Yes
Job Variety	10.2%	10.4%	7.7%	Yes
Pay and Benefits	1.2%	2.6%	7.3%	Yes
Job Security	1.8%	2.8%	4.4%	Yes
Flexibility	1.6%	2.1%	2.1%	No
Honesty Respect and Values	2.0%	1.8%	1.0%	No

### 3.8.3 The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is:

Altogether 8,155 staff answered this question with a valid comment, comprising 86% of the total respondents. Main themes in order of most frequently to least frequently mentioned comments are as follows. Percentages provided next to each theme indicate the proportion of respondents who provided a reference to the theme. Bear in mind that a single respondent's comment may include one or more themes.

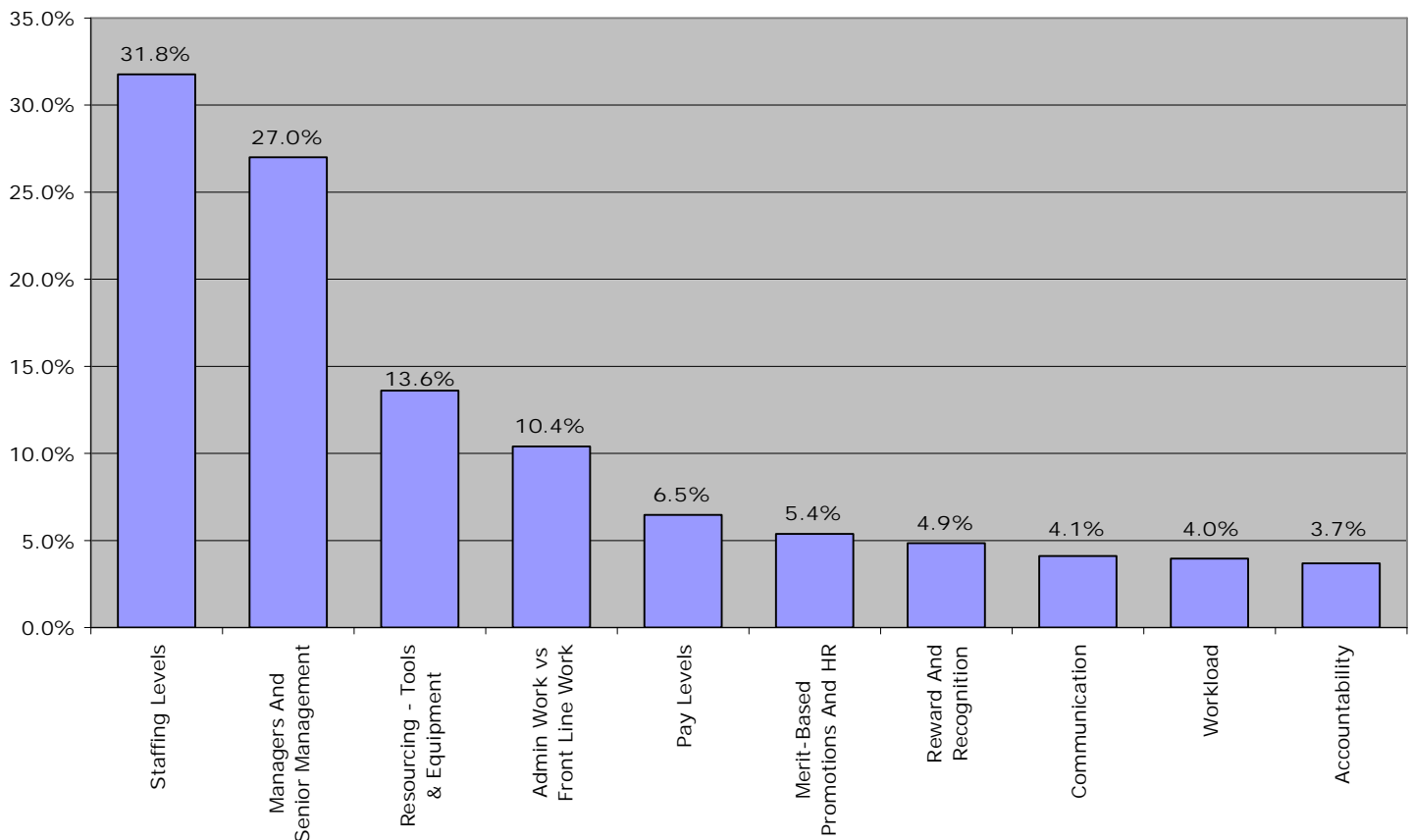


Figure 3.8.2 Key Themes to Emerge from the question 'The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is' (% of respondents who refer to the theme)

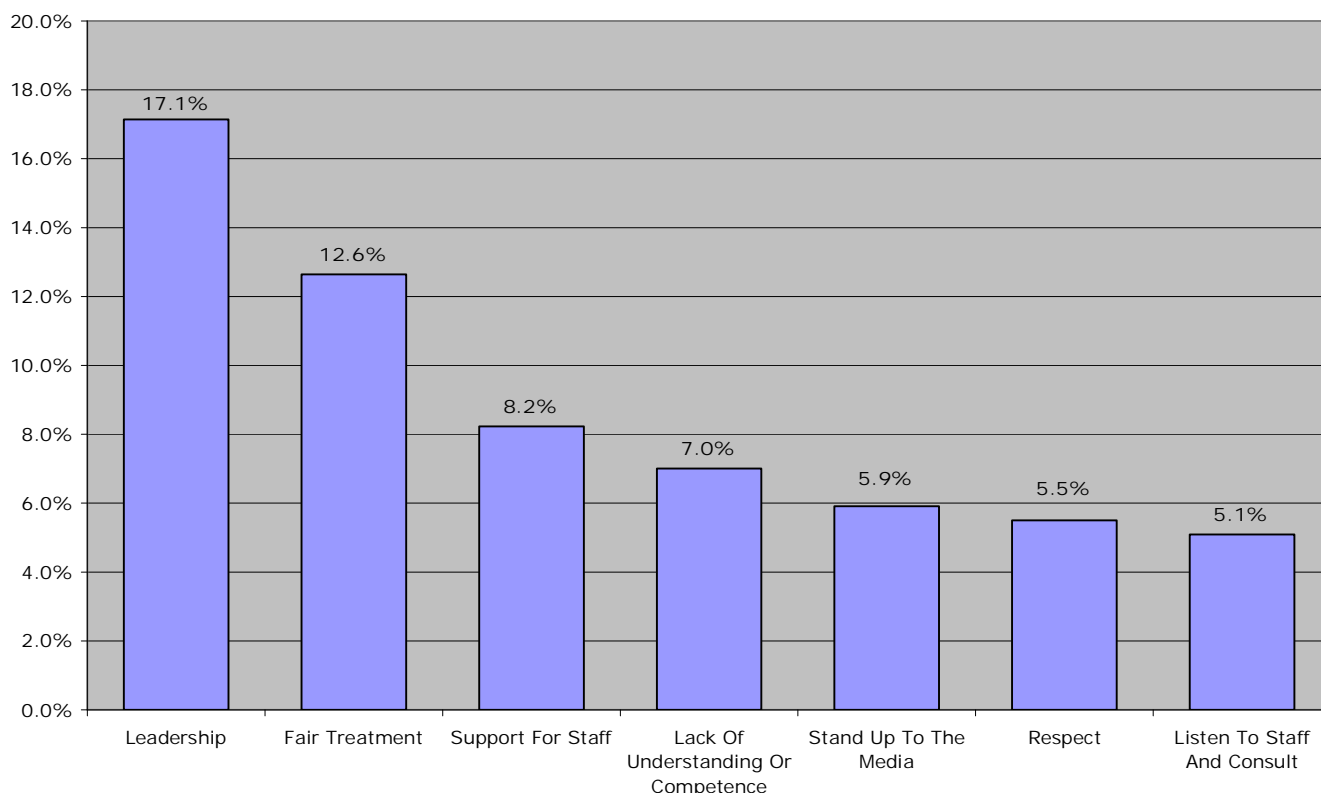
Looking at each of the major themes in more detail:

#### Staffing Levels (31.8%)

- The most commonly mentioned thing that needed to change was the levels of staffing within NZ Police. Most of these comments suggested that more staff were needed for frontline policing. Others also referred to the organisation as overly 'top-heavy', suggesting the need to address the balance between frontline staff and management. Many comments suggested that increased levels of staff would allow individuals and the force as a whole to do their jobs better.

#### Managers and Senior Management (27.0%)

Comments in the second most commonly mentioned theme suggested that one or more aspects of management within NZ Police should change. Within this theme, a number of key sub-themes were identified. The most frequently mentioned sub-themes are shown below, along with the proportions of 'Managers and Senior Management' comments they represent.



*Figure 3.8.3 Key Sub-Themes within the theme 'Managers and Senior Management' for responses to the question 'The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is' (% of respondents who refer to the sub-theme)*

#### Resourcing – Tools & Equipment (13.6%)

- This theme includes comments referring to the need for more resources to better enable police to do their job effectively. The two most commonly mentioned areas which require greater resourcing were vehicles and computers, with many respondents reporting that access to either is difficult. Many comments also suggested the need to increase resource allocation to technology in general, and to adopt more modern technology. Changes to uniform were also suggested by some.
- *"By providing appropriate clothing and tools for the job. e.g. changing the pants that we wear to a more modern and comfortable design. Providing staff with things like cameras and ear pieces. Tools like that make the job so much easier to do and more efficient, but they should be supplied by the employer not the employee."*

#### Admin Work vs. Front Line Work (10.4%)

- Comments in this theme focused on the tensions between administrative duties and front-line police work. Many respondents were critical of the levels of paperwork required, and stated that this inhibited their ability to do their core role effectively. A number of comments suggested that non-sworn staff should be assigned administrative tasks to better allow sworn officers to be 'out there' policing in the community.

#### Pay Levels (6.5%)

- Respondents in this theme suggested that pay was the number one thing that needed to change in NZ Police. In particular, many comments focused on pay relative to the nature of policing work, and the responsibility, stress and danger involved. Other comments mentioned pay increases in relation to the rising cost of living. A number of other employees suggested that overtime should be paid.

#### Merit-based Promotions and HR (5.4%)

- In this theme, respondents expressed their dissatisfaction with current processes and practices for appointments and promotions. Many suggest that not enough decisions are made on merit, and instead agendas, nepotism and politics are involved, resulting in talented individuals missing out on promotions. A number of respondents were also critical of the HR department, suggesting improved performance and efficiency is needed.

