

New Zealand Police Workplace Survey 2014

Summary of Findings Bay of Plenty District 2014



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1. Executive Summary

- Perceptions across Bay of Plenty District overall have not changed significantly since 2013. The Engagement Index, Performance Index and Enablement Index all remain on par with the NZ Police average. The Change Index continues to sit below the NZ Police average, indicating that employees within Bay of Plenty District are less likely than others at NZ Police to agree that they were actively involved in making change after 2013's survey or that these changes had a positive effect on their team.
- While overall there were no significant changes in engagement levels, there is one area that has experienced a significant decline in engagement. The Engagement Index for Western Bay of Plenty has dropped from 74% to 63% in the last year, making them the least engaged area in the Bay of Plenty District, followed by Eastern Bay of Plenty. Rotorua and Bay of Plenty DHQ have the highest levels of engagement in the district.
- The survey questions that increased the most since 2013 for Bay of Plenty District related to staff involvement, supervisor effectiveness, and cooperation between teams. In particular, there was a large increase in perceptions of being encouraged to provide ideas and suggestions to improve the way things are done, however this is still on par with the NZ Police average.
- Several survey questions were rated less positively this year compared to last year, with the greatest declines being in questions around recognition and learning and development. Only around half of the respondents agreed that they get recognition when they do a good job and that the organisation celebrates success. Similarly, only around half of respondents agreed that there are learning and development opportunities for them at NZ Police and less than half agreed that NZ Police is providing adequate training for the work they do.
- Within Bay of Plenty District, engaged people differ from disengaged people in three main ways.
 - **They feel valued:** An important element that drives engagement for people in Bay of Plenty District is around feeling valued - recognised for their contributions, getting a sense of personal achievement, cared about by the organisation, and able to share their views and ideas. Since last year, there has been a large drop in people feeling that they get recognition when they do a good job. When people don't feel recognised for what they do, it can impact on their sense of achievement – an area that has also declined since 2013. While more people feel that NZ Police cares about their well-being, still around 50% of people do not agree that this is the case, and less than 40% of people agree that NZ Police is interested in their views and opinions. Two related questions in the survey around feeling encouraged to come up with ideas and suggestions have improved but it is important that they continue to improve as this drives people's engagement. It is recommended that this is the number one focus area for the Bay of Plenty District going forward.
 - **They feel that they belong:** Engaged people in Bay of Plenty District are also more likely to feel a strong sense of belonging and 'common purpose' within their District and NZ Police, and believe that overall the organisation is an enjoyable place to work. Since 2013, there have been no significant changes to any of these survey items and they remain on par with the NZ Police average.
 - **They believe the organisation is making a difference:** Finally, employees want to feel that they are working for an effective organisation where service quality is a top priority. There have been no significant changes to either of these items and they are scored similarly in Bay of Plenty District to NZ Police as a whole.
 - Targeting these three areas over the next year is likely to drive higher levels of employee engagement. The number one priority area for Bay of Plenty District should be focusing on making people feel valued.
- Less than 20% of people from Bay of Plenty District believe that changes in response to the 2013 survey have had a positive impact on their team, and less than a third are expecting action to be taken based on the results of this survey (9 points drop, and 6 points below NZ Police). It is therefore important that post-survey action is prioritised this year, with the key focus being on recognising and valuing employees.

2. Key Measures

2.1 Response Rate

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
Number of Responses	547	547	8707
Response Rate	72.4%	70.9%	73.0%

Note: For tables in this report where comparisons are made between the District's 2014 and 2013 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District's score is statistically higher than the comparison point, while red font indicates the score is statistically lower.

The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

2.2 Summary of Key Measures for Bay of Plenty District

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
Performance Index	64.1	-1.6	+0.2
Engagement Index	74.3	-2.1	+1.0
Change Index	25.2	-3.8	-5.3
Enablement Index	58.9	+0.9	+0.4

2.3 Summary of Key Measures By Area

	Bay of Plenty DHQ	Eastern Bay of Plenty	Rotorua	Taupo	Western Bay of Plenty
Response Rate	73.5%	62.6%	62.5%	83.9%	74.0%
Performance Index	67.1	58.8	69.4	68.2	60.0
Engagement Index	81.6	69.1	83.1	77.3	62.9
Change Index	26.9	17.5	29.5	31.3	20.1
Enablement Index	63.1	50.8	62.4	63.5	53.6

