

New Zealand Police Workplace Survey 2014

Summary of Findings Central District 2014



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1. Executive Summary

- Since 2013, there have been no meaningful changes to the Performance Index, Engagement Index or Enablement Index for Central District. However, there have been a large number of questions where scores have gone backwards, indicating a drop in people's general perceptions of the workplace climate.
- One area that did see a positive shift in their Engagement Index this year was Traffic Services Central District (+12), while New Plymouth's Engagement Index went down by almost as much (-11) making them now the least engaged area in Central District (36.5% disengaged). Ruapehu has the highest level of engagement in the District.
- Compared to NZ Police overall, people in Central District rate their workplace climate less positively and feel less engaged and enabled to do their jobs. They are also less confident that their survey feedback will lead to positive change.
- A lower proportion of people in Central District compared to NZ Police overall are confident that any concerns they may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately and that these could be raised without fear of reprisal. They are also less aware of who to contact to report such instances compared to others in NZ Police. The level of agreement to these Respect & Integrity questions has dropped since 2013 so may be worth exploring further.
- Compared to 2013, far more employees in Central District feel encouraged to suggest improvements to the way things are done at NZ Police. Last year just a third of respondents agreed to this, however this has increased to 50% of respondents this year. This is the only question showing an improvement since 2013.
- Approximately a third of the survey questions have declined since 2013, with the greatest declines being in perceptions around getting recognition, the organisation delivering on customer promises, learning and development, and work-related stress.
- Within Central District, engaged people differ from disengaged people in three main ways.
 - **They feel that they belong:** Engaged people are more likely to feel a strong sense of belonging and 'common purpose' within their District and NZ Police, believe that communication is open and honest, and that overall the organisation is an enjoyable place to work. Less people in Central District feel a sense of belonging to their District this year compared to 2013, with less than 50% of people agreeing to this. Additionally, only 50% of people feel there is a sense of 'common purpose'. Both of these items are also rated lower in Central District than in NZ Police overall. Perceptions of open and honest communication are also lower in Central District than in NZ Police overall and have declined since 2013, with now only a third of staff agreeing that this is the case.
 - **They believe they're making a difference:** Engaged people in Central District get a sense of personal achievement from their jobs and believe that NZ Police is an effective organisation that makes service quality a top priority. Since 2013, there has been a decline in people feeling a sense of personal achievement from their jobs and perceptions that NZ Police prioritises service quality in day-to-day decisions. Compared to NZ Police overall, people in Central District are less likely to agree that NZ Police prioritises quality and is an effective organisation. The related question 'NZ Police delivers on the promises it makes to its customers' is among the most declined questions and greatest negative differences compared to NZ Police as a whole, suggesting a key area of opportunity exists around focus on quality and excellence.
 - **They feel valued:** Finally, people who are engaged are also more likely to say that they feel NZ Police cares about their well-being, is interested in their views and opinions, and values their contributions. Perceptions of all of these aspects are significantly lower in Central District than in NZ Police overall. One aspect that often contributes to people feeling their contribution is valued is recognition, and as this is an area that has declined considerably since 2013, it is important to focus on it to avoid it slipping further.
 - It is important that Central District focuses effort on addressing the three areas above in order to increase levels of employee engagement. In particular, the scores around feeling valued are particularly low (all under 50%) and should be addressed as a key priority area. Key actionable areas suggested for focus are: open and honest communication, service quality, recognition and continuing to demonstrate how people's views and opinions help change things.
- Over 80% of people from Central District did not agree that changes in response to the 2013 survey had a positive impact on their team and three quarters of people do not believe actions will be taken based on the results of this survey. This highlights an important need for Central District to take action on the survey results this year in order to increase confidence in the process and overall levels of employee engagement.

2. Key Measures

2.1 Response Rate

Question	Central District 2014		NZ Police
	2014	2013	2014
Number of Responses	554	540	8707
Response Rate	69.7%	67.6%	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 Central District

Question	Central District 2014		NZ Police
	2014	2013	2014
Performance Index	57.8	-3.9	-6.1
Engagement Index	67.2	-3.2	-6.1
Change Index	22.5	-6.4	-8.0
Enablement Index	50.9	-2.9	-7.6

2.3 Summary of Key Measures By Area

	Central District DHQ	New Plymouth	Palmerston North City	Palmerston North Rural	Ruapehu	Taranaki Rural	Traffic Services Central Dist	Whanganui
Response Rate	73.7%	71.5%	54.5%	58.2%	85.7%	76.8%	79.4%	80.0%
Performance Index	61.2	51.3	54.9	59.8	71.3	57.8	58.9	59.2
Engagement Index	75.0	49.2	68.8	72.9	79.4	71.3	64.8	66.2
Change Index	39.4	16.7	10.0	15.5	43.1	13.3	29.2	22.4
Enablement Index	58.8	38.9	49.5	50.1	65.1	47.7	57.7	50.0

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.