#### Reward and Recognition (4.9%)

- In this theme, employees expressed a desire for greater recognition of the work they do, from the organisation in general and from their managers or supervisors in particular. Few of these comments focused on financial reward, but instead mentioned simply being acknowledged or appreciated for a job well done. Some comments also referred to recognition in the context of performance management and feedback. A small number of comments suggested that official recognition of outstanding contributions should be made more timely.

#### Minor themes:

Communication (4.1%)

Workload (4.0%)

Accountability (3.7%)

### 3.8.4 Statistical Relationship Between Key Themes (The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is) and Staff Engagement Levels

In this section we examine whether there exists a statistical connection between employees' comments and their levels of engagement. Those employees grouped as Engaged, Ambivalent and Disengaged differ statistically in the distribution of their comments across some of the key themes identified. These include:

- A greater proportion of Disengaged staff considered Staffing Levels or Managers and Senior Management as the one thing that most needed to change than employees in the Ambivalent group. An even smaller proportion of Engaged employees referred to these themes as areas for change compared to the Ambivalent staff.
- Engaged and Ambivalent staff are more likely to comment on Resourcing of Tools and Equipment as areas of improvement than Disengaged staff.

- Disengaged staff referred to Merit-Based Promotions and HR more frequently than their Engaged and Ambivalent counterparts. This shows a clear link between the perception on inequities within NZ Police and employee disengagement.

Identified Key Theme	Engaged	Ambivalent	Disengaged	Statistical Connection
Staffing Levels	27.7%	32.1%	35.3%	Yes
Managers And Senior Management	20.4%	27.0%	35.8%	Yes
Resourcing - Tools & Equipment	13.9%	14.4%	9.9%	Yes
Admin Work Vs Front Line Work	10.1%	10.6%	9.9%	No
Pay Levels	6.3%	6.8%	5.4%	No
Merit-Based Promotions And Hr	4.2%	5.4%	6.8%	Yes
Reward And Recognition	4.3%	4.7%	5.9%	No



### 3.9 Engagement Levels within NZ Police

Employee engagement refers to the level of connectedness an employee feels towards his or her organisation and the willingness to maximise his or her performance and discretionary effort as a result of that connectedness. Engagement levels were measured in the NZ Police Survey using JRA's six-item measure:

1. Overall, I'm satisfied with my job
2. Overall, I would recommend NZ Police as a great place to work
3. I take an active interest in what happens in NZ Police
4. I feel inspired to go the extra mile to help NZ Police succeed
5. I feel a sense of commitment to NZ Police
6. NZ Police inspires me to do the best I can in my job every day

JRA has two methods of presenting employee engagement levels following a survey – the Engagement Index and the Engagement Profile.

#### 3.9.1 Employee Engagement Index

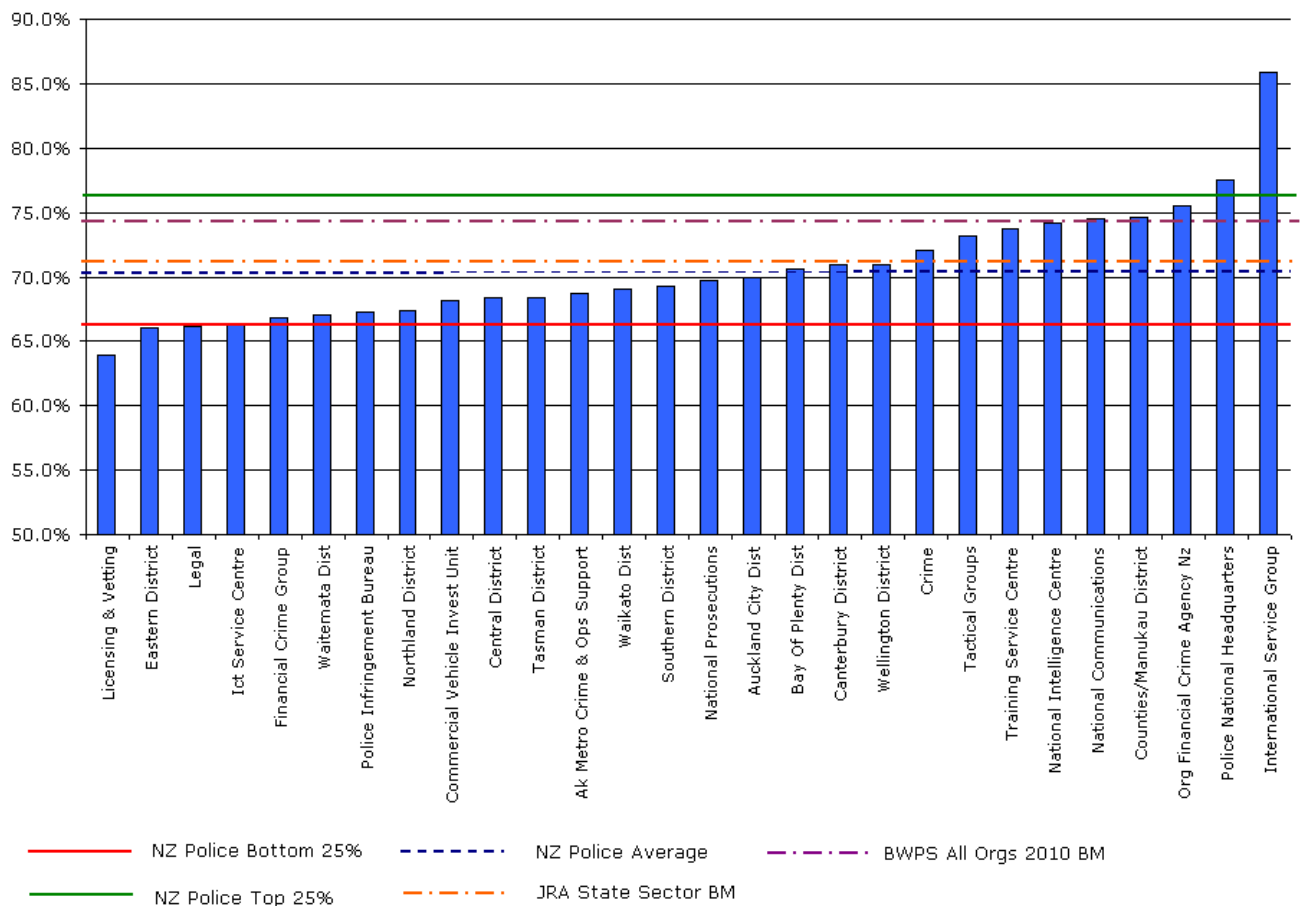
The Engagement Index is the average score of the six survey questions used to assess engagement.

- NZ Police has an Employee Engagement index of 70.5%
- The Engagement Index has shown statistically significant improvement since 2010 (+1.9%)
- When benchmarked against the JRA State Sector database, the NZ Police engagement index of 70.5% is under the State Sector average of 71.4%. However, the gap is closing when compared to the results in 2010 (0.9% below the benchmark versus 2.3% below in 2010).

How Is NZ Police Faring in Terms of the Engagement Index?

The graph below is designed to illustrate how NZ Police is faring in terms of engagement levels across different Districts and Service Centres. Detailed comparisons are made for a range of demographic variables commencing on page 36 onwards. The below graph represents the engagement indices for each of the Districts and Service Centres.

- The *average* Engagement Index for NZ Police, is slightly below that of JRA State Sector Benchmark database (-0.9%), and significantly below that of the Best Workplaces All Organisations average (70.5% and 74.6%, respectively)
- The average Engagement Index for the top 25% Districts and Service Centres is above that of the 2011 JRA State Sector Benchmark average, as well as the Best Workplaces All Organisations 2010 Benchmark norm (average of all organisations who participated in the 2010 JRA Best Workplaces Competition).
- The Engagement Indices for a number of Service Centres (e.g. International Services Group, Police National Headquarters, Org Financial Crime Agency, National Communications, and National Intelligence Centre) as well as the Counties/Manukau District are currently on par with or above that of the JRA Best Workplaces All Organisations Benchmark. In particular, International Services Group has a level of employee engagement that would be expected of the top 25% participants in JRA's annual Best Workplaces Survey
- The bottom quartile Districts/Service Centres in terms of Engagement Index should be considered focus areas going forward. In particular, Licensing & Vetting, Eastern District, Legal, ICT Service Centre and Financial Crime Group currently have an Engagement Index that is well below the State Sector Benchmark average, and would be considered typical of the bottom 25% participants in the JRA Best Workplaces Survey.

