

# **New Zealand Police Workplace Survey 2011**

## Summary of Findings: Commercial Vehicle Investigations Unit

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**June 2011**



**Safer Communities Together** Kaupapa whai Oranga mō te iti me te rahi



## RESPONSE RATE

	Commercial Vehicle 2011	Commercial Vehicle 2010	NZ Police 2011 (Total Org)
Number of Responses	100	95	9503
Response Rate	90.1%	84.8%	79.2%

Note: For the tables below **Green font** indicates that the District's score is statistically higher than the average score for NZ Police on that survey section/question, and/or that a score has improved since the 2010 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2010 survey. The scores in the tables, excluding the response rate, are weighted mean scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

## OVERALL PERCEPTIONS OF THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT AS A PLACE TO WORK

Section	Commercial Vehicle 2011	Commercial Vehicle 2010	NZ Police 2011 (Total Org)
Performance Index (average of all questions in the survey)	63.2	62.0 (+1.2)	64.2 (-1.0)
1. Vision and Purpose + Communication and Cooperation	57.1	55.4 (+1.7)	59.2 (-2.1)
2. My Supervisor	69.5	68.3 (+1.2)	72.3 (-2.8)
3. My Work Group	70.8	71.4 (-0.6)	74.7 (-3.9)
4. My Job	66.7	66.0 (+0.7)	62.7 (+4.0)
5. Respect & Integrity in the Workplace	65.3	60.1 (+5.2)	68.1 (-2.8)
6. Learning and Development	60.0	63.2 (-3.2)	60.1 (-0.1)
7. Performance and Feedback	60.9	62.8 (-1.9)	66.7 (-5.8)
8. Recognition	53.6	50.5 (+3.1)	53.1 (+0.5)
9. Final Thoughts	68.2	64.3 (+3.9)	70.5 (-2.3)
10. The Survey - Your Views	43.8	42.2 (+1.6)	42.8 (+1.0)

## HIGHEST RATED AREAS WITHIN THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT

Section	Commercial Vehicle 2011	Commercial Vehicle 2010	NZ Police 2011 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	81.0	84.2 (-3.2)	85.3 (-4.3)
7.1: NZ Police expects high standards of performance from its people	77.8	75.5 (+2.3)	77.0 (+0.8)
3.2: I can rely on the support of others in my work group	74.8	74.2 (+0.6)	78.3 (-3.5)
2.4: My supervisor treats staff with respect	74.5	73.7 (+0.8)	77.1 (-2.6)
2.5: My supervisor supports and encourages me in my job	74.5	70.0 (+4.5)	74.7 (-0.2)
3.4: I have confidence in the ability of others in my work group	74.0	71.8 (+2.2)	75.5 (-1.5)
4.3: My job gives me a sense of personal achievement	74.0	75.0 (-1.0)	76.1 (-2.1)
9.3: I take an active interest in what happens in NZ Police	74.0	68.4 (+5.6)	74.8 (-0.8)
4.8: I am able to maintain a balance between my personal and working life	73.2	71.6 (+1.6)	67.0 (+6.2)
6.2: The work I do makes good use of my knowledge and skills	72.7	74.7 (+2.0)	68.9 (+3.8)

## LOWEST RATED AREAS WITHIN THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT

Section	Commercial Vehicle 2011	Commercial Vehicle 2010	NZ Police 2011 (Total Org)
10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	41.8	41.5 (+0.3)	40.8 (+1.0)
8.5: People here are appointed to positions based on merit	43.2	41.6 (+1.6)	43.7 (-0.5)
10.1: I believe actions will be taken based on the results of this survey	45.8	42.6 (+3.2)	44.8 (+1.0)
1.10: NZ Police is interested in the views and opinions of its staff	46.5	41.6 (+4.9)	45.3 (+1.2)
7.3: Poor performance is dealt with effectively in my work group	47.3	50.8 (-3.5)	56.5 (-9.2)
6.5: There are career and personal development opportunities for me in NZ Police	50.5	58.2 (-7.7)	61.1 (-10.6)
1.4: NZ Police cares about the well-being of its staff	50.5	43.9 (+6.6)	51.9 (-1.4)
1.8: Communication in my District/Service Centre is open and honest	51.3	55.5 (-4.2)	52.0 (-0.7)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	52.0	47.9 (+4.1)	52.9 (-0.9)
1.9: I feel informed about NZ Police and its activities	52.5	53.7 (-1.2)	57.1 (-4.6)