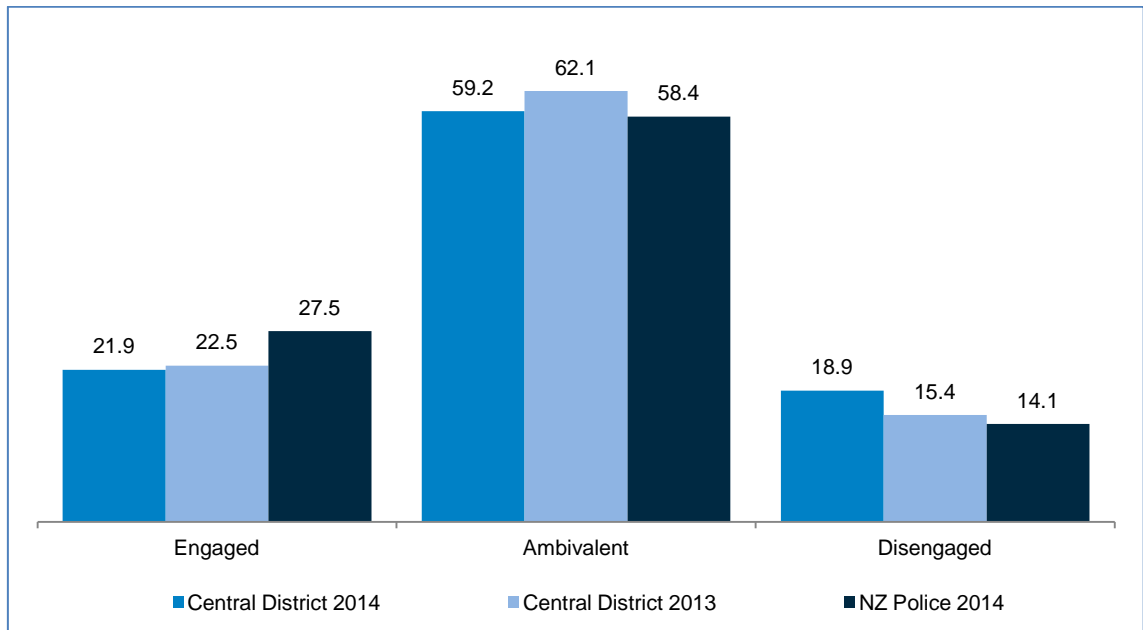
Question	Central District 2014		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	75.4	-6.5	-2.9
I am strongly committed to the work I do	86.5	NA	-2.1
I am motivated to do the best I can in my job everyday	81.4	NA	-3.7

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.