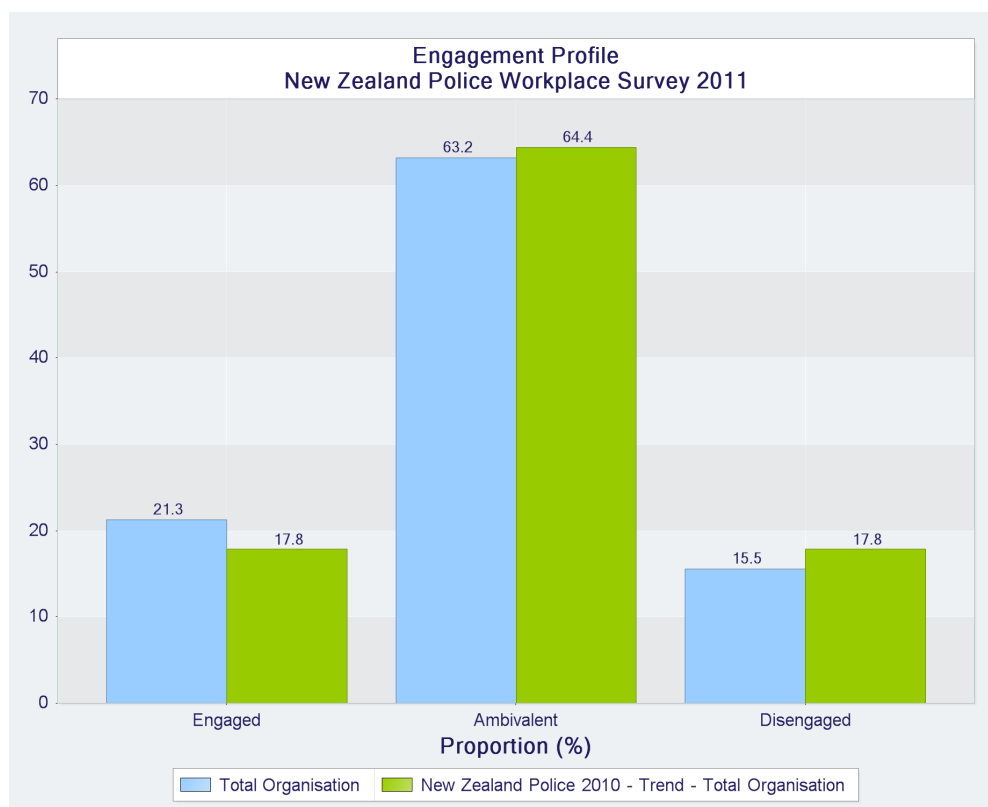
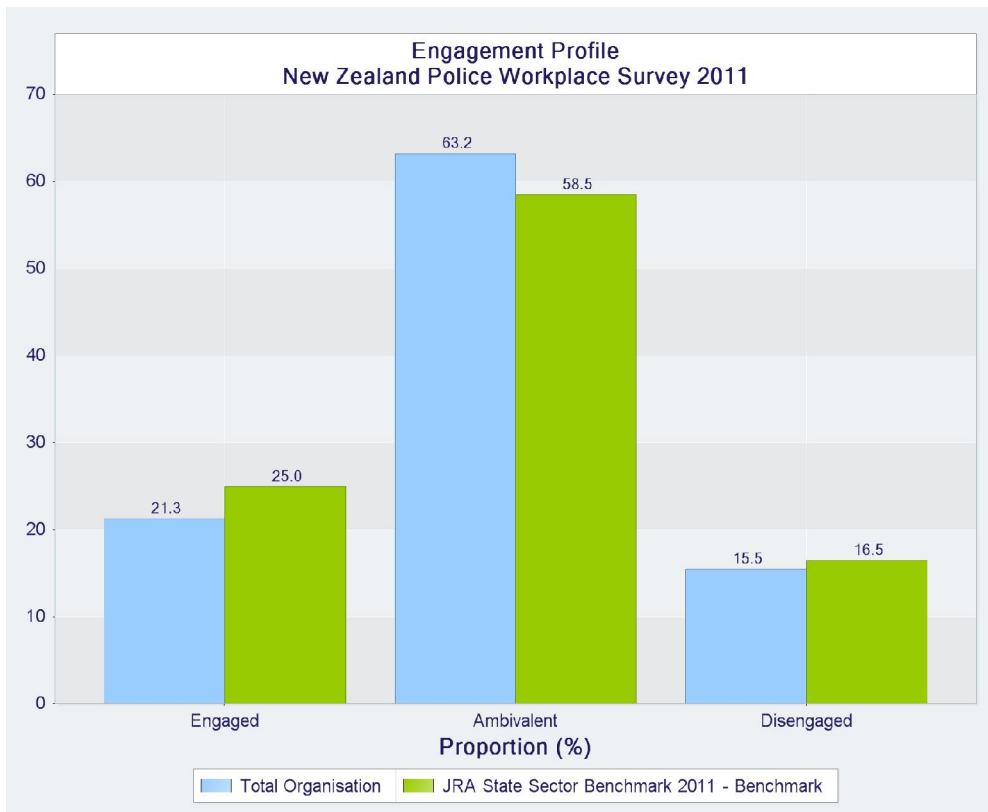


Note: The x-axis contains all Districts/Service Centres. The y-axis is the Engagement Index, expressed as a weighted mean score.

### 3.9.2 Employee Engagement Profile

Employees can be classified as being either engaged, ambivalent or disengaged according to their Engagement Index. The higher their engagement score, the more likely they are to surpass the criterion (or 'hurdle score') needed to be classified as engaged. The resulting classifications of 'engaged', 'ambivalent' and 'disengaged' are presented in the engagement profile (on the following page), and can be compared to external benchmark norms or tracked year on year.

- Within NZ Police, 1 in 5 staff (21.3%) can be described as engaged in the workplace. The proportion of engaged staff within NZ Police is below that of the JRA State Sector Benchmark (25.0%). However, compared to the results in 2010, the proportion of engaged staff has increased (+3.5%).
- Around 15% of NZ Police staff are disengaged at work. It is encouraging to see that the proportion of disengaged staff has decreased since 2010 and is currently lower than that of the JRA State Sector Benchmark norm.
- The proportions of 'ambivalent' employees within NZ Police between 2010 and 2011 are considered statistically similar. NZ Police currently has a higher proportion of ambivalent staff compared to the JRA State Sector Benchmark. This is the group that represents the greatest source of potential performance improvement. The aim should thus be moving as many of these employees as possible from ambivalent to engaged, by focusing on workplace attributes that are engaging to staff yet scoring lower than what the organisation might hope to be able to achieve (i.e., compared to benchmark norms).



### 3.10 Engagement Levels Across Different Parts of the Organisation

The tables below present the engagement profiles (proportion of engaged, ambivalent and disengaged staff) and engagement indices (average score across the six engagement questions) across the various demographic markers assessed in the NZ Police Workplace Survey 2011. The demographic markers are District, Service Centres/PNHQ/Other Groups, Function, Rank/Level, Employee, Constabulary, Gender, Span of Control, Tenure, Time in Band, Previous Management and Ethnicity.

Read down the rows to see which demographics exhibit the highest and lowest proportions of engaged, ambivalent and disengaged employees. **Red font** highlights the demographic(s) with the lowest engagement index. **Green font** highlights the demographic(s) with the highest engagement index.

#### 3.10.1 Engagement Profiles by District

An examination of employee engagement profiles by District reveals that consistent with the results in 2010, staff within Counties/Manukau District remained the most engaged, with the highest engagement index of 74.6%, as well as the highest proportion of engaged staff. The Eastern District on the other hand exhibited the lowest level of employee engagement with the lowest engagement index (66.1%) and the highest proportion of disengaged staff. In addition, attention should be paid to the high proportion of disengaged staff (20.0%) within the Waitemata District. It is worth mentioning that the two groups with the lowest levels of employee engagement in 2010 (Tasman and Canterbury Districts) have both shown improvements in the past year (engagement index went from 63.3% to 68.4% for Tasman District, and from 63.6% to 70.9% for Canterbury District).

District	Engaged	Ambivalent	Disengaged	Engagement Index
Auckland City Dist	18.5%	64.4%	17.1%	69.9%
Bay Of Plenty Dist	21.7%	64.6%	13.7%	70.6%
Canterbury District	20.5%	65.3%	14.2%	70.9%
Central District	19.1%	62.7%	18.2%	68.4%
Counties/Manukau District	28.4%	61.0%	10.6%	74.6%
Eastern District	12.4%	66.6%	21.0%	66.1%
Northland District	15.9%	66.5%	17.6%	67.4%
Southern District	18.5%	64.9%	16.6%	69.3%
Tasman District	16.9%	65.2%	17.9%	68.4%
Waikato District	17.8%	67.2%	15.0%	69.1%
Waitemata District	16.4%	63.6%	20.0%	67.0%
Wellington District	22.0%	62.9%	15.1%	71.0%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.2 Engagement Profiles by Service Centres/PNHQ/Other Groups

Looking at the engagement profiles by Service Centres/PNHQ/Other Groups, the International Service Group is the most engaged with the highest engagement index of 85.9% and over half of the staff 'engaged'. This group has shown huge improvement in the level of employee engagement since 2010 (engagement index went from 70.2% in 2010 to 85.9% in 2011). High levels of employee engagement are also seen within Police National Headquarters (with over a third 'engaged staff') and Org Financial Crime Agency. Compared to the results in 2010, the drop in engagement index for Legal is potentially concerning (from 74.6% in 2010 to 66.2%), attention is required to further investigate the reason behind the decrease in engagement level for this group.

The lowest level of employee engagement is seen within the Licensing & Vetting Group, with the lowest proportion of 'engaged' staff (13.6%) and the lowest engagement index (63.9%). The high proportion of 'ambivalent' staff (68.2%) presents huge potential for performance improvement for this group. The Financial Crime Group (exhibiting the lowest level of engagement in 2010) has shown some improvements in the past year (engagement index went from 62.7% to 66.8%). Having said that, 68.7% of the staff within Financial Crime Group are still considered 'ambivalent', giving huge potential for improvement. Finally, the high proportions of disengaged staff within Legal (32.0%), Police Infringement Bureau (24.2%) and Commercial Vehicle Invest Unit (24.0%) should also be noted.

Service Centres/PNHQ/Other Groups	Engaged	Ambivalent	Disengaged	Engagement Index
AK Metro Crime & Ops Support	15.5%	67.1%	17.4%	68.7%
Commercial Vehicle Invest Unit	23.0%	53.0%	24.0%	68.2%
Crime	29.8%	52.6%	17.6%	72.1%
Financial Crime Group	14.6%	68.7%	16.7%	66.8%
ICT Service Centre	15.1%	62.5%	22.4%	66.4%
International Service Group	52.6%	47.4%	0.0%	85.9%
Legal	16.0%	52.0%	32.0%	66.2%
Licensing & Vetting	13.6%	68.2%	18.2%	63.9%
National Communications	27.8%	60.5%	11.7%	74.5%
National Intelligence Centre	22.0%	68.0%	10.0%	74.2%
National Prosecutions	19.9%	64.0%	16.1%	69.7%
Org Financial Crime Agency NZ	29.7%	62.2%	8.1%	75.5%
Police Infringement Bureau	27.3%	48.5%	24.2%	67.3%
Police National Headquarters	36.7%	54.6%	8.7%	77.5%
Tactical Groups	24.2%	66.7%	9.1%	73.2%
Training Service Centre	25.7%	62.2%	12.1%	73.7%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.3 Engagement Profile Comparisons by Function

Across the different functional areas, the Overseas staff are the most engaged with more than half of them 'engaged' and no one in the 'disengaged' category. A similar level of employee engagement is seen among the District Management. On the other hand, the Vetting staff displayed the lowest engagement index (64.0%). Other functions which may benefit from more focus attention include Legal (33.3% disengaged), ICT (21% disengaged), Frontline Support (21.5% disengaged), Road Policing (21.5% disengaged), and Community Policing (13.8% engaged and 18% disengaged).