## SCORES ACROSS THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT

Section	CVIU Central	CVIU Midland	CVIU Northern	CVIU PNHQ	CVIU Southern	Commercial Vehicle Invest Unit
Performance Index	54.8	67.3	57.2	74.7	69.9	63.2
1. Vision and Purpose + Communication and Cooperation	48.6	62.2	46.2	69.7	67.3	57.1
2. My Supervisor	64.1	67.1	67.7	90.5	73.7	69.5
3. My Work Group	61.9	80.1	65.1	77.4	74.3	70.8
4. My Job	56.3	74.4	62.3	75.4	71.5	66.7
5. Respect & Integrity in the Workplace	58.6	67.0	63.6	75.0	69.6	65.3
6. Learning and Development	55.5	67.0	47.3	63.9	67.7	60.0
7. Performance and Feedback	52.3	60.1	61.1	62.5	69.7	60.9
8. Recognition	44.4	55.9	49.0	68.3	61.0	53.6
9. Final Thoughts	58.3	70.7	63.5	84.0	76.0	68.2
10. The Survey - Your Views	31.0	43.5	34.5	70.8	58.0	43.8

Weighted Mean Scores (%)

Note that for the table above, red scores indicate the lowest performing area within the Unit 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.

## HOW ENGAGED ARE STAFF WITHIN THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT?

**Engagement Index** (average of all six engagement questions)

Commercial Vehicle 2011	Commercial Vehicle 2010	NZ Police (Total Org)
68.2	64.3 (+3.9)	70.5 (-2.3)

Weighted Mean Score (%)

### Engagement Profile

Engagement Group	Commercial Vehicle 2011	Commercial Vehicle 2010	NZ Police (Total Org)
Engaged	23.0	16.8 (+6.2)	21.3 (+1.7)
Ambivalent	53.0	56.9 (-3.9)	63.2 (-10.2)
Disengaged	24.0	26.3 (-2.3)	15.5 (+8.5)

Proportion of Employees (%)

## RESPECT AND INTEGRITY WITHIN THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT?

Question	Commercial Vehicle 2011	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	63.0	75.9 (-12.9)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	73.0	77.6 (-4.6)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	62.0	64.7 (-2.7)
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)	56.0	62.4 (-6.4)
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	53.5	57.8 (-4.3)

Level of Agreement (%)

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?

	Commercial Vehicle 2011	NZ Police (Total Org)
Not Applicable	81.0	82.1 (-1.1)
Yes	2.0	4.6 (-2.6)
No	17.0	13.3 (+3.7)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT?

	Rank from 2010	Key Driver Questions	Commercial Vehicle 2011	Commercial Vehicle 2010	NZ Police (Total Org)
	NA	1.3: NZ Police is an enjoyable place to work	65.7	59.5 (+6.2)	68.3 (-2.6)
	NA	4.3: My job gives me a sense of personal achievement	74.0	75.0 (-1.0)	76.1 (-2.1)
	NA	4.11: My performance is fairly assessed	62.8	67.1 (-4.3)	60.3 (+2.5)
	NA	1.6: I feel a sense of belonging to my District/Service Centre	61.8	60.1 (+1.7)	61.7 (+0.1)
	NA	4.7: The level of work-related stress I experience in my job is acceptable	60.5	60.0 (+0.5)	58.3 (+2.2)
	NA	4.4: I have the tools and resources I need to do my job	71.8	64.7 (+7.1)	53.5 (+18.3)

Weighted Mean Score (%)

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 Unit. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees. The rank of key drivers that were identified in 2010 is shown in the column headed "Rank from 2010".

## ANATOMY OF A GREAT WORKPLACE™

Over a decade of research by JRA on what makes a great workplace in New Zealand reveals there are four common characteristics – Vision & Values, a strong sense of Community, a focus on employee Development, and a strong Performance Culture. The table below illustrates where the Unit engagement drivers tend to fall and whether there is a specific pillar or more that should be targeted when looking for change targets.

	Vision and Values	Community	Development	Performance Culture
<b>Organisation level</b>		1.3: NZ Police is an enjoyable place to work		
<b>Team level</b>				
<b>Individual level</b>		1.6: I feel a sense of belonging to my District/Service Centre	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 4.11: My performance is fairly assessed 4.7: The level of work-related stress I experience in my job is acceptable

## PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the Unit on the key drivers of employee engagement – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective key driver.

Question	CVIU Central	CVIU Midland	CVIU Northern	CVIU PNHQ	CVIU Southern	Commercial Vehicle Invest Unit	NZ Police (Total Org)
1.3: NZ Police is an enjoyable place to work	56.0	71.7	53.8	75.0	77.0	65.7	68.3
4.3: My job gives me a sense of personal achievement	62.0	79.3	77.4	83.3	76.0	74.0	76.1
4.11: My performance is fairly assessed	56.0	68.5	58.3	83.3	63.0	62.8	60.3
1.6: I feel a sense of belonging to my District/Service Centre	57.0	63.0	47.6	87.5	71.0	61.8	61.7
4.7: The level of work-related stress I experience in my job is acceptable	48.0	70.7	51.2	58.3	72.0	60.5	58.3
4.4: I have the tools and resources I need to do my job	61.0	79.3	63.1	83.3	80.0	71.8	53.5

Weighted Mean Score (%)

## SUMMARY AND KEY OBSERVATIONS – THE COMMERCIAL VEHICLE INVESTIGATIONS UNIT

The following summary provides insight into how CVIU employees perceive the Unit as a place to work and how it fares compared to the rest of NZ Police. Engagement levels within the Unit are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within the Unit that would likely provide it with the greatest improvement leverage when attempting to make the Unit a truly great – and engaging – place to work.