3. Engagement

3.1 Fulfilment, Motivation and Commitment towards Work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions were included in the 2014 survey designed to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

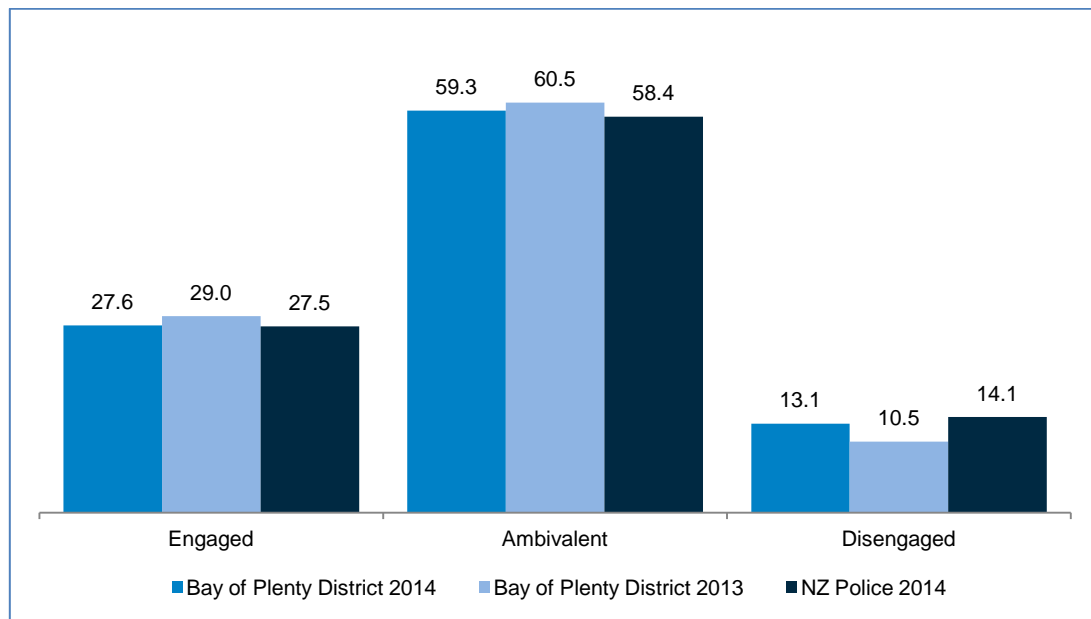
Question	Bay of Plenty District		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	77.8	-7.5	-0.5
I am strongly committed to the work I do	89.3	NA	+0.7
I am motivated to do the best I can in my job everyday	85.6	NA	+0.5

3.2 Engagement with NZ Police

On the other hand, organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

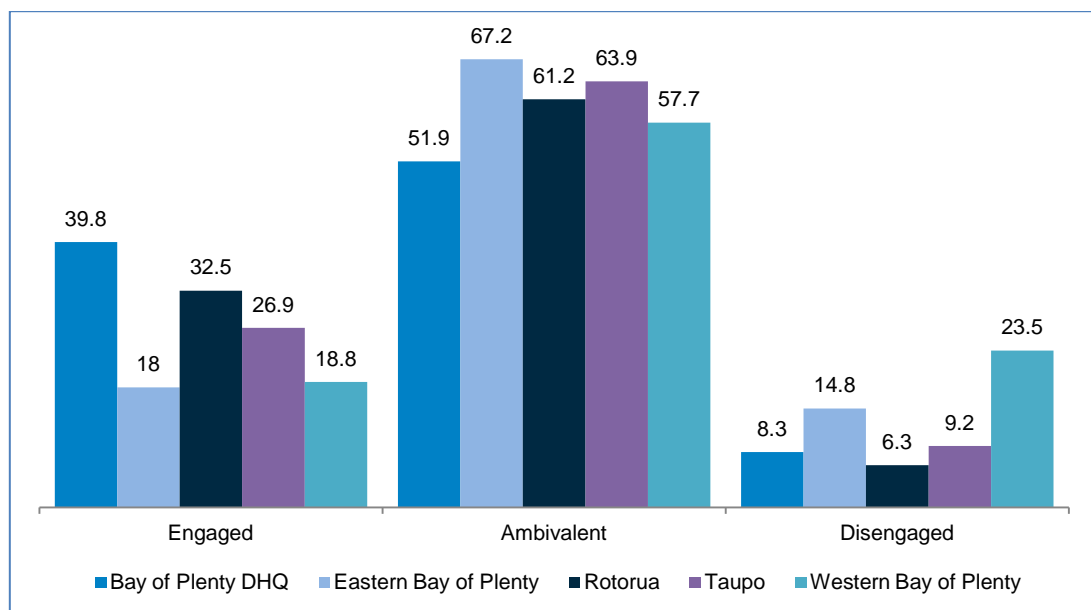
Question	Bay of Plenty District		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	76.2	-3.1	+1.3
Overall, I would recommend NZ Police as a great place to work	70.7	-2.4	+2.4
I take an active interest in what happens in NZ Police	81.0	-4.1	-0.6
I feel inspired to go the extra mile to help NZ Police succeed	73.0	-0.1	+0.5
I feel a sense of commitment to NZ Police	82.9	-1.3	+1.1
NZ Police inspires me to do the best I can in my job every day	61.8	-1.7	+1.2