Function	Engaged	Ambivalent	Disengaged	Engagement Index
Airport	23.4%	59.6%	17.0%	69.7%
Communications	27.5%	60.8%	11.7%	74.5%
Community Policing	13.8%	68.2%	18.0%	67.6%
Corporate Support	29.3%	56.9%	13.8%	73.9%
District Management	44.5%	50.5%	5.0%	80.4%
Finance	26.4%	63.9%	9.7%	75.5%
Frontline support	20.5%	58.0%	21.5%	67.4%
General Duties	19.0%	65.5%	15.5%	69.7%
HR/ Training	25.7%	61.9%	12.4%	73.7%
ICT	15.5%	63.5%	21.0%	66.7%
Intelligence	16.6%	68.0%	15.4%	69.5%
Investigations	17.8%	68.3%	13.9%	70.2%
Legal	16.7%	50.0%	33.3%	65.8%
Liaison	16.7%	64.3%	19.0%	70.5%
Overseas	54.8%	45.2%	0.0%	86.3%
Policy	24.4%	64.0%	11.6%	72.4%
Prosecutions	19.2%	64.9%	15.9%	69.6%
Road Policing	20.1%	58.4%	21.5%	67.5%
Specialist teams	19.3%	65.0%	15.7%	69.4%
Vetting	13.5%	64.9%	21.6%	64.0%
Watchhouse	27.8%	58.1%	14.1%	72.5%
Youth	18.7%	66.4%	14.9%	70.4%
Other	27.6%	62.1%	10.3%	74.8%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.4 Engagement Profile Comparisons by Rank/Level

An examination of employee engagement profiles by Rank/Level reveals that consistent with the findings in 2010, the overall engagement level is higher among Employees than Constabulary staff. Investigating further, it is found that employees within Band 1 and above are the most engaged, whereas employees within Band G-J are less engaged in comparison. This is once again consistent with the results in 2010. Across the Constabulary roles, Commissioned Officers are the most engaged with over half of them engaged and lowest proportion of disengaged staff (5.2%). On the other hand, Constables are the least engaged, with the smallest proportion of engaged staff (16.2%) and a relatively high proportion of disengaged staff (17.9%). It is worth mentioning that the engagement level for Sergeants has improved since 2010, the engagement index increasing from 66.9% to 71.1%.

Rank/Level	Engaged	Ambivalent	Disengaged	Engagement Index
Constabulary	19.5%	64.5%	16.0%	69.6%
Employee	25.9%	59.6%	14.5%	72.6%
Total Organisation	21.3%	63.2%	15.5%	70.5%

#### 3.10.4.1 Engagement Profiles by Employee

Employee	Engaged	Ambivalent	Disengaged	Engagement Index
Band 1 & above	41.1%	51.8%	7.1%	78.5%
Band A - F	27.5%	58.5%	14.0%	73.1%
Band G - J	19.3%	63.6%	17.1%	70.4%
Not Evaluated	25.8%	64.5%	9.7%	74.5%
Employee	25.9%	59.6%	14.5%	72.6%
Total Organisation	21.3%	63.2%	15.5%	70.5%

#### 3.10.4.2 Engagement Profiles by Constabulary

Constabulary	Engaged	Ambivalent	Disengaged	Engagement Index
Senior Sergeant	35.7%	56.4%	7.9%	77.5%
Sergeant	20.7%	66.5%	12.8%	71.1%
Commissioned Officers	51.3%	43.5%	5.2%	83.4%
Constable	16.2%	65.9%	17.9%	68.0%
Constabulary	19.5%	64.5%	16.0%	69.6%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.5 Engagement Profiles by Gender

Looking at the engagement profile by Gender reveals that females within NZ Police are more engaged than males with a higher proportion of engaged staff and a lower proportion of disengaged staff. However, overall, the engagement profiles for Female and Male are quite similar.

Gender	Engaged	Ambivalent	Disengaged	Engagement Index
Female	23.0%	63.3%	13.7%	71.9%
Male	20.5%	63.1%	16.4%	69.8%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.6 Engagement Profiles by Span of Control

Looking at the engagement profiles by Span of Control, a considerable difference is noted in the engagement levels for those with over 50 reports (exhibiting the highest engagement index of 85.9%) and those with no reports (exhibiting the lowest engagement index of 69.5%).

Span of Control	Engaged	Ambivalent	Disengaged	Engagement Index
No reports	19.5%	63.7%	16.8%	69.5%
Under 10 reports	23.1%	64.7%	12.2%	72.2%
Between 10 and 50 reports	32.3%	59.5%	8.2%	76.6%
Over 50 reports	59.0%	38.1%	2.9%	85.9%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.7 Engagement Profiles by Tenure

Across the tenure groups, those with the longest tenure (over 35 years) are the most engaged (engagement index of 73.5%). The engagement-tenure relationship tends to follow a U shape pattern with high engagement levels observed at either end of the tenure categories (under 5 years, and over 30 years) and lower engagement levels for the middle tenure groups. This is a pattern typically observed in other organisations. In the case of New Zealand Police, those with a 5-15 year tenure can be considered particularly 'at risk' and should be a focus area going forward.

Tenure	Engaged	Ambivalent	Disengaged	Engagement Index
Under 5	24.8%	61.3%	13.9%	72.2%
5-10	17.3%	64.5%	18.2%	68.2%
10-15	16.8%	66.4%	16.8%	68.8%
15 - 20	21.4%	63.6%	15.0%	70.5%
20 - 25	24.3%	60.3%	15.4%	71.0%
25 - 30	22.6%	63.1%	14.3%	71.6%
30 - 35	25.4%	60.2%	14.4%	72.7%
Over 35	24.7%	64.8%	10.5%	73.5%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.8 Engagement Profiles by Time in Band

Examining the engagement profiles by Time in Band reveals a negative relationship between engagement levels and the amount of time someone spends in their band - those who have spent less than 1 year in their particular band tend to be the most engaged, whereas those who have been in the same band for more than 5 years tend to be the least engaged. Given that a few key drivers of employee engagement in NZ Police relate to learning and development, this relationship might be explained by the gradual decrease of new challenges and learning opportunities as one matures in their role/band.

Time in Band	Engaged	Ambivalent	Disengaged	Engagement Index
Under 1 year	32.0%	59.9%	8.1%	76.8%
1-3 years	23.6%	63.1%	13.3%	72.1%
3-5 years	22.4%	61.6%	16.0%	70.3%
5-10 years	18.3%	64.0%	17.7%	68.8%
Over 10 years	16.2%	65.5%	18.3%	67.9%
Total Organisation	21.3%	63.2%	15.5%	70.5%



### 3.10.9 Engagement Profiles by Previous Management

Interestingly from a change perspective, employees who have worked with the same manager in the last 12 months tend to be less engaged compared to those who have gone through a change in manager.

Same Manager Last 12 Months	Engaged	Ambivalent	Disengaged	Weighted Mean Score (%)
Yes	20.1%	63.6%	16.3%	69.8%
No	22.4%	62.8%	14.8%	71.1%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.10.10 Engagement Profiles by Ethnicity – Overall Comparison

Examining the engagement profile by ethnicity reveals that Pacific Peoples as well as those in the 'Other ethnic groups' are the most engaged, whereas Europeans are the least engaged with the lowest proportion of engaged staff (19.6%) and the highest proportion of disengaged staff (19.9%). Please note that the ethnicity categories are not mutually exclusive – that is, someone who identified themselves as 'Pakeha' may have also identified themselves as 'Maori'.

Ethnicity	Engaged	Ambivalent	Disengaged	Engagement Index
Pakeha	19.7%	65.3%	15.0%	70.3%
Maori	24.5%	63.1%	12.4%	72.3%
Europeans	19.6%	60.5%	19.9%	68.2%
Pacific Peoples	31.9%	57.8%	10.3%	75.3%
Asian Peoples	27.9%	56.5%	15.6%	72.7%
Other ethnic groups	25.6%	66.7%	7.7%	74.8%
Total Organisation	21.3%	63.2%	15.5%	70.5%

### 3.11 The Key Drivers of Engagement Within NZ Police

While all of the questions included in the survey are important in understanding how employees view their organisation, some are more important than others in terms of their impact on engagement. Those that have the most impact on engagement we call the Key Drivers of engagement. Because all organisations differ in regard to their culture, climate, and the people they need and attract, not surprisingly the key drivers of engagement will vary from organisation to organisation.

Key drivers are powerful predictors of engagement which, read in conjunction with your other online reports and analyses, are of great importance when considering priorities for improvement initiatives.

The results of the key driver analysis are presented in Table below. Key drivers are ranked in descending order of importance, and are colour coded in terms of their scores relative to the 2011 JRA State Sector Benchmark. Specifically;

**RED DRIVERS:** These are High Importance-Low Performance drivers and are considered *priority areas for improvement*, and offer the greatest leverage for performance improvement.

**ORANGE DRIVERS:** High Importance-Medium Performance drivers. These have a strong impact on employee engagement, but your organisation's score on these drivers are statistically equivalent to State Sector Benchmark. There are likely performance improvements to be had from attending to these drivers, although priority should be placed on the 'red zone' drivers.

**GREEN DRIVERS:** High Importance-High Performance drivers. Performance relative to the benchmark is strong, with these drivers providing the organisation with potential competitive advantage. Current efforts and initiatives in these areas should be maintained.

**BLACK DRIVERS:** High Importance-Indeterminate Performance drivers. These are drivers where no benchmark data is available, but are still significant drivers of employee engagement.

Table 3.11.1 Key Drivers of Employee Engagement: NZ Police (Total Organisation)

	Key Driver Questions	NZ Police 2011	NZ Police 2010	JRA State Sector Benchmark 2011
	1.3: NZ Police is an enjoyable place to work**	68.3	66.1 (+2.2)	NA
	4.3: My job gives me a sense of personal achievement**	76.1	75.5 (+0.6)	72.7 (+3.4)
	1.6: I feel a sense of belonging to my District/Service Centre**	61.7	60.2 (+1.5)	70.5 (-8.8)
	1.2: I feel I am working for an effective organisation**	59.7	56.8 (+2.9)	NA
	6.2: The work I do makes good use of my knowledge and skills**	68.9	69.6 (-0.7)	66.4 (+2.5)
	6.4: I am encouraged to try new ways of doing things**	57.8	57.9 (-0.1)	67.7 (-9.9)
	4.7: The level of work-related stress I experience in my job is acceptable**	58.3	54.8 (+3.5)	65.7 (-7.4)
	6.5: There are career and personal development opportunities for me in NZ Police	61.1	61.6 (-0.5)	NA
	6.1: NZ Police provides adequate training for the work I do	54.8	52.8 (+2.0)	NA

Weighted Mean Score (%)

The questions with \*\* next to them were also key drivers of employee engagement within NZ Police in 2010. The results indicate that the climate areas that are important for the level of

employee engagement within NZ Police tend to be consistent between 2010 and 2011, with a stronger focus on training and career development in 2011. In terms of performance, six of the key drivers have shown improvements in scores since 2010.

