

NZ Police 2007
Employee Engagement Survey
(Organisational Health Audit)

Results Presentation

Purpose of today

- **Understand the 2007 Employee Engagement Survey results**
- **Opportunity to discuss results**
- **Understand next steps**

Agenda

- **Background**
 - **3 Components of the NZ Police 2007 Employee Engagement Survey**
 - **Methodology**
- **Overall Employee Engagement Survey Results:**
 - **1. Gallup Q¹² Results**
 - **2. NZ Police Custom Questions**
 - **3. Open-ended Questions**
 - **Employee Engagement Survey Findings**
- **Where to from here**

Background

Background

An Employee Engagement Survey of the New Zealand Police was conducted between 19 October and 1 November 2007, in response to Recommendation 51 from the Commission of Inquiry into Police Conduct.

Recommendation 51 states:

- *“The Commission of Police should invite the State Services Commissioner to carry out an independent annual “health of the organisation” audit of the police culture (in particular whether the organisation provides a safe work environment for female staff and staff from minority groups). The need for the audit should be reviewed after 10 years”*

The Gallup Organization worked in conjunction with the New Zealand Police and the State Services Commission to design a robust survey to gain employee feedback. This survey forms the basis of the Organisational Health Audit.

- A random sample of 6,700 New Zealand Police employees invited to participate.
- 4,880 employees participated.
- Response rate 67%.
- A full employee census will be conducted in 2008 and beyond.

3 Components of the NZ Police Engagement Survey

Gallup Q12	NZ Police Custom Questions	Open-ended Questions
13 Questions:	8 Questions	2 Verbatim Questions
> 12 Engagement Questions		
> 1 Satisfaction Question		
Scientifically researched instrument to measure organisational health	Designed to monitor issues specifically relevant to Recommendation 51	Two free-text questions designed to give employees the opportunity to express their views on working within the NZ Police
	Two have Gallup Benchmarks	

The NZ Police 2007 Employee Engagement Survey consisted of 21 scaled questions (on a 5 point anchored scale where 1 = Strongly Disagree and 5 = Strongly Agree) as well as two open-ended questions.

Methodology

Results of the Employee Engagement Survey are reported at the overall NZ Police organisation level, and the following demographic categories:

- District/Service Centre/Other
- Sworn/Non Sworn
- Gender
- Ethnicity
- Rank
- Tenure
- Age
- Functional Area

To meet Gallup's strict confidentiality and statistical standards minimum reporting numbers have been applied. Demographic segments with fewer than **80** respondents have not been reported (e.g. Asian).

The good news...

NZ Police employees ...

- **Are clear of what is expected of them at work**
- **Respect the professionalism and quality of work of their colleagues**
- **Have a strong sense of camaraderie and collegial support**
- **See their colleagues behaving ethically and acting with integrity**
- **Are treated with respect from their leaders**
- **Hold slightly more positive perspectives on most Employee Engagement Survey issues if they are female or from an ethnic minority**

The not so good news...

NZ Police employees ...

- **Have comparatively low perceptions of the NZ Police as a place to work**
- **Do not believe they are equipped to do their work well**
- **Are not receiving regular recognition and praise for doing good work**
- **Hold little trust in the organisation to provide an environment of fairness for employees**
- **Are not optimistic about the future of the NZ Police, as portrayed by the leadership of the organisation**

1. Gallup Q¹² Results

Engagement Index

Engagement GrandMean

Engagement Items

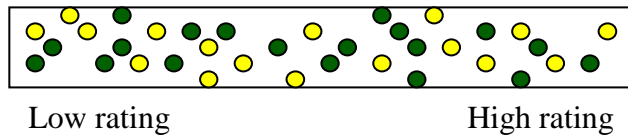
Satisfaction Question

What is Engagement?

“The extent to which employees are psychologically connected to something or someone in the organisation, how hard they work and how long they stay as a result of this commitment”

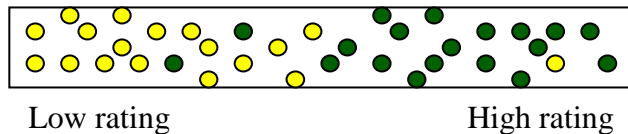
The Sorting Effect was used to determine the Key Questions in the Q12

Poor Question



“I feel I am paid the right amount.”