3.3 Engagement Profile for Bay of Plenty District



Proportion of employees (%)

3.4 Engagement Profile by Area



Proportion of employees (%)

3.5 What drives our employees' engagement within the Bay of Plenty District?

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	72.7	-0.9	+0.3
8.10: I feel I am working for an effective organisation	66.4	+3.5	+2.2
7.5: I feel my contribution is valued in NZ Police	51.1	-1.9	+0.1
8.7: I feel a sense of belonging to my District or my Service Centre	60.4	-4.1	+0.1
8.8: NZ Police cares about the well-being of its staff	49.4	+5.6	-1.5
8.5: NZ Police is interested in the views and opinions of its staff	37.8	+2.5	-2.1
8.4: There is a sense of 'common purpose' in NZ Police	60.8	+1.5	+2.6
1.7: My job gives me a sense of personal achievement	77.8	-7.5	-0.5
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.9	-0.5	+0.8
7.4: I get recognition when I do a good job	53.5	-13.3	+0.8

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

Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. High Level Results

4.1 Section Summary Across Bay of Plenty District

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
Performance Index (average of all questions in the survey)	64.1	-1.6	+0.2
1. The Work I Do	67.8	-4.7	+0.1
2. Learning and Development	51.8	-7.7	-1.4
3. Work Conditions	55.7	-4.7	-0.5
4. My Team	77.7	-2.6	+1.3
5. Respect & Integrity in the Workplace	73.1	+0.8	-0.3
6. My Supervisor	82.6	+4.9	+2.0
7. Recognition	45.7	-6.4	-0.6
8. Vision and Purpose + Communication and Cooperation	60.0	+0.5	+0.9
9. Quality and Excellence	61.6	+2.4	+0.7
10. Final Thoughts (Engagement Index)	74.3	-2.1	+1.0
11. The Survey - Your Views (Change Index)	25.2	-3.8	-5.3

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

4.2 Section Summary Across Area

Section	Bay of Plenty DHQ	Eastern Bay of Plenty	Rotorua	Taupo	Western Bay of Plenty	Bay of Plenty District
Performance Index (average of all questions in the survey)	67.1	58.8	69.4	68.2	60.0	64.7
1. The Work I Do	72.7	68.5	76.7	76.3	67.3	72.2
2. Learning and Development	51.7	46.4	64.4	56.8	43.4	51.8
3. Work Conditions	64.5	41.9	55.1	62.0	49.0	55.7
4. My Team	78.7	75.7	80.3	74.8	78.9	77.7
5. Respect & Integrity in the Workplace	71.8	71.1	71.2	78.9	71.3	73.1
6. My Supervisor	80.4	79.0	82.2	83.8	85.6	82.6
7. Recognition	49.3	35.8	54.9	47.6	40.1	45.7
8. Vision and Purpose + Communication and Cooperation	63.5	53.1	67.7	64.9	51.9	60.0
9. Quality and Excellence	65.1	52.0	64.7	67.0	55.8	61.4
10. Final Thoughts (Engagement Index)	81.6	69.1	83.1	77.3	62.9	74.3
11. The Survey - Your Views (Change Index)	26.9	17.5	29.5	31.3	20.1	25.2

Note: that for the table above, red scores indicate the lowest performing area within the District on the survey sections – and reflect potentially important intervention areas. Green coloured scores reflect possible ‘best practice’ areas in terms of the respective survey section.