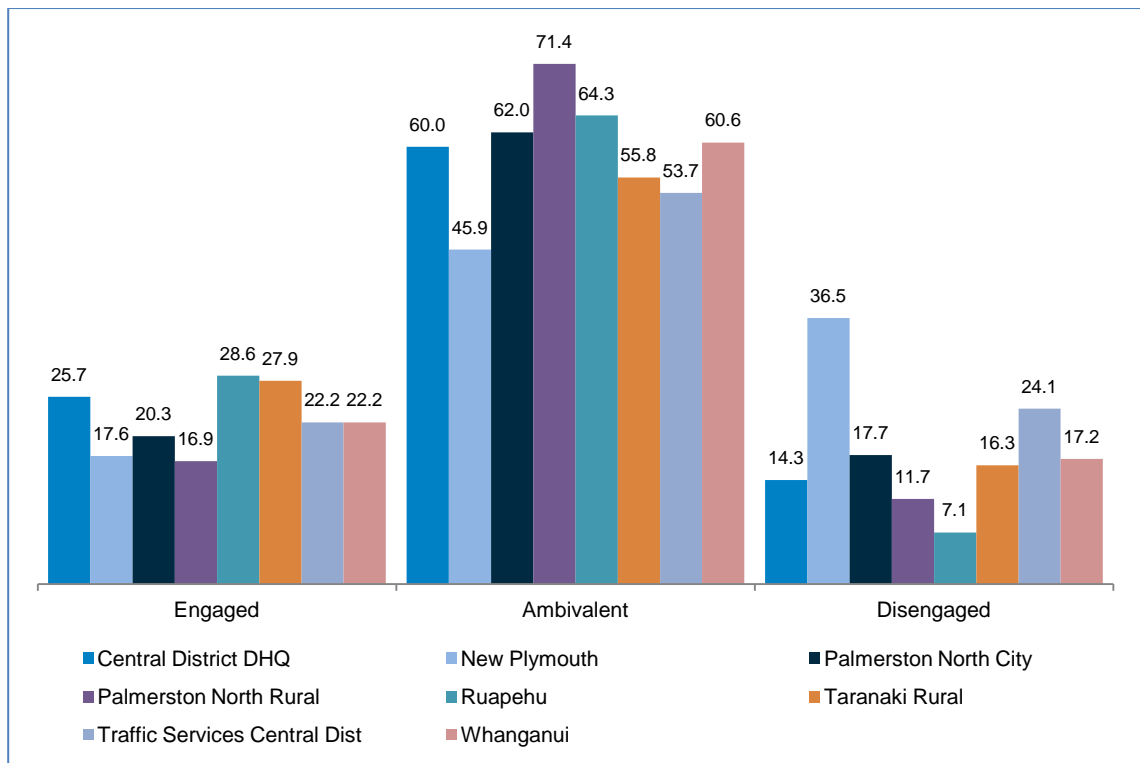
Question	Central District 2014		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	68.7	-5.1	-6.2
Overall, I would recommend NZ Police as a great place to work	61.9	-2.6	-6.4
I take an active interest in what happens in NZ Police	80.3	-3.9	-1.3
I feel inspired to go the extra mile to help NZ Police succeed	65.1	-1.1	-7.4
I feel a sense of commitment to NZ Police	75.4	-3.0	-6.4
NZ Police inspires me to do the best I can in my job every day	52.1	-2.9	-8.5

3.3 Engagement Profile for Central District



Proportion of employees (%)

3.4 Engagement Profile by Area



Proportion of employees (%)

3.5 What drives our employees' engagement within the Central District?

Question	Central District 2014		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	68.1	+1.9	-4.3
8.10: I feel I am working for an effective organisation	55.2	-1.2	-9.0
8.7: I feel a sense of belonging to my District or my Service Centre	46.0	-5.8	-14.3
8.8: NZ Police cares about the well-being of its staff	42.8	+3.4	-8.1
8.5: NZ Police is interested in the views and opinions of its staff	31.2	-1.3	-8.7
7.5: I feel my contribution is valued in NZ Police	43.9	+0.1	-7.1
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.7	-5.2	-8.4
8.2: Communication in my District or my Service Centre is open and honest	32.8	-5.2	-13.5
8.4: There is a sense of 'common purpose' in NZ Police	50.0	-1.3	-8.2
1.7: My job gives me a sense of personal achievement	75.4	-6.5	-2.9

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 Central District

Question	Central District 2014		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	57.8	-3.9	-6.1
1. The Work I Do	62.0	-6.0	-5.7
2. Learning and Development	46.7	-8.4	-6.5
3. Work Conditions	50.7	-5.5	-5.5
4. My Team	74.5	-3.6	-1.9
5. Respect & Integrity in the Workplace	68.5	-5.7	-4.9
6. My Supervisor	76.6	-0.5	-4.0
7. Recognition	37.7	-6.1	-8.6
8. Vision and Purpose + Communication and Cooperation	50.7	-1.6	-8.4
9. Quality and Excellence	53.2	-1.9	-7.7
10. Final Thoughts (Engagement Index)	67.2	-3.2	-6.1
11. The Survey - Your Views (Change Index)	22.5	-6.4	-8.0