Compared to the results in 2010, the key drivers in 2011 presented a weaker focus on 'care of well-being', recognition of employee contribution, or a sense of 'common purpose'.

The key drivers in 2011 tend to revolve around two themes:

3. The 'sense of community' – the sense of an enjoyable workplace environment and feeling that one belongs to the organisation.
4. Learning and Development – feeling adequately trained for the work performed, the ability to draw on one's knowledge and skills, trial new things, and the opportunity to grow and develop one's career, all of which should ultimately contribute one's sense of personal achievement from the job.

Note: The key drivers shown in black in the table above have no benchmark data available and hence are not colour coded. However, the JRA State Sector Benchmark does include similar questions which help gauge the performance levels of these key drivers.

- The benchmark contains the question 'This organisation is a fun place to work' and scores on average 65.1%. Whilst the terms 'enjoyable' and 'fun' are not entirely interchangeable, the difference in scores for these two questions (68.3% for the NZ Police question versus 65.1% for the benchmark question) may at least be part indicative that we would expect the key driver 'This organisation is an enjoyable place to work' to be a 'green' driver (high importance-high performance).
- The JRA State Sector Benchmark also includes an item similar to 'I feel I am working for an effective organisation' ('I feel I am working for a successful organisation'). Again, the interchangeability of 'effective' and 'successful' can be argued either way, but the score for the benchmark question (73.0%) is much higher than that of the NZ Police question (59.7%). Therefore, we would expect this to be a 'red' key driver (high importance-low performance) if identical benchmark data were available.
- The key driver question 'There are career and personal development opportunities for me in NZ Police' contains two sub-components – career development, and personal development. In the JRA State Sector Benchmark, the question 'There are career development opportunities for me in this organisation' has a score of 58.0%, and the question 'There are learning and development opportunities for me in this organisation' (which can be a close proxy to personal development component) has a score of 64.6%. The NZ Police question score of 61.1% indicates that this key driver is likely to score on par with the benchmark norm if identical benchmark data is available, and hence may be considered an 'orange' driver (high important-medium performance).
- The key driver question 'NZ Police provides adequate training for the work I do' carries a similar meaning to the benchmark question 'This organisation ensures that I am adequately trained for the work I do'. The benchmark question has a much higher score (70.1%) compared to that of the NZ Police question (54.8%). Therefore, we would expect this key driver to be a 'red' driver (high importance-low performance).

Given the likelihood that contextual features are likely to impact employee engagement across different Districts (e.g., size, location, etc), a separate key driver analysis has been provided to each of the Districts.

### 3.11.1 Conclusions from Key Driver Analysis

Compared to the JRA State Sector Benchmark, NZ Police scored significantly below the benchmark norm on three of the nine identified key drivers of employee engagement. The organisation also scored low on the two key drivers that do not have exact matching external norms. Given both the similar wording of the NZ Police and benchmark questions and the magnitude of the differences in scores, it is expected that NZ Police has in effect five high importance-low performance drivers. In other words, these items reflect a very useful set of areas in which to consider focusing

on given they have a strong impact on the organisation's engagement levels *and* they currently score less than what might be expected.

- I feel a sense of belonging to my District/Service Centre
- I am encouraged to try new ways of doing things
- The level of work-related stress I experience in my job is acceptable
- I feel I am working for an effective organisation
- NZ Police provides adequate training for the work I do

It is worth noting that all of the above five questions were also considered 'high importance-low performance' key drivers in 2010. Having said that, four of these questions have shown improvements in scores (with the exception of 'I am encourage to try new ways of doing things'), suggesting that interventions implemented since the 2010 survey are likely to be effective. Given that these are consistently important for the people in NZ Police, continued improvements in these areas should be considered **a key priority** going forward.

*\*Once again, it is important to point out that the item 'I am encouraged to try new ways of doing things' is a key driver that should be considered in the context of the organisation. We imagine some may question the appropriateness of a heavily procedural based organisation from encouraging its people to do things in new ways. This may have contributed to the rather static nature of this question (a shift of 0.1% between 2010 and 2011). That said, it is a strong motivating factor for the level of employee engagement within NZ Police. There are likely to be many ways that this would be possible and whilst possibly more relevant for most non-constabulary staff, may well be relevant to many constabulary staff as well.*

It is likely that NZ Police would benefit from improving the key driver in which the organisation is scoring at an average level. As discussed previously, in effect, the key driver 'There are career and personal development opportunities for me in NZ Police' may be considered a high importance-medium performance driver.

The key drivers of engagement that NZ Police is performing *most* well on can be considered **strengths** that need maintaining. These are the key drivers with the greatest impact upon employee engagement *and* which NZ Police is performing above the benchmark on. Effectively, NZ Police has three high importance-high performance drivers, two of which tend to revolve around one's job:

- My job gives me a sense of personal achievement
- The work I do makes good use of my knowledge and skills
- NZ Police is an enjoyable place to work

### 3.11.2 Key Driver Demographic Comparisons

The key drivers of engagement derived from our analysis reflect key drivers across the whole of NZ Police. To identify priority areas, however, it can be useful to see how key drivers score across different employee groups. In this section we provide an example of such an analysis to see whether some employee groups provide examples of performance 'excellence' as well as other groups which may require more focused attention in key impact areas.

The tables on the following pages present the key driver scores across the demographic variables of: District, Service Centres/PNHQ/Other Groups, Function, Rank/Level, Employee, Constabulary, Gender, Span of Control, Tenure, Time in Band, Previous Management and Ethnicity.

Note that a smaller 'Report of Findings' is provided to each of the Districts which contains a District level Key Driver Analysis. Typically the strongest key drivers (such as those identified in this report) are common across the Districts. There may well also be key drivers that are unique to a particular District that warrant District level attention.

### 3.11.2.1 Key Drivers by District

The below table present the scores for the total organisation key drivers across various NZ Police districts. The Counties/Manukau District can be considered a best practice area, exhibiting the highest level of employee engagement (an Engagement Index of 74.6%) and scoring the highest across all the key drivers identified. More focused attention is required to address the areas highlighted red within Central District (particularly training which attracted a low score of 46.7%), Eastern District (particularly job related stress), Northland District, Waitemata District and Southern District.

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Auckland City Dist	Bay Of Plenty Dist	Canterbury District	Central District	Counties/ Manukau District	Eastern District	Northland District	Southern District	Tasman District	Waikato Dist	Waitemata Dist	Wellington District	Total Org
1.3: NZ Police is an enjoyable place to work	67.8%	67.9%	70.8%	66.0%	73.1%	62.1%	64.9%	66.6%	64.8%	68.3%	65.4%	67.7%	68.3%
4.3: My job gives me a sense of personal achievement	75.0%	77.2%	77.0%	76.8%	78.6%	74.2%	73.6%	74.3%	74.9%	76.7%	74.4%	76.5%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	60.0%	62.2%	64.2%	54.7%	70.0%	55.0%	57.8%	59.3%	56.4%	62.6%	57.2%	61.7%	61.7%
1.2: I feel I am working for an effective organisation	56.4%	59.8%	57.8%	56.8%	65.7%	53.5%	56.7%	58.2%	57.3%	56.5%	56.6%	59.0%	59.7%
6.2: The work I do makes good use of my knowledge and skills	69.0%	67.8%	69.9%	66.8%	70.2%	68.0%	66.3%	66.5%	69.4%	70.0%	66.5%	69.5%	68.9%
6.4: I am encouraged to try new ways of doing things	55.3%	58.4%	60.2%	54.4%	62.4%	56.9%	56.8%	56.3%	56.2%	56.4%	54.3%	59.1%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	59.1%	56.1%	60.6%	56.2%	61.5%	52.0%	52.2%	57.7%	55.2%	56.9%	55.6%	55.3%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	62.5%	61.2%	64.6%	58.1%	69.9%	60.8%	60.9%	60.3%	57.9%	63.7%	60.1%	67.7%	61.1%
6.1: NZ Police provides adequate training for the work I do	56.0%	53.8%	54.8%	46.7%	59.0%	54.7%	54.6%	51.9%	50.8%	51.4%	51.7%	54.3%	54.8%

### 3.11.2.2 Key Drivers by Service Centres/PNHQ/Other Groups

The below tables over the following two pages present the scores for the total organisation key drivers across various NZ Police Service Centres. The International Service Group can be considered a best practice area with the highest level of employee engagement (an engagement index of 85.9%) and the most positive ratings across all the key drivers identified. Although Legal was the most positive in their appraisal of the organisation in 2010, this area now exhibits the lowest scores across over half of the key drivers. Attention is required to investigate the reason behind the drop in employee perceptions of this team between 2010 and 2011, and particular note should be paid to the career development (36.0%) and encouragement to try new ways of doing things (45.0%) within Legal. In addition, more focused attention is needed to address the low scoring in regards to adequate job training within the Tactical Groups (40.2%).