4.3 Employee perceptions of respect & integrity in the workplace

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
Staff in my team respect employee diversity	80.6	-1.2	-2.8
I know who to contact to report instances of workplace harassment, bullying or discrimination	81.4	-0.5	+1.7
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.7	+0.9	+0.3
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)	69.7	+2.9	+0.6
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.1	+1.9	-1.3
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	87.2	+3.1
	Yes	3.1	+0.9
	No	9.7	-4.0

4.4 Biggest differences within the Bay of Plenty District since 2013 – POSITIVE

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	59.7	+16.6	+0.6
8.6: Teams within NZ Police work well together	57.6	+6.9	+3.3
6.2: My supervisor treats staff with respect	86.9	+6.5	+0.2
6.3: My supervisor communicates the goals and objectives of our team effectively	81.5	+6.5	+2.5
9.3: I have the tools and resources I need to do my job	59.0	+6.3	+1.8
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	82.7	+6	+1.6
8.8: NZ Police cares about the well-being of its staff	49.4	+5.6	-1.5
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	88.8	+5.3	+1.4
6.6: I have confidence in my supervisor	84.3	+3.7	+3.5
8.10: I feel I am working for an effective organisation	66.4	+3.5	+2.2

4.5 Biggest differences within the Bay of Plenty District since 2013 – NEGATIVE

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
7.4: I get recognition when I do a good job	53.5	-13.3	+0.8
2.3: There are learning and development opportunities for me in NZ Police	53.6	-10.9	-1.4
7.3: We celebrate success in NZ Police	47.0	-9.6	0.0
11.3: I believe actions will be taken based on the results of this survey	27.4	-9.4	-6.4
1.5: NZ Police provides adequate training for the work I do	43.6	-8.0	-1.2
1.7: My job gives me a sense of personal achievement	77.8	-7.5	-0.5
3.2: The level of work-related stress I experience in my job is acceptable	52.4	-7.5	-2.5
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.3	-7.2	-1.9
2.2: I am encouraged to try new ways of doing things	50.1	-7.1	-1.1
4.7: People are held accountable for their performance in my team	66.2	-6.9	-0.7

5. Appendix

5.1 Question Level Results

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	79.6	-5.4	+3.5
1.2: I know how my work contributes to the effectiveness of NZ Police	84.7	-1.6	+0.8
1.3: I understand how my performance is measured	61.3	-2.0	+0.2
1.4: My performance is fairly assessed	54.1	-3.4	-0.5
1.5: NZ Police provides adequate training for the work I do	43.6	-8.0	-1.2
1.6: The work I do makes good use of my knowledge and skills	73.3	-5.1	-1.7
1.7: My job gives me a sense of personal achievement	77.8	-7.5	-0.5
1.8: I am strongly committed to the work I do	89.3	NA	+0.7
1.9: I am motivated to do the best I can in my job everyday	85.6	NA	+0.5
2. Learning & Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.3	-7.2	-1.9
2.2: I am encouraged to try new ways of doing things	50.1	-7.1	-1.1
2.3: There are learning and development opportunities for me in NZ Police	53.6	-10.9	-1.4
2.4: There are career development opportunities for me in NZ Police	52.0	-6.0	-1.4
3.1: I am satisfied with my physical work environment	65.2	-1.6	+2.7
3.2: The level of work-related stress I experience in my job is acceptable	52.4	-7.5	-2.5
3.3: I am able to maintain a balance between my personal and working life	65.7	-5.8	-1.5
3.4: The pay and benefits I receive are fair for the work I do	39.3	-4.1	-0.8
3 Work Conditions			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.1	-3.2	+0.9
4.2: Roles and responsibilities are clearly defined in my team	78.6	-5.5	+1.7
4.3: The way work is allocated in my team is fair	75.7	+0.4	+3.2
4.4: People I work with cooperate to get the job done	88.8	-1.0	+2.3
4.5: I can rely on the support of others in my team	88.4	-0.1	+1.5
4.6: I feel part of an effective team	82.4	-2.4	+1.2
4.7: People are held accountable for their performance in my team	66.2	-6.9	-0.7
4.8: Poor performance is dealt with effectively in my team	54.7	-1.6	+0.3
My Team			
5.1: Staff in my team respect employee diversity	80.6	-1.2	-2.8
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.4	-0.5	+1.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.7	+0.9	+0.3
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)	69.7	+2.9	+0.6
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	63.1	+1.9	-1.3