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	Central District DHQ	New Plymouth	Palmerston North City	Palmerston North Rural	Ruapehu	Taranaki Rural	Traffic Services Central Dist	Whanganui	Central District
Performance Index (average of all survey questions)	61.2	51.3	54.9	59.8	71.3	57.8	58.9	59.2	58.5
1. The Work I Do	66.6	66.0	63.7	68.3	74.1	69.1	68.1	64.5	66.9
2. Learning and Development	45.4	40.0	40.1	53.6	60.1	45.3	43.8	49.7	46.7
3. Work Conditions	53.6	50.7	41.3	51.0	61.3	46.1	57.4	49.5	50.7
4. My Team	68.7	74.8	74.4	79.6	80.1	72.9	67.9	76.3	74.5
5. Respect & Integrity in the Workplace	64.7	67.3	67.3	68.1	76.7	78.0	65.4	67.8	68.5
6. My Supervisor	75.4	74.1	71.9	79.2	85.3	78.6	70.4	80.3	76.6
7. Recognition	43.1	34.1	29.9	32.7	52.9	37.2	40.6	39.4	37.7
8. Vision and Purpose + Communication and Cooperation	57.3	34.0	47.4	50.4	74.0	46.2	54.0	53.4	50.7
9. Quality and Excellence	61.1	37.8	51.5	53.6	68.3	48.2	60.5	52.9	53.1
10. Final Thoughts (Engagement Index)	75.0	49.2	68.8	72.9	79.4	71.3	64.8	66.2	67.2
11. The Survey - Your Views (Change Index)	39.4	16.7	10.0	15.5	43.1	13.3	29.2	22.4	22.5

Note: in 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	Central District		NZ Police
	2014	2013	2014
Staff in my team respect employee diversity	79.7	-3.2	-3.7
I know who to contact to report instances of workplace harassment, bullying or discrimination	74.0	-6.0	-5.7
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.8	-7.3	-5.6
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)	65.7	-4.9	-3.4
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	58.5	-7.0	-5.9
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	83.9	-3.3
	Yes	4.0	+0.9
	No	12.1	+2.5

4.4 Biggest differences within the Central District since 2013 – POSITIVE

Question	Central District		NZ Police
	2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	50.0	+15.5	-9.1
8.8: NZ Police cares about the well-being of its staff	42.8	+3.4	-8.1
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	84.5	+2.6	-2.9
6.3: My supervisor communicates the goals and objectives of our team effectively	74.5	+1.9	-4.5
8.9: NZ Police is an enjoyable place to work	68.1	+1.9	-4.3
8.3: I feel informed about NZ Police and its activities	46.7	+1.5	-9.8
9.3: I have the tools and resources I need to do my job	49.5	+0.6	-7.7
6.2: My supervisor treats staff with respect	83.3	+0.3	-3.4
7.5: I feel my contribution is valued in NZ Police	43.9	+0.1	-7.1

4.5 Biggest differences within the Central District since 2013 – NEGATIVE

Question	Central District		NZ Police
	2014	2013	2014
7.4: I get recognition when I do a good job	42.3	-16.2	-10.4
9.7: NZ Police delivers on the promises it makes to its customers	43.7	-10.7	-11.4
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	44.0	-10.4	-9.2
3.2: The level of work-related stress I experience in my job is acceptable	46.2	-10.2	-8.7
1.5: NZ Police provides adequate training for the work I do	34.1	-10.0	-10.7
2.2: I am encouraged to try new ways of doing things	45.0	-9.5	-6.2
7.3: We celebrate success in NZ Police	34.9	-8.9	-12.1
1.1: The responsibilities of my job are clearly defined	72.7	-8.7	-3.4
11.3: I believe actions will be taken based on the results of this survey	24.6	-8.4	-9.2
3.4: The pay and benefits I receive are fair for the work I do	33.2	-8.1	-6.9