### Response Rate

The CVIU's response rate to the survey this year was again excellent, with 100 responses representing a 90.1% response rate – slightly up on last year's 84.8%. This high response rate ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the CVIU.

### How Employees Perceive the Commercial Vehicle Investigations Unit as a Place to Work

In terms of how staff perceive the CVIU as a place to work, the average score across all survey questions (the Performance Index) is 63.2% – slightly up on 2010's Performance Index of 62.0%, and slightly below the NZ Police overall score of 64.2%. These differences are not statistically significant, but are still moving in a positive direction from last year.

When looking at scores achieved in the different sections of the survey compared to last year, we can see that as in 2010, CVIU's highest scoring sections of the survey are regarding Work Groups and Supervisors, although again these sections score below the NZ Police average. The topic of Performance and Feedback in particular received comparatively low scores versus the NZ Police average, with the question 'Poor performance is dealt with effectively in my work group' scoring 9.2% below average (and 3.5% down on 2010). Significant improvements can be seen in the 'Respect and Integrity in the Workplace' section (+5.2%) and the 'Final Thoughts' (Engagement) section (+3.9%) this year.

Looking at the CVIU's highest scoring questions, the 'top 10' list looks very similar to last year. The two big improving questions in this list are around people taking an active interest in what happens in NZ Police, and supervisors supporting and encouraging people in their jobs. Compared to the NZ Police average, CVIU staff significantly more positively regarding work-life balance and utilisation of skills. One of the CVIU's 'key drivers of engagement' (see below) is also a high-scoring question – 'My job gives me a sense of personal achievement.'

When we consider the lowest scoring questions, unfortunately there is still a strongly-held perception that this survey has not and will not result in positive change in the workplace, and that NZ Police is not interested in the views and opinions of staff (although there are signs of improvement on this question). A few questions have seen some significant decreases this year that have seen them fall into the 'bottom 10' list, particularly regarding concerns about perceived tolerance of poor performance and lack of career and personal development opportunities. Both of these questions score more than 9% below the NZ Police average. A question about openness and honesty of communications also scored less positively than last year. One low-rated question that is on the improve is regarding the perception that NZ Police cares about staff well-being, although this score is still low.

When comparing the 'Respect and Integrity in the Workplace' questions against the NZ Police average, CVIU scores significantly below the NZ Police average – particularly on workgroup respect for employee diversity. Just over half of staff feel confident that any issues they raise regarding inappropriate conduct would be dealt with appropriately and without reprisal. We would suggest there exists at least some kind of issue around respect and integrity within CVIU that may warrant more focussed attention.

When we break down the CVIU's scores into the 5 locations (incl CVIU PNHQ), a fairly consistent pattern emerges showing that CVIU Central tends to receive the lowest scores in the survey (significantly below the CVIU and NZ Police averages), while CVIU PNHQ tends to receive the highest scores (significantly above the CVIU and NZ Police averages). Variation by question certainly exists however, and we would recommend further investigation into scores by location when choosing focus areas for change.

It is important to recognise that not all low scoring areas in a survey are necessarily worthy of your attention when wanting to better engage your employees. This report includes the results of a key driver analysis that highlights which questions in the survey actually have the greatest impact on employee engagement levels. As it happens, none of the CVIU's 10 lowest rated questions this year are actually key in driving engagement levels – there are other questions in the survey that are more influential to staff. This isn't to say that benefits aren't to be gained from improvement on those questions; rather improvements in scores for key driver questions are more likely to result in greater overall improvements. With this in mind, we recommend focusing on CVIU's key drivers as a priority, while looking at other lines

of evidence in the survey results that may support efforts or offer 'quick wins' in terms of improving the workplace.

### **Employee Engagement within the CVIU**

Employee engagement levels within the CVIU have improved significantly from 2010, with almost one quarter of staff classified as engaged. A similar proportion are still disengaged however, and it is the disengaged proportion that is most at odds with the NZ Police average – while the NZ Police average proportion of disengaged staff decreased by 8.5% from 2010, CVIU's decreased by just 2.3%.

Below we provide the results of an analysis that identifies what engages the District's employees the most – information which serves as a means for increasing current engagement levels.