Question	Bay of Plenty District		NZ Police
	2014	2013	2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	88.8	+5.3	+1.4
6.2: My supervisor treats staff with respect	86.9	+6.5	+0.2
6.3: My supervisor communicates the goals and objectives of our team effectively	81.5	+6.5	+2.5
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	82.7	+6.0	+1.6
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	71.2	+1.2	+2.4
6.6: I have confidence in my supervisor	84.3	+3.7	+3.5
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.7	-2.7	+0.4
7.2: People here are appointed to positions based on merit	30.2	-4.6	-4.3
7.3: We celebrate success in NZ Police	47.0	-9.6	0.0
7.4: I get recognition when I do a good job	53.5	-13.3	+0.8
7.5: I feel my contribution is valued in NZ Police			
8. Vision and Purpose + Communication and Cooperation			
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	63.4	-2.8	+1.1
8.2: Communication in my District or my Service Centre is open and honest	48.0	-2.2	+1.7
8.3: I feel informed about NZ Police and its activities	55.8	-3.8	-0.7
8.4: There is a sense of 'common purpose' in NZ Police	60.8	+1.5	+2.6
8.5: NZ Police is interested in the views and opinions of its staff	37.8	+2.5	-2.1
8.6: Teams within NZ Police work well together	57.6	+6.9	+3.3
8.7: I feel a sense of belonging to my District or my Service Centre	60.4	-4.1	+0.1
8.8: NZ Police cares about the well-being of its staff	49.4	+5.6	-1.5
8.9: NZ Police is an enjoyable place to work	72.7	-0.9	+0.3
8.10: I feel I am working for an effective organisation	66.4	+3.5	+2.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	87.8	-0.7	+2.6
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.9	-0.5	+0.8
9.2: NZ Police expects high standards of performance from its people	89.9	-0.6	+2.6
9.3: I have the tools and resources I need to do my job	59.0	+6.3	+1.8
9.4: I am sufficiently involved in decisions that affect the way I do my job	51.0	-5.0	-0.3
9.5: Systems and processes I use enable me to do my job well	60.3	NA	-0.5
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	59.7	+16.6	+0.6
9.7: NZ Police delivers on the promises it makes to its customers			
10. Final Thoughts (Engagement Index)			
10.1: Overall, I'm satisfied with my job	76.2	-3.1	+1.3
10.2: Overall, I would recommend NZ Police as a great place to work	70.7	-2.4	+2.4
10.3: I take an active interest in what happens in NZ Police	81.0	-4.1	-0.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	73.0	-0.1	+0.5
10.5: I feel a sense of commitment to NZ Police	82.9	-1.3	+1.1
10.6: NZ Police inspires me to do the best I can in my job every day	61.8	-1.7	+1.2
11. The Survey - Your Views (Change Index)			
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	19.3	-2.3	-3.3
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	29.1	+0.4	-6.1
11.3: I believe actions will be taken based on the results of this survey	27.4	-9.4	-6.4

5.2 Notes on Taking Action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the [Police Intranet](#) and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off event, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the different it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

5.3 Glossary

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: the average score across the six engagement questions, across all employees.

Engagement Profile: employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

Change Index: the overall section score for 'The Survey – Your Views'

Enablement is the organisation's ability to harness engagement by creating an environment in which staff are enabled to do their job to the best of their ability. Enabled employees are well equipped to do their job, are adequately trained, work cooperatively with others to get the job done, and have appropriate channels to voice themselves. Quality of service is prioritised by these staff, and as a result, they can be expected to display greater customer focus.

Performance enablement index: the average score across the below eight enablement questions

- Day to day decisions demonstrate that quality of services is a top priority for NZ Police
- Employees are encouraged to provide ideas and suggestions to improve the way things are done
- I am sufficiently involved in decisions that affect the way I do my job
- I have the tools and resources I need to do my job
- Systems and processes I use enable me to do my job well
- NZ Police provides adequate training for the work I do
- People I work with cooperate to get the job done
- NZ Police delivers on the promises it makes to its customers

Key Driver Analysis: is a statistical technique (correlation) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents.

So if your District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey Sample.

Very large survey Samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

The Questionnaire: The 2014 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.