Great Question



“At work, I have the opportunity to do what I do best every day.”

- More productive workgroups
- Less productive workgroups

The Gallup Q12 Questions

- Q1 I know what is expected of me at work.**
- Q2 I have the materials and equipment I need to do my work right.**
- Q3 At work, I have the opportunity to do what I do best every day.**
- Q4 In the last seven days, I have received recognition or praise for doing good work.**
- Q5 My supervisor, or someone at work, seems to care about me as a person.**
- Q6 There is someone at work who encourages my development.**
- Q7 At work, my opinions seem to count.**
- Q8 The mission or purpose of my organisation makes me feel my job is important.**
- Q9 My fellow employees are committed to doing quality work.**
- Q10 I have a best friend at work.**
- Q11 In the last six months, someone at work has talked to me about my progress.**
- Q12 This last year, I have had opportunities at work to learn and grow.**

The Q¹²® items are protected by copyright of The Gallup Organization, 1992-1999.

Gallup Engagement Hierarchy

Opportunities to learn and grow
Progress in last six months

I have a **best** friend at work
Coworkers committed to quality
Mission/purpose of organisation
At work, my opinions seem to count

Someone at work encourages my development
Supervisor/someone at work cares

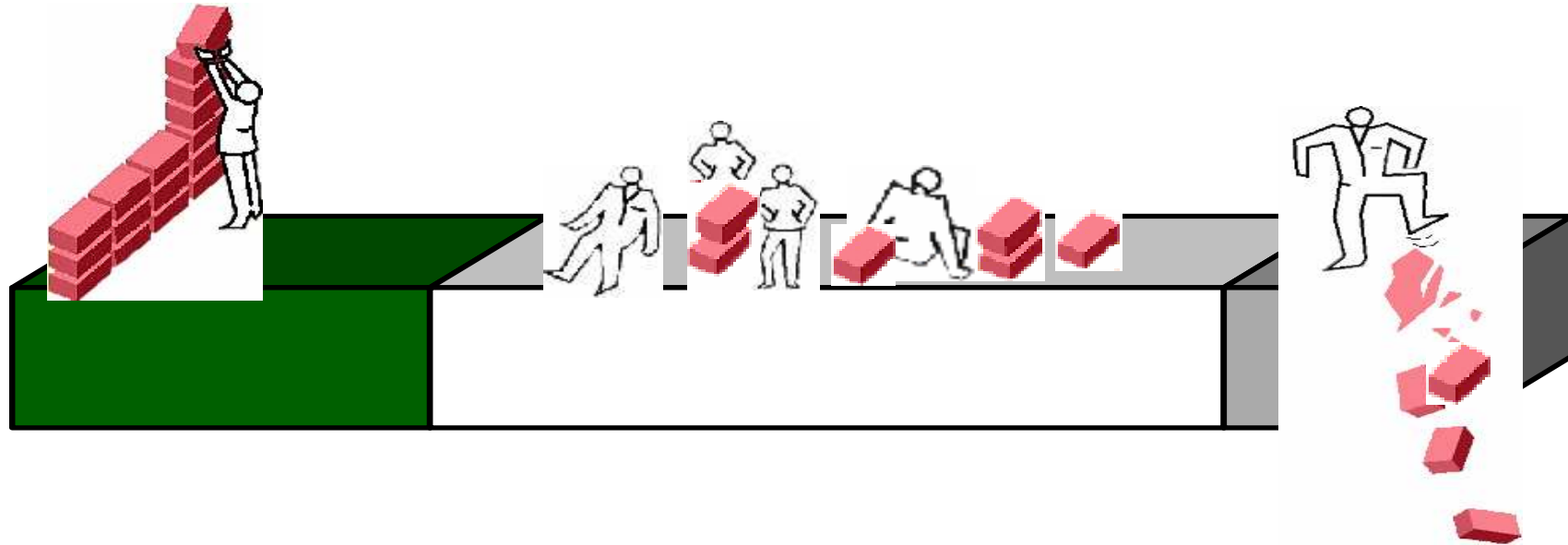
Recognition last **seven days**
Do what I do best **every day**

I have materials and equipment I need
to do my work right
I know what is expected of me at work

Ownership



Using the Q¹²[®] items, Gallup can identify the following three types of employees:



Engaged

These employees are loyal and psychologically committed to the organisation. They are more productive and more likely to stay with their company.