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	AK Metro Crime & Ops Support	Commercial Vehicle Invest Unit	Crime	Financial Crime Group	ICT Service Centre	International Service Group	Legal	Licensing & Vetting	Total Organisation
1.3: NZ Police is an enjoyable place to work	69.6%	65.7%	71.4%	67.6%	65.4%	83.6%	59.0%	60.9%	68.3%
4.3: My job gives me a sense of personal achievement	79.2%	74.0%	77.5%	67.7%	68.4%	88.6%	79.0%	68.5%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	62.0%	61.8%	63.1%	60.9%	56.9%	77.8%	50.0%	52.2%	61.7%
1.2: I feel I am working for an effective organisation	60.6%	59.3%	68.1%	60.4%	54.9%	77.1%	65.0%	68.5%	59.7%
6.2: The work I do makes good use of my knowledge and skills	69.5%	72.7%	70.4%	63.5%	66.6%	82.9%	72.0%	54.3%	68.9%
6.4: I am encouraged to try new ways of doing things	57.4%	59.5%	63.0%	58.3%	48.1%	72.3%	45.0%	52.2%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	64.0%	60.5%	66.0%	62.5%	54.3%	79.1%	51.0%	56.5%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	59.8%	50.5%	51.5%	51.6%	43.1%	71.1%	36.0%	51.1%	61.1%
6.1: NZ Police provides adequate training for the work I do	56.0%	62.3%	55.0%	45.8%	47.3%	71.1%	50.0%	44.6%	54.8%

### 3.10.2.2 Key Drivers by Service Centres/PNHQ/Other Groups Cont'd

Key Driver Questions	National Comms	National Intelligence Centre	National Prosecutions	Org Financial Crime Agency NZ	Police Infringement Bureau	Police National Headquarters	Tactical Groups	Training Service Centre	Total Organisation
1.3: NZ Police is an enjoyable place to work	68.4%	73.5%	68.2%	77.0%	67.2%	73.6%	72.7%	67.7%	68.3%
4.3: My job gives me a sense of personal achievement	80.6%	75.0%	75.5%	74.3%	64.6%	76.4%	81.8%	78.0%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	64.2%	69.5%	65.0%	64.2%	61.6%	69.1%	54.5%	57.6%	61.7%
1.2: I feel I am working for an effective organisation	65.8%	68.5%	61.0%	68.9%	67.2%	68.6%	57.6%	56.0%	59.7%
6.2: The work I do makes good use of my knowledge and skills	71.6%	67.0%	71.7%	69.6%	59.1%	73.8%	74.2%	68.6%	68.9%
6.4: I am encouraged to try new ways of doing things	54.0%	67.0%	56.6%	66.2%	57.1%	67.0%	54.7%	57.9%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	58.8%	63.5%	57.2%	70.3%	64.9%	68.1%	60.6%	60.9%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	57.3%	70.5%	52.0%	66.2%	53.0%	54.6%	60.9%	51.8%	61.1%
6.1: NZ Police provides adequate training for the work I do	63.2%	57.0%	59.8%	57.4%	65.7%	63.2%	40.2%	54.9%	54.8%

### 3.11.2.3 Key Drivers by Function

The below tables over the following two pages present the scores for the total organisation key drivers across various NZ Police Functions. The Overseas staff provided the most positive ratings across all the key drivers identified, making it a high performing function. On the other hand, Legal and Vetting may benefit from more focused attention addressing the areas highlighted in red (i.e. enriching their daily job by encouraging new ways of doing things, monitoring stress and supporting career development opportunities for the Legal staff; ensuring sufficient job related training and facilitating a sense of belonging for the Vetting staff).

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Airport	Comms	Community Policing	Corp Support	District Mgt	Finance	Frontline support	General Duties	HR/ Training	ICT	Intelligence	Total Org
1.3: NZ Police is an enjoyable place to work	63.8%	68.2%	65.4%	71.5%	76.6%	71.5%	63.9%	68.6%	69.4%	65.6%	68.8%	68.3%
4.3: My job gives me a sense of personal achievement	69.1%	80.5%	72.6%	76.7%	83.8%	75.0%	75.2%	75.8%	77.1%	68.6%	68.9%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	59.0%	64.1%	59.7%	65.5%	69.9%	70.8%	58.0%	61.6%	61.8%	56.8%	61.5%	61.7%
1.2: I feel I am working for an effective organisation	55.9%	65.6%	56.2%	65.7%	71.0%	66.0%	56.9%	58.2%	59.2%	55.1%	60.6%	59.7%
6.2: The work I do makes good use of my knowledge and skills	65.4%	71.4%	68.4%	70.4%	78.6%	69.1%	66.0%	66.5%	69.2%	67.2%	62.5%	68.9%
6.4: I am encouraged to try new ways of doing things	56.9%	54.1%	58.0%	62.5%	68.8%	63.5%	51.3%	55.7%	59.2%	48.4%	62.2%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	62.2%	58.7%	60.2%	65.1%	63.3%	63.0%	56.8%	53.9%	63.4%	54.5%	62.2%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	69.7%	57.3%	63.4%	50.3%	71.2%	49.0%	46.2%	69.0%	50.6%	43.4%	61.4%	61.1%
6.1: NZ Police provides adequate training for the work I do	55.9%	63.1%	53.3%	59.4%	63.9%	57.3%	53.1%	49.7%	54.7%	47.8%	53.9%	54.8%



### 3.11.2.3 Key Drivers by Function Cont'd

Key Driver Questions	Investigations	Legal	Liaison	Overseas	Policy	Prosecutions	Road Policing	Specialist teams	Vetting	Watch house	Youth	Other	Total Org
1.3: NZ Police is an enjoyable place to work	69.6%	58.3%	64.0%	84.7%	69.5%	67.9%	65.4%	66.7%	59.5%	68.6%	65.3%	68.1%	68.3%
4.3: My job gives me a sense of personal achievement	76.7%	79.2%	79.8%	88.8%	78.4%	76.1%	73.0%	80.2%	65.5%	77.7%	81.9%	75.9%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	61.9%	50.0%	62.8%	78.4%	64.4%	64.5%	59.8%	60.2%	47.3%	60.0%	59.8%	61.2%	61.7%
1.2: I feel I am working for an effective organisation	57.9%	64.6%	60.4%	75.9%	64.4%	60.9%	58.6%	56.1%	63.5%	59.7%	57.7%	66.4%	59.7%
6.2: The work I do makes good use of my knowledge and skills	70.7%	71.9%	74.4%	83.1%	73.3%	72.3%	66.3%	72.1%	58.1%	69.3%	74.7%	68.1%	68.9%
6.4: I am encouraged to try new ways of doing things	59.9%	43.8%	63.1%	74.2%	65.7%	56.8%	55.3%	58.4%	50.7%	57.6%	60.0%	61.2%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	56.5%	50.0%	57.1%	82.5%	64.7%	57.3%	60.6%	58.1%	56.8%	57.2%	61.2%	60.3%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	68.9%	35.4%	58.3%	72.6%	56.3%	52.6%	58.0%	64.1%	50.0%	48.8%	63.3%	64.2%	61.1%
6.1: NZ Police provides adequate training for the work I do	55.5%	49.0%	57.1%	71.0%	56.0%	59.4%	57.4%	54.6%	45.9%	53.8%	56.1%	54.7%	54.8%

### 3.11.2.4 Key Drivers by Rank/Level

Looking at the results by Rank/Level, employees tend to be more positive in their ratings of the organisation on the identified key drivers than constabulary. However, employees' perception on the career and personal development opportunities (47.9%) is much lower than that of the Constabulary staff (66.3%).

Tables on the following two pages provide further insights into the key driver ratings across roles within the 'Employee' and 'Constabulary' categories. The results are consistent with those in 2010 - commissioned officers and employees within Band 1 & Above provided the most positive ratings across all identified key drivers. On the other hand, Constables and employees within Band G-J are the least positive in their ratings on the key drivers. It is worth noting that employees in Band A-F and Band G-J have provided particularly low ratings on the key driver related to career and personal development (49.2% and 43.8 respectively).

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Constabulary	Employee	Total Organisation
1.3: NZ Police is an enjoyable place to work	67.8%	69.4%	68.3%
4.3: My job gives me a sense of personal achievement	76.3%	75.8%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	61.2%	63.0%	61.7%
1.2: I feel I am working for an effective organisation	58.1%	63.6%	59.7%
6.2: The work I do makes good use of my knowledge and skills	69.1%	68.4%	68.9%
6.4: I am encouraged to try new ways of doing things	57.9%	57.4%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	57.1%	61.4%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	66.3%	47.9%	61.1%
6.1: NZ Police provides adequate training for the work I do	53.8%	57.5%	54.8%

### 3.11.2.4.1 Key Drivers by Constabulary

Key Driver Questions	Senior Sergeant	Sergeant	Commissioned Officers	Constable	Constabulary	Total Organisation
1.3: NZ Police is an enjoyable place to work	73.7%	68.8%	79.1%	66.5%	67.8%	68.3%
4.3: My job gives me a sense of personal achievement	80.5%	77.3%	84.7%	75.3%	76.3%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	69.1%	61.5%	76.9%	59.7%	61.2%	61.7%
1.2: I feel I am working for an effective organisation	66.1%	60.4%	73.6%	56.1%	58.1%	59.7%
6.2: The work I do makes good use of my knowledge and skills	75.1%	71.5%	80.0%	67.5%	69.1%	68.9%
6.4: I am encouraged to try new ways of doing things	67.7%	59.4%	73.1%	56.0%	57.9%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	62.2%	56.8%	67.1%	56.2%	57.1%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	69.6%	64.7%	69.1%	66.3%	66.3%	61.1%
6.1: NZ Police provides adequate training for the work I do	61.2%	55.8%	68.0%	52.0%	53.8%	54.8%

### 3.11.2.4.2 Key Drivers by Employee

Key Driver Questions	Band 1 & above	Band A - F	Band G - J	Not Evaluated	Employee	Total Organisation
1.3: NZ Police is an enjoyable place to work	71.4%	70.3%	66.8%	71.8%	69.4%	68.3%
4.3: My job gives me a sense of personal achievement	79.6%	75.6%	75.6%	71.8%	75.8%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	71.6%	63.5%	60.0%	66.1%	63.0%	61.7%
1.2: I feel I am working for an effective organisation	66.4%	65.3%	59.0%	66.9%	63.6%	59.7%
6.2: The work I do makes good use of my knowledge and skills	80.0%	67.2%	68.8%	75.8%	68.4%	68.9%
6.4: I am encouraged to try new ways of doing things	67.9%	58.1%	53.6%	63.8%	57.4%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	63.8%	63.5%	56.2%	62.9%	61.4%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	51.6%	49.2%	43.8%	56.7%	47.9%	61.1%
6.1: NZ Police provides adequate training for the work I do	62.6%	59.2%	52.5%	52.5%	57.5%	54.8%

### 3.11.2.5 Key Drivers by Gender

Examination of the key driver scores by gender reveals that females tend to be more positive in their ratings related to the level of job training received, the level of work related stress, organisational effectiveness and an overall sense of belonging. However, females provided a less positive appraisal regarding their career and development opportunities within NZ Police.