5. Appendix

5.1 Question Level Results

Question	Central District		NZ Police
	2014	2013	2014
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	72.7	-8.7	-3.4
1.2: I know how my work contributes to the effectiveness of NZ Police	80.5	-1.3	-3.4
1.3: I understand how my performance is measured	53.2	-3.9	-7.9
1.4: My performance is fairly assessed	47.8	-7.0	-6.8
1.5: NZ Police provides adequate training for the work I do	34.1	-10.0	-10.7
1.6: The work I do makes good use of my knowledge and skills	70.3	-4.8	-4.7
1.7: My job gives me a sense of personal achievement	75.4	-6.5	-2.9
1.8: I am strongly committed to the work I do	86.5	NA	-2.1
1.9: I am motivated to do the best I can in my job everyday	81.4	NA	-3.7
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	44.0	-10.4	-9.2
2.2: I am encouraged to try new ways of doing things	45.0	-9.5	-6.2
2.3: There are learning and development opportunities for me in NZ Police	50.0	-7.6	-5.0
2.4: There are career development opportunities for me in NZ Police	47.8	-6.1	-5.6
3. Work Conditions			
3.1: I am satisfied with my physical work environment	59.2	-0.3	-3.3
3.2: The level of work-related stress I experience in my job is acceptable	46.2	-10.2	-8.7
3.3: I am able to maintain a balance between my personal and working life	64.1	-3.4	-3.1
3.4: The pay and benefits I receive are fair for the work I do	33.2	-8.1	-6.9
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	84.9	-4.7	-1.3
4.2: Roles and responsibilities are clearly defined in my team	73.9	-3.4	-3.0
4.3: The way work is allocated in my team is fair	72.3	-2.9	-0.2
4.4: People I work with cooperate to get the job done	85.3	-4.8	-1.2
4.5: I can rely on the support of others in my team	84.3	-4.4	-2.6
4.6: I feel part of an effective team	79.2	-1.5	-2.0
4.7: People are held accountable for their performance in my team	64.7	-4.7	-2.2
4.8: Poor performance is dealt with effectively in my team	51.3	-2.8	-3.1
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	79.7	-3.2	-3.7
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.0	-6.0	-5.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.8	-7.3	-5.6
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)	65.7	-4.9	-3.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	58.5	-7.0	-5.9

Question	Central 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	84.5	+2.6	-2.9
6.2: My supervisor treats staff with respect	83.3	+0.3	-3.4
6.3: My supervisor communicates the goals and objectives of our team effectively	74.5	+1.9	-4.5
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	77.3	-0.3	-3.8
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	63.3	-6.3	-5.5
6.6: I have confidence in my supervisor	76.9	-0.8	-3.9
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	37.2	-3.5	-9.1
7.2: People here are appointed to positions based on merit	30.5	-1.7	-4.0
7.3: We celebrate success in NZ Police	34.9	-8.9	-12.1
7.4: I get recognition when I do a good job	42.3	-16.2	-10.4
7.5: I feel my contribution is valued in NZ Police	43.9	+0.1	-7.1
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	53.2	-7.5	-9.1
8.2: Communication in my District or my Service Centre is open and honest	32.8	-5.2	-13.5
8.3: I feel informed about NZ Police and its activities	46.7	+1.5	-9.8
8.4: There is a sense of 'common purpose' in NZ Police	50.0	-1.3	-8.2
8.5: NZ Police is interested in the views and opinions of its staff	31.2	-1.3	-8.7
8.6: Teams within NZ Police work well together	50.1	-1.0	-4.2
8.7: I feel a sense of belonging to my District or my Service Centre	46.0	-5.8	-14.3
8.8: NZ Police cares about the well-being of its staff	42.8	+3.4	-8.1
8.9: NZ Police is an enjoyable place to work	68.1	+1.9	-4.3
8.10: I feel I am working for an effective organisation	55.2	-1.2	-9.0
8.11: I intend to continue working at NZ Police for at least the next 12 months	81.5	-1.2	-3.7
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.7	-5.2	-8.4
9.2: NZ Police expects high standards of performance from its people	82.3	-5.9	-5.0
9.3: I have the tools and resources I need to do my job	49.5	+0.6	-7.7
9.4: I am sufficiently involved in decisions that affect the way I do my job	47.1	-5.7	-4.2
9.5: Systems and processes I use enable me to do my job well	52.2	NA	-8.6
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	50.0	+15.5	-9.1
9.7: NZ Police delivers on the promises it makes to its customers	43.7	-10.7	-11.4
10. Final Thoughts (Engagement Index)			
10.1: Overall, I'm satisfied with my job	68.7	-5.1	-6.2
10.2: Overall, I would recommend NZ Police as a great place to work	61.9	-2.6	-6.4
10.3: I take an active interest in what happens in NZ Police	80.3	-3.9	-1.3
10.4: I feel inspired to go the extra mile to help NZ Police succeed	65.1	-1.1	-7.4
10.5: I feel a sense of commitment to NZ Police	75.4	-3.0	-6.4
10.6: NZ Police inspires me to do the best I can in my job every day	52.1	-2.9	-8.5
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	15.5	-5.6	-7.1
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	27.4	-5.1	-7.8
11.3: I believe actions will be taken based on the results of this survey	24.6	-8.4	-9.2

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.



5.4