Not Engaged

These employees may be productive, but they are not psychologically connected to their company. They are more likely to miss workdays and more likely to leave.

Actively Disengaged

These employees are physically present but psychologically absent. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.

Gallup Q¹² Engagement Index for NZ Police



N=4,480

NZ Police Engagement GrandMean

NZ Police 2007
GrandMean = 3.40
17th Percentile

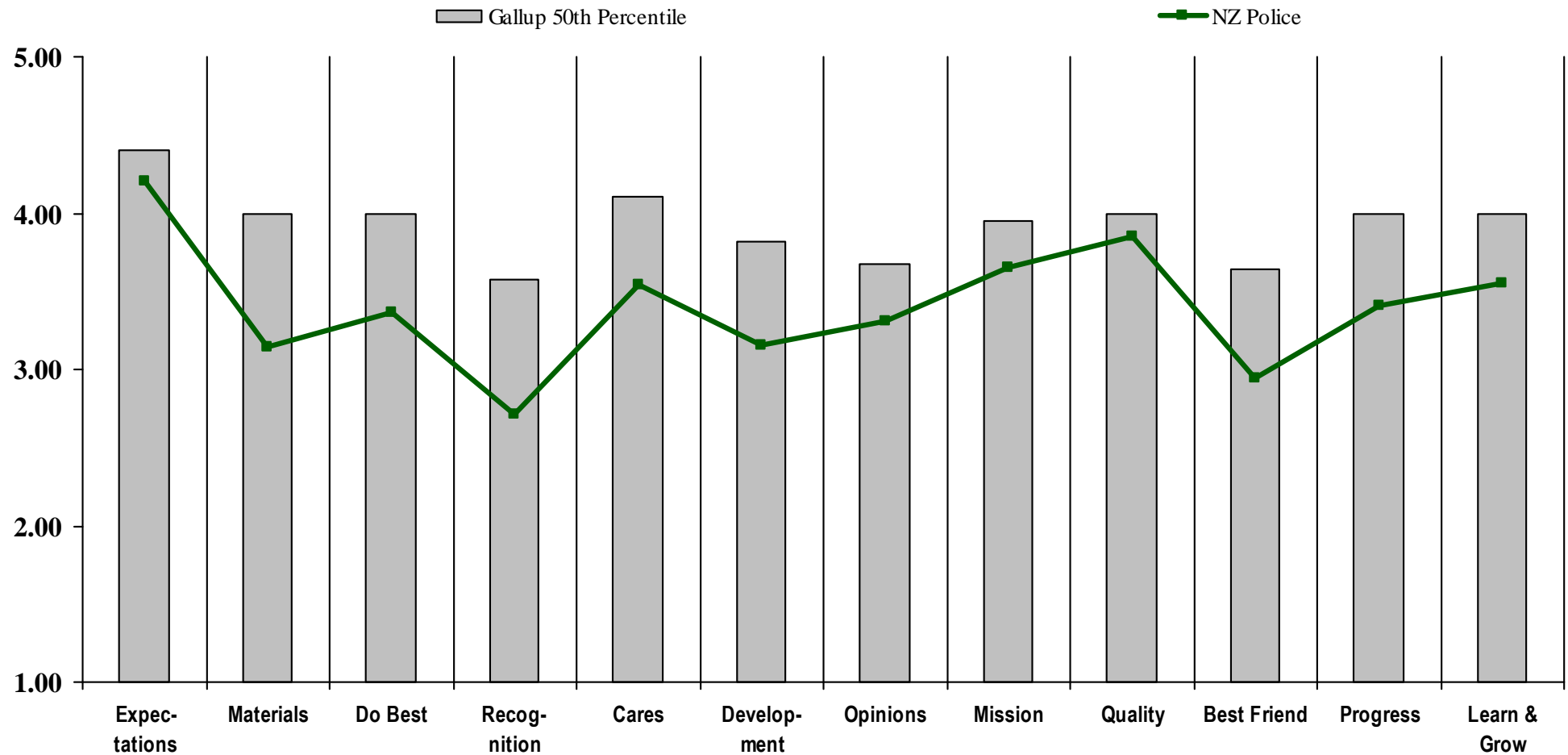
2007 Gallup Database	50th Percentile	75th Percentile
Worldwide Total	3.89	4.21
Worldwide Public Administration	3.77	4.07
New Zealand	3.86	4.25
NZ State Sector	3.69	3.92