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Female	Male	Total Organisation
1.3: NZ Police is an enjoyable place to work	68.6%	68.1%	68.3%
4.3: My job gives me a sense of personal achievement	75.7%	76.4%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	62.6%	61.3%	61.7%
1.2: I feel I am working for an effective organisation	61.7%	58.7%	59.7%
6.2: The work I do makes good use of my knowledge and skills	68.6%	69.1%	68.9%
6.4: I am encouraged to try new ways of doing things	58.1%	57.6%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	59.4%	57.8%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	56.6%	63.1%	61.1%
6.1: NZ Police provides adequate training for the work I do	57.5%	53.6%	54.8%

### 3.11.2.6 Key Drivers by Span of Control

Consistent with the results in 2010, the staff with over 50 reports are the most positive in their appraisal of the organisation, scoring the highest across all of the key drivers identified. This group of employees is also the most engaged. Those with no reports on the other hand are the least positive in their ratings across the majority of the key drivers. In addition, it is worth exploring the issue around work related stress among those with under 10 reports.

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	No reports	Under 10 reports	Between 10 and 50 reports	Over 50 reports	Total Organisation
1.3: NZ Police is an enjoyable place to work	67.5%	69.3%	72.5%	82.1%	68.3%
4.3: My job gives me a sense of personal achievement	75.5%	77.1%	80.4%	87.4%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	60.7%	63.0%	67.9%	82.4%	61.7%
1.2: I feel I am working for an effective organisation	58.6%	60.7%	66.1%	79.3%	59.7%
6.2: The work I do makes good use of my knowledge and skills	67.9%	71.4%	73.8%	83.6%	68.9%
6.4: I am encouraged to try new ways of doing things	56.4%	60.8%	64.9%	75.7%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	58.3%	56.9%	59.0%	68.3%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	60.4%	61.4%	66.2%	74.5%	61.1%
6.1: NZ Police provides adequate training for the work I do	54.1%	55.6%	58.9%	71.4%	54.8%

### 3.11.2.7 Key Drivers by Tenure

Looking at the key driver scores by tenure, it is revealed that staff with the longest tenure (over 35 years) provided the most positive ratings across the majority of the key drivers. Those with a tenure of under 5 years or 30 to 35 years also scored positively on the key drivers in general, with the exception of career development for the '30-35' group and the degree of skill utilisation for the 'under 5' group. The '5-10' and '10-15' tenure groups may be considered 'at risk' groups, given that employees within these tenure bands are the least engaged (engagement index of 68.2% and 68.8%, respectively) and have provided the least positive ratings across the key drivers identified.

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Under 5	5-10	10-15	15 - 20	20 - 25	25 - 30	30 - 35	Over 35	Total Organisation
1.3: NZ Police is an enjoyable place to work	70.8%	66.4%	67.0%	67.6%	67.0%	68.5%	68.9%	67.5%	68.3%
4.3: My job gives me a sense of personal achievement	75.7%	74.4%	76.4%	77.1%	76.8%	77.9%	79.9%	79.6%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	64.5%	59.9%	58.8%	60.6%	61.6%	61.2%	64.3%	64.7%	61.7%
1.2: I feel I am working for an effective organisation	61.9%	56.6%	57.3%	60.0%	60.3%	63.1%	61.4%	62.0%	59.7%
6.2: The work I do makes good use of my knowledge and skills	66.8%	67.3%	68.2%	71.1%	72.1%	74.3%	73.8%	77.2%	68.9%
6.4: I am encouraged to try new ways of doing things	57.6%	55.1%	56.0%	59.2%	61.2%	62.0%	62.1%	63.4%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	59.7%	56.1%	57.5%	58.2%	59.0%	58.3%	60.7%	61.5%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	63.6%	60.7%	60.8%	59.5%	59.6%	58.8%	56.6%	58.7%	61.1%
6.1: NZ Police provides adequate training for the work I do	55.0%	51.7%	53.0%	55.2%	58.5%	58.4%	61.9%	61.8%	54.8%

### 3.11.2.8 Key Drivers by Time in Band

When looking at the key drivers by Time in Band, the results reflect the negative relationship between the amount of time an employee spends in a particular band and their employee engagement level. Those who have been in their band for 5 to 10 years, or over 10 years are typically the least positive in their ratings towards the key drivers. It is worth pointing out that three key drivers related to learning, growth and stress ('NZ Police provides adequate training for the work I do', 'I am encouraged to try new ways of doing things' and 'The level of work-related stress I experience in my job is acceptable') attracted consistently low ratings (below 60%) for those who have been in their band for more than one year.

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Under 1 year	1-3 years	3-5 years	5-10 years	Over 10 years	Total Organisation
1.3: NZ Police is an enjoyable place to work	75.7%	69.9%	68.4%	66.4%	65.0%	68.3%
4.3: My job gives me a sense of personal achievement	79.4%	76.0%	75.8%	75.3%	76.0%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	69.0%	64.0%	62.3%	59.4%	58.0%	61.7%
1.2: I feel I am working for an effective organisation	66.9%	61.5%	59.0%	57.6%	57.4%	59.7%
6.2: The work I do makes good use of my knowledge and skills	71.0%	67.8%	68.3%	68.6%	70.1%	68.9%
6.4: I am encouraged to try new ways of doing things	64.0%	57.9%	57.0%	56.1%	57.4%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	64.6%	58.2%	56.7%	57.3%	58.1%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	70.1%	64.1%	61.3%	58.8%	56.1%	61.1%
6.1: NZ Police provides adequate training for the work I do	60.2%	54.1%	53.9%	53.9%	55.0%	54.8%



### 3.11.2.9 Key Drivers by Previous Management

Examining the key driver results by previous management reveals that those who had a change in manager in the past 12 months tend to be more positive in their ratings related to career and personal development, ability to try new ways of doing things, enjoyable workplace environment and an overall sense of belonging.

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Yes	No	Total Organisation
1.3: NZ Police is an enjoyable place to work	67.4%	69.1%	68.3%
4.3: My job gives me a sense of personal achievement	76.3%	76.0%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	60.4%	63.0%	61.7%
1.2: I feel I am working for an effective organisation	59.2%	60.1%	59.7%
6.2: The work I do makes good use of my knowledge and skills	69.5%	68.4%	68.9%
6.4: I am encouraged to try new ways of doing things	57.2%	58.4%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	58.5%	58.1%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	57.8%	64.3%	61.1%
6.1: NZ Police provides adequate training for the work I do	55.0%	54.6%	54.8%

### 3.11.2.10 Key Drivers by Ethnicity – Overall Ethnicity Comparisons

Across the different ethnic groups, the Pacific Peoples provided the most positive ratings across the majority of the key drivers and this group is also the most engaged (with an engagement index of 75.3%). On the other hand, Europeans tend to be the least positive in their appraisals. Interestingly, although the 'Other ethnic group' is one of the most engaged (with an engagement index of 74.8%), they scored the least positively in relation to job training, ability to try new ways of doing things, career and personal development and an overall sense of belonging.

Please note that the ethnicity categories are not mutually exclusive – that is, someone who identified themselves as 'Pakeha' may have also identified themselves as 'Maori'.

Read across the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other ethnic groups	Total Organisation
1.3: NZ Police is an enjoyable place to work	68.3%	68.2%	66.2%	71.8%	69.4%	72.3%	68.3%
4.3: My job gives me a sense of personal achievement	76.5%	78.8%	74.9%	79.8%	75.3%	76.9%	76.1%
1.6: I feel a sense of belonging to my District/Service Centre	61.3%	62.4%	60.4%	68.0%	69.3%	60.8%	61.7%
1.2: I feel I am working for an effective organisation	59.1%	60.7%	56.8%	67.0%	63.8%	71.6%	59.7%
6.2: The work I do makes good use of my knowledge and skills	69.5%	70.5%	66.6%	73.7%	69.0%	68.6%	68.9%
6.4: I am encouraged to try new ways of doing things	57.7%	61.6%	56.0%	65.6%	61.9%	52.6%	57.8%
4.7: The level of work-related stress I experience in my job is acceptable	57.8%	57.4%	57.8%	61.0%	61.5%	62.2%	58.3%
6.5: There are career and personal development opportunities for me in NZ Police	62.9%	67.7%	59.7%	72.3%	65.2%	56.4%	61.1%
6.1: NZ Police provides adequate training for the work I do	54.5%	56.1%	53.2%	59.8%	58.9%	50.6%	54.8%

### 3.12 'Anatomy of a Great Workplace' Model

To further aid the diagnostic process, JRA has conducted numerous years of research to determine what characterises a 'Great Workplace' in New Zealand. Undoubtedly workplaces come in different shapes and sizes. Managers use many a different and varied approach in their attempts to motivate employees and achieve effective organisational functioning. However, our research, involving data from the annual 'Best Workplaces' survey and interviews with CEOs from New Zealand's leading organisations, suggests Great Workplaces tend to share four common characteristics. These characteristics are illustrated in the Anatomy of a Great Workplace Model below.

Table 3.11.1 Anatomy of a Great Workplace™

Key Characteristics of Leading Organisations	
Align Staff to the Organisation's Vision and Values	<ul style="list-style-type: none"> <li>• Provide clear direction and unifying vision</li> <li>• Align employees to strategic goals</li> <li>• Communicate regularly about things that matter</li> <li>• Inspire people</li> <li>• Show leadership</li> </ul>
Develop a Sense of Community within the Organisation	<ul style="list-style-type: none"> <li>• Develop people's sense of belonging</li> <li>• Maintain a fun and enjoyable workplace</li> <li>• Encourage cooperation</li> </ul>
Commitment to Developing People to Realise their Full Potential	<ul style="list-style-type: none"> <li>• Invest in training and development</li> <li>• Provide challenging and rewarding jobs</li> <li>• Provide a career path for people</li> <li>• Plan for future leaders</li> </ul>
Pursue a Culture of Performance	<ul style="list-style-type: none"> <li>• Develop a culture of performance</li> <li>• Incorporate health and wellness into the culture</li> <li>• Measure and celebrate success continuously</li> <li>• Reward and recognise to elicit high performance and desired behaviours</li> </ul>

When the NZ Police Key drivers of Employee Engagement are incorporated into the JRA 'Anatomy of a Great Workplace'™, they cluster into three different pillars. From this it becomes possible to gauge the broad areas where NZ Police can derive performance gains using a 'best practice' approach. The results in 2011 suggest that while sense of Community remains important, Development emerges as a priority area for intervention going forward (e.g. the provision of sufficient job training, design of jobs to utilise individuals' skills as well as to enable appropriate level of innovation, and the facilitation of career discussions ).