Engagement Items at NZ Police

NZ Police vs Gallup 50th 2007 Administration (Mean Scores)

Percentile: Gallup 50th 17th

Grand Mean: 3.89 3.40



Q12[®] Item to Focus On (Percentiles)

Percentiles are based on Mean Scores

Means Percentiles

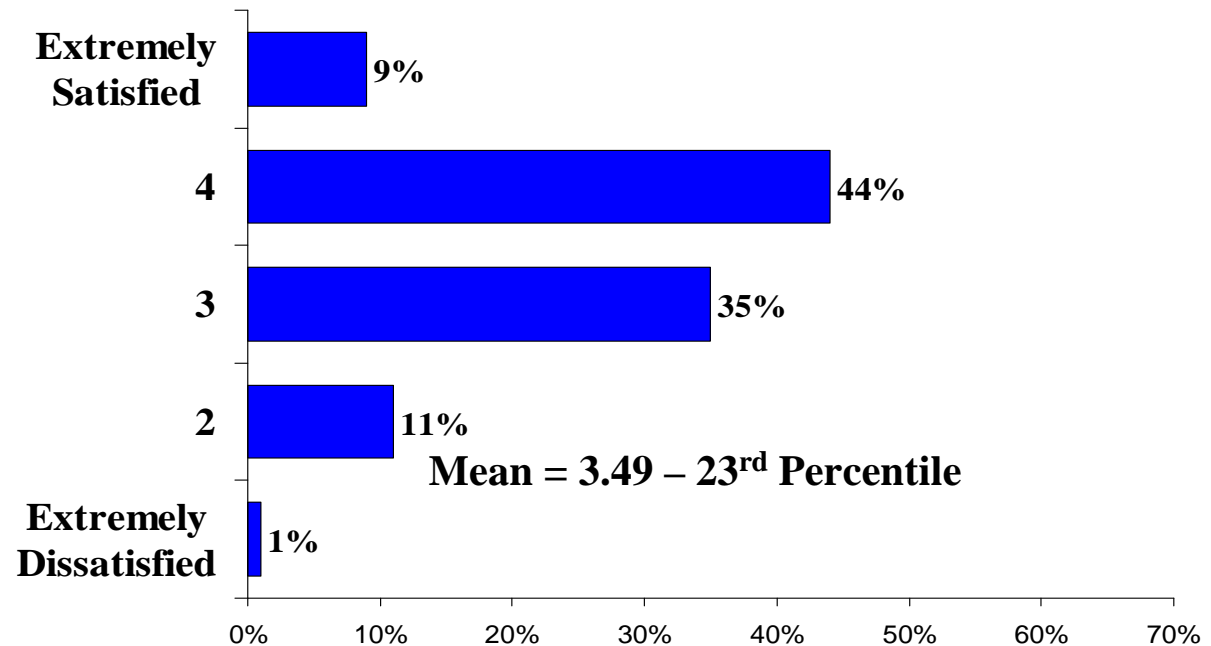
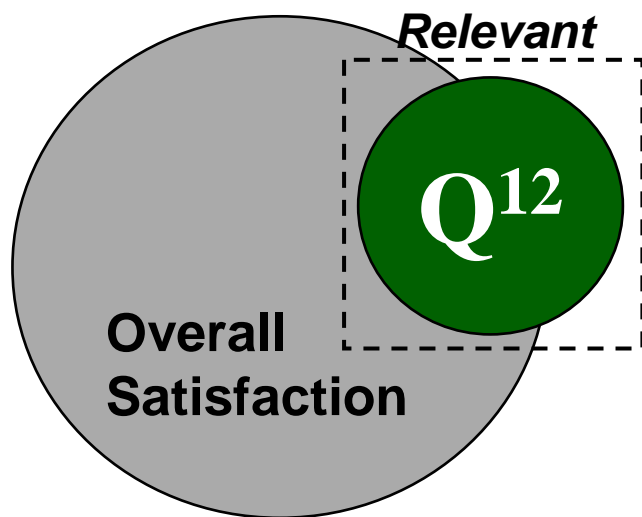
Opportunities to learn and grow	3.55	24 th
Progress in last six months	3.41	24 th
Best friend	2.95	14 th
Coworkers committed to quality	3.85	38 th
Mission/Purpose of company	3.65	31 st
My opinions count	3.31	29 th
Encourages development	3.16	17 th
Supervisor/Someone at work cares	3.54	20 th
Recognition last seven days	2.71	15 th
Do what I do best every day	3.37	16 th
Materials and equipment	3.14	8 th
I know what is expected of me at work	4.20	33 rd

How Satisfied are NZ Police Employees?

NZ Police - Overall Satisfaction

“How satisfied are you with NZ Police as a place to work?”

- Overall Satisfaction 2007 - Strongly Agree = 9%
- Gallup 50th Percentile = 25%
- Gallup 75th Percentile = 43%



2. NZ Police Custom Questions

NZ Police Custom Questions

Item		Strongly Disagree				Strongly Agree		Mean
		% 1s	% 2s	% 3s	% 4s	% 5s		
The leadership that I work with always treats me with respect	2007	6	13	21	38	22	3.58	
	Gallup 50 th Percentile					17	3.39	
The leadership of the organisation makes me optimistic about the future of the NZ Police	2007	13	24	31	25	7	2.88	

NZ Police Custom Questions

Item		Strongly Disagree				Strongly Agree		Mean
		% 1s	% 2s	% 3s	% 4s	% 5s		
I always trust the organisation to be fair to all employees	2007	22	31	26	17	5	2.53	
	Gallup 50 th Percentile					22	3.57	
The organisation actively values diversity	2007	4	14	35	36	11	3.36	
If I raised a question about discrimination, I am confident the organisation would do the right thing	2007	6	16	31	35	12	3.33	

NZ Police Custom Questions

Item		Strongly Disagree				Strongly Agree		Mean
		% 1s	% 2s	% 3s	% 4s	% 5s		
My colleagues demonstrate ethical behaviour and act with integrity every day	2007	1	6	18	45	30	3.95	
The people in my workgroup demonstrate professionalism at all times	2007	1	6	16	46	31	4.00	
The New Zealand Police is a safe community for me to work in	2007	4	11	24	36	24	3.66	

3. Open-ended Questions

Open-ended Questions

To enrich the qualitative data in the Employee Engagement Survey, NZ Police employees were asked two open-ended questions:

- **What is the best thing about working for the New Zealand Police?**
- **What is the one thing that stops me from doing my best at work?**

What is the best thing about working for the New Zealand Police?

Theme	Number of respondents	Percentage of all staff who responded to the survey
Collegial Camaraderie	1,826	37%
Helping communities and catching criminals	1,603	33%
Variety in Work	1,216	25%
Career opportunities	1,176	24%
Good pay/ Conditions	915	19%

Note: Responses were coded into themes by Gallup with up to three themes per response; therefore percentages add up to more than 100%.

What is the one thing that stops me from doing my best at work

Theme	Number of respondents	Percentage of all staff who responded to the survey
Workload too heavy/ lack of staff	2,003	41%
Lack of resources	1,200	25%
Poor management/ leadership	856	18%
Need better morale/ work environment	434	9%
Need to support staff more	430	9%
Too much bureaucracy/ politics	406	8%

Note: Responses were coded into themes by Gallup with up to three themes per response; therefore percentages add up to more than 100%.

Lack of resources preventing staff from doing their best at work

- **General lack of resource – Police too focused on financial management and not enough on people/ management.**
- **Computers – Both not enough to go around and those that there are, are not good enough.**
- **Staff - Not enough or in the wrong place, desire for more Non-Sworn support staff.**
- **Vehicles**
- **Digital radios**
- **Building too small for current numbers**

Employee Engagement Survey Findings

Employee Engagement Survey Findings

The key finding of the Employee Engagement Survey is that the fundamental needs of *all* NZ Police employees are not being met in a way that provides for a strong and healthy workplace.