Vision and Values	Community	Development	Performance Culture
	<p>1.3: NZ Police is an enjoyable place to work</p> <p>1.6: I feel a sense of belonging to my District/Service Centre</p>	<p>6.4: I am encouraged to try new ways of doing things</p> <p>4.3: My job gives me a sense of personal achievement</p> <p>6.2: The work I do makes good use of my knowledge and skills</p> <p>6.5: There are career and personal development opportunities for me in NZ Police</p> <p>6.1: NZ Police provides adequate training for the work I do</p>	<p>1.2: I feel I am working for an effective organisation</p> <p>4.7: The level of work-related stress I experience in my job is acceptable</p>

## Appendix 1: Profile of Respondents

Note: To protect the confidentiality of survey respondents, survey scores will not be reported for any demographic with less than 5 responses (highlighted in blue).

### District/Area

Demographic	Number of Responses
Total Organisation	9503
AK Metro Crime & Ops Support	214
Auckland City Dist	662
Bay Of Plenty Dist	600
Canterbury District	808
Central District	571
Commercial Vehicle Invest Unit	100
Counties/Manukau District	1106
Crime	131
Eastern District	398
Financial Crime Group	48
ICT Service Centre	245
International Service Group	38
Legal	25
Licensing & Vetting	23
National Communications	418
National Intelligence Centre	50
National Prosecutions	286
Northland District	289
Org Financial Crime Agency NZ	37
Police Infringement Bureau	99
Police National Headquarters	300
Southern District	563
Tactical Groups	33
Tasman District	302
Training Service Centre	214
Waikato Dist	583
Waitemata Dist	621
Wellington District	739

## Function

Demographic	Number of Responses
Total Organisation	9503
Not Selected	0
Airport (national function)	47
Communications (national function)	418
Community Policing (national function)	261
Corporate Support (national function)	798
District Management (national function)	218
Finance (national function)	72
Frontline support (national function)	416
General Duties (national function)	2262
HR/ Training (national function)	338
ICT (national function)	238
Intelligence (national function)	337
Investigations (national function)	1500
Legal (national function)	24
Liaison (national function)	42
Overseas (national function)	31
Policy (national function)	87
Prosecutions (national function)	302
Road Policing (national function)	971
Specialist teams (national function)	390
Vetting (national function)	37
Watchhouse (national function)	293
Youth (national function)	363
Other (national function)	58

## Span of Control

Demographic	Number of Responses
Total Organisation	9503
No reports	7680
Under 10 reports	1083
Between 10 and 50 reports	601
Over 50 reports	139

## Rank/Level

Demographic	Number of Responses
Total Organisation	9503
Constabulary	6802
Senior Sergeant	368
Sergeant	1189
Commissioned Officers	271
Constable	4974
Employee	2701
Band 1 & above	141
Band A - F	1775
Band G - J	754
Not Evaluated	31

## Tenure

Demographic	Number of Responses
Total Organisation	9503
Under 5	2929
5 - 10	2131
10 - 15	1591
15 - 20	1003
20 - 25	756
25 - 30	477
30 - 35	376
Over 35	240

## Time in Band

Demographic	Number of Responses
Total Organisation	9503
Under 1 year	992
1-3 years	2020
3-5 years	2025
5-10 years	2458
Over 10 years	2008

## Gender

Demographic	Number of Responses
Total Organisation	9503
Female	2954
Male	6549

### Same Manager Last 12 Months

Demographic	Number of Responses
Yes	4708
No	4795

### Ethnicity - Pakeha

Demographic	Number of Responses
Total Organisation	9503
Pakeha	5458
No	4045

### Ethnicity – Maori

Demographic	Number of Responses
Total Organisation	9503
Maori	759
No	8744

### Ethnicity – Europeans

Demographic	Number of Responses
Total Organisation	9503
Europeans	1239
No	8264

### Ethnicity – Pacific Peoples

Demographic	Number of Responses
Total Organisation	9503
Pacific Peoples	329
No	9174

### Ethnicity – Asian Peoples

Demographic	Number of Responses
Total Organisation	9503
Asian Peoples	154
No	9349

### Ethnicity – Other Ethnic Groups

Demographic	Number of Responses
Total Organisation	9503
Other ethnic groups	39
No	9464

## Appendix 2: Questionnaire

The NZ Police Workplace Survey 2011 is made up of 63 rating scale questions grouped into ten sections, one drop-down box (yes/no) question, as well as 3 open-ended questions at the end of survey. The questions are presented below. Please note that the questionnaire is a copyrighted instrument.

### 1. Vision and Purpose + Communication and Cooperation

- 1.1 NZ Police has a clear vision of where it's going and how it's going to get there
- 1.2 I feel I am working for an effective organisation
- 1.3 NZ Police is an enjoyable place to work
- 1.4 NZ Police cares about the well-being of its staff
- 1.5 There is a sense of 'common purpose' in NZ Police
- 1.6 I feel a sense of belonging to my District/Service Centre
- 1.7 I intend to continue working at NZ Police for at least the next 12 months
- 1.8 Communication in my District/Service Centre is open and honest
- 1.9 I feel informed about NZ Police and its activities
- 1.10 NZ Police is interested in the views and opinions of its staff
- 1.11 Work groups in NZ Police work well together

### 2. My Supervisor

- 3.1 My supervisor communicates the goals and objectives of our work group effectively
- 3.2 My supervisor encourages, and is willing to act on suggestions and ideas from my work group
- 3.3 My supervisor behaves in a way that is consistent with the values of NZ Police
- 3.4 My supervisor treats staff with respect
- 3.5 My supervisor supports and encourages me in my job
- 3.6 I have confidence in my supervisor
- 3.7 I get regular feedback on my performance from my supervisor (formal/informal)

### 3. My Work Group

- 4.1 Staff in my work group work well together
- 4.2 I can rely on the support of others in my work group
- 4.3 Roles and responsibilities are clearly defined in my work group
- 4.4 I have confidence in the ability of others in my work group
- 4.5 I feel part of an effective work group
- 4.6 The way work is allocated in my workgroup is fair
- 4.7 People in my workgroup conduct themselves in accordance with the values expected by NZ Police

### 4. My Job

- 4.1 The responsibilities of my job are clearly defined
- 4.2 I know how my work contributes to the effectiveness of NZ Police
- 4.3 My job gives me a sense of personal achievement
- 4.4 I have the tools and resources I need to do my job
- 4.5 I am sufficiently involved in decisions that affect the way I do my job
- 4.6 I am satisfied with my physical work environment
- 4.7 The level of work-related stress I experience in my job is acceptable
- 4.8 I am able to maintain a balance between my personal and working life
- 4.9 The pay and benefits I receive are fair for the work I do
- 4.10 I understand how my performance is measured
- 4.11 My performance is fairly assessed

### 5. Respect & Integrity in the Workplace

- 5.1 Staff in my workgroup respect employee diversity
- 5.2 I know who to contact to report instances of workplace harassment, bullying or discrimination
- 5.3 I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 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)



- 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
- 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? (Drop Down Box - Yes/No/Not Applicable)

#### 6. Learning and Development

- 6.1 NZ Police provides adequate training for the work I do
- 6.2 The work I do makes good use of my knowledge and skills
- 6.3 I am encouraged to develop my knowledge, skills and abilities in NZ Police
- 6.4 I am encouraged to try new ways of doing things
- 6.5 There are career and personal development opportunities for me in NZ Police
- 6.6 I am satisfied with my learning and development opportunities in NZ Police

#### 7. Performance and Feedback

- 7.1 NZ Police expects high standards of performance from its people
- 7.2 People are held accountable for their performance in my work group
- 7.3 Poor performance is dealt with effectively in my work group

#### 8. Recognition

- 8.1 I get recognition when I do a good job
- 8.2 We celebrate success in NZ Police
- 8.3 NZ Police has appropriate ways of recognising outstanding achievement
- 8.4 I feel my contribution is valued in NZ Police
- 8.5 People here are appointed to positions based on merit

#### 9. Final Thoughts (Engagement)

- 9.1 Overall, I'm satisfied with my job
- 9.2 Overall, I would recommend NZ Police as a great place to work
- 9.3 I take an active interest in what happens in NZ Police
- 9.4 I feel inspired to go the extra mile to help NZ Police succeed
- 9.5 I feel a sense of commitment to NZ Police
- 9.6 NZ Police inspires me to do the best I can in my job every day

#### 10. The Survey – Your Views

- 10.1 I believe actions will be taken based on the results of this survey
- 10.2 Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup

#### 11. Open Ended Questions

- 11.1 The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is:

- 11.2 The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is:

- 11.3 Please use the space below to add any further comments you wish to make:

### Appendix 3: JRA State Sector Benchmark

The following 18 New Zealand State Sector organisations made up the 2011 JRA State Sector Benchmark. These organisations have conducted their workplace/employee survey with JRA within the last 12 months.

Airways New Zealand  
Careers New Zealand  
Charities Commission  
Civil Aviation Authority of New Zealand  
Creative New Zealand  
Department of Building and Housing  
Department of Internal Affairs  
Earthquake Commission  
Energy Efficiency & Conservation Authority  
Kiwibank  
Maritime New Zealand  
New Zealand Qualifications Authority  
New Zealand Trade & Enterprise  
NZ Post  
PHARMAC  
Standards New Zealand  
Statistics New Zealand - Te Tari Tatau  
Tourism New Zealand

## 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'. 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, and 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 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 50% or below. These employees are not sufficiently motivated by the organisation to respond positive to any of the engagement questions.

**Key Driver Analysis:** 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:** A statistically significant result indicates that we can be confident that 95 times out of a hundred the result would not have occurred by chance. In other words, there is certainly 'something going on' in the data and is something worth paying attention to (e.g., people see things 'significantly' more positively than the rest of the organisation). Whenever something is statistically significant, consider also whether it is meaningfully significant. A difference of 3% may be 'statistically significant', but a difference of 10% means something really quite influential is going on and perhaps worth more of your attention.

**The Questionnaire:** The 2011 New Zealand Workplace Survey contained 63 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 10 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 benchmark norms (the typical score) should be made.