Next Steps

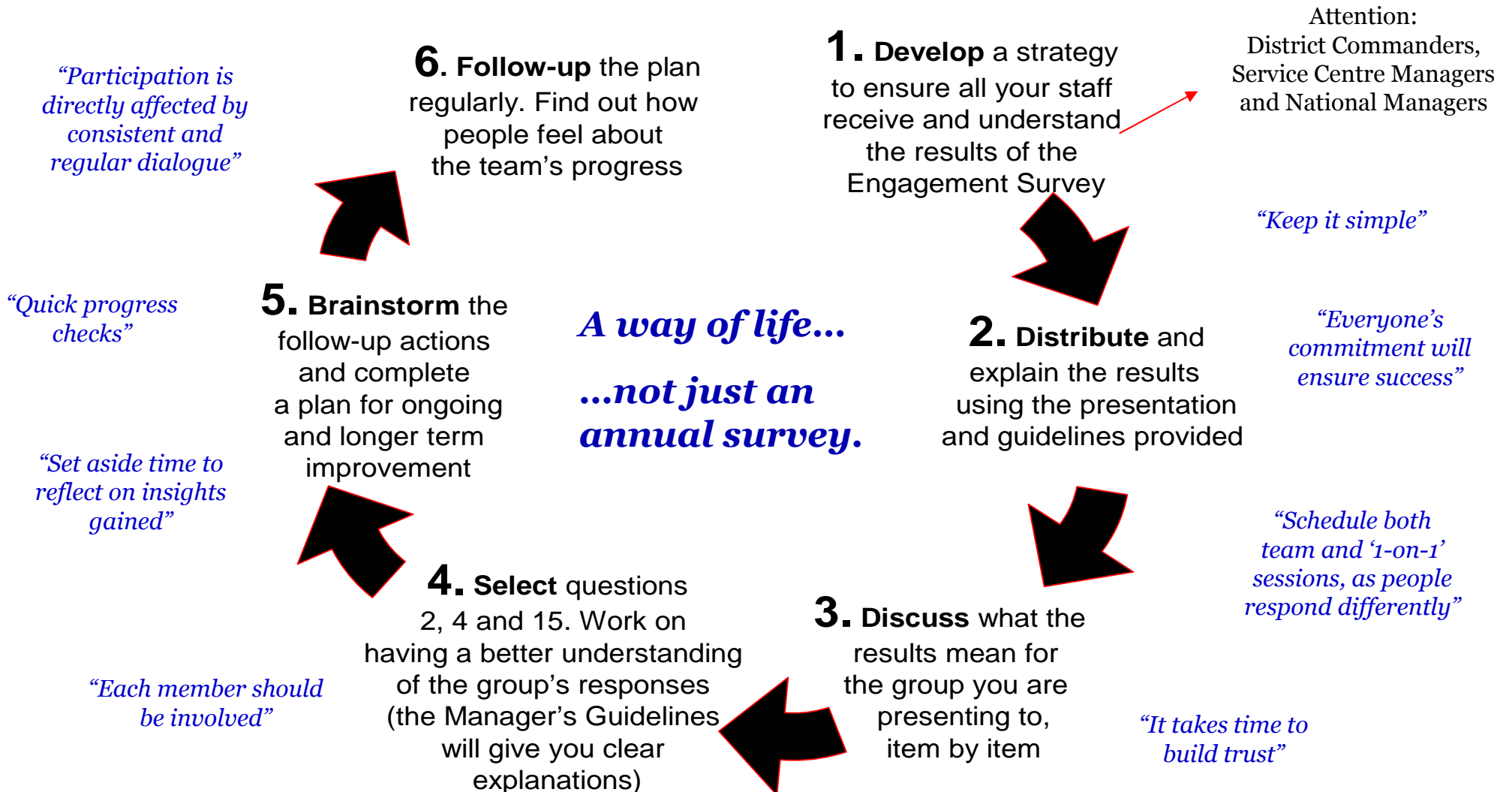
Where to from here?

- **All employees will be briefed on the results by the end of March 2008**
- **District Commanders, Service Centre Managers and National Managers to hold open discussions with their employees about the results and what they mean to them.**
- **Organisation and teams to focus on Questions 2, 4 and 15**
 - **I have the materials and equipment I need to do my work right**
 - **In the last seven days, I have received recognition or praise for doing good work**
 - **I always trust the organisation to be fair to all employees**
- **Implement the 6 Step Process as follows...**



EMPLOYEE ENGAGEMENT SURVEY

OVERVIEW FOR MANAGERS



The next survey is just around the corner...

- **All NZ Police staff will be invited to take part in the next employee engagement survey in August/September this year.**
- **Results of the full survey will be available down beneath district level to work group level.**
- **We need to have everyone's input and feedback to make the NZ Police a better place to work.**
- **Make sure you have your say!**

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