### **Key Drivers of Employee Engagement – Leverage Points for Performance Improvement**

As mentioned above, key driver analysis was performed on the CVIU's survey results, and this process has highlighted which questions in the survey actually have the greatest impact on employee engagement levels. We have already discussed the fact that none of the CVIU's 10 lowest rated questions do not appear on the list of key drivers. In 2011 there has been a shift in the drivers of CVIU staff away from issues related to their work group and towards more specific aspects of their jobs. There also appears to be a decrease in importance of issues of individual recognition (which saw increased scores from 2010), and towards wanting a collegial, enjoyable atmosphere at work.

In particular, the #1 ranked key driver of engagement for the CVIU this year relates to how enjoyable the workplace is. It is tempting to view this question as being just about 'opportunities to have fun at work' and perhaps write this off, but note that an enjoyable workplace can also be contributed to by reducing work-related stressors, giving people opportunities to really achieve results in their work, and cultivating a sense of camaraderie/belonging in their work group. All of these related issues also feature as key drivers for the CVIU. Fair assessment of performance is also a key driver for the CVIU this year, and with low scores regarding tolerance of poor performance this may be an area in which expectations could be made somewhat clearer for staff.

### **Employee Comments**

As in 2010, comments made by staff to the open-ended question regarding what makes NZ Police a great place to work are dominated by mentions of 'the people' and 'camaraderie.' People also speak of commitment of their colleagues, variety and job security. Fewer people than in 2010 mention the contribution they make to the community. The alignment between comments about 'the people' and key drivers of engagement regarding an enjoyable place to work and a sense of belonging would indicate some great potential to get teams involved in building a more supportive and enjoyable workplace.

In response to the question regarding what needs to change to make NZ Police a great place to work, as last year there are many comments directed towards management, with comments regarding respect, trust, support, openness, bureaucracy, and excess managers.

### **Summary**

Survey results have generally slightly improved for the CVIU over the past year, and results are still similar to the NZ Police results overall. Some improvements have been noted regarding 'Respect and Integrity in the Workplace', although scores on these questions are still low and have some way to go to match the NZ Police averages. In terms of areas we recommend CVIU focuses on over the next year to improve engagement levels, we emphasise CVIU's key drivers of engagement:

- CVIU staff tend to agree that their jobs give them a sense of personal achievement – providing people with variety, meaningful work and recognition for good work will reinforce this
- Supporting/creating opportunities to enjoy the day-to-day work experience should be a consideration for all staff. Suggestions for this could range from looking to reduce workflow frustrations for people, addressing interpersonal issues quickly, encouraging people to 'be themselves' at work, and even encouraging supervisors and management to become more approachable. Camaraderie is currently a strength, and there will be opportunities to improve the climate of the workplace that stem from these relationships.
- There may also be opportunities to look at performance assessments and how these are carried out – are they fair to staff, and could they better address issues of poor performance.



## Where to Next?

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

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

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

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

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

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

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



## TOTAL ORGANISATION RESULTS

### RESPONSE RATE

	NZ Police 2011 (Total Org)	NZ Police 2010 (Total Org)
Number of Responses	9503	9280
Response Rate	79.2%	77.1%

### OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2011	NZ Police 2010
Performance Index	64.2	63.1 (+1.1)
1. Vision and Purpose + Communication and Cooperation	59.2	57.1 (+2.1)
2. My Supervisor	72.3	71.3 (+1.0)
3. My Work Group	74.7	74.3 (+0.4)
4. My Job	62.7	61.9 (+0.8)
5. Respect & Integrity in the Workplace	68.1	66.8 (+1.3)
6. Learning and Development	60.1	60.2 (-0.1)
7. Performance and Feedback	66.7	67.6 (-0.9)
8. Recognition	53.1	51.6 (+1.5)
9. Final Thoughts	70.5	68.6 (+1.9)
10. The Survey - Your Views	42.8	40.2 (+2.6)

Weighted Mean Score (%)

### ENGAGEMENT PROFILE

Engagement Group	NZ Police 2011	NZ Police 2010
Engaged	21.3	17.8 (+3.5)
Ambivalent	63.2	64.4 (-1.2)
Disengaged	15.5	17.8 (-2.3)

Proportion of Employees (%)

## Workplace Survey

### Action Plan Template

Item #	Focus Area (e.g recognition communication, performance,)	Action Agreed	Progress/completion measured by?	Timeframe for agreed actions	Person Responsible	Outcomes/ Benefits Expected	Relate to existing initiatives? Yes/No	How progress will be communicated to staff

## 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'. Additionally, each key driver has been positioned to indicate whether action should be focused at the individual, team, or organisation level. 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, 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.

**Key Driver Analysis:** is 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' 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 weighted mean score was 72% on a particular question and the NZ Police average was 76%, 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. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

**The Questionnaire:** The 2011 New Zealand Police Workplace Survey contained 67 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 11 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 norms (the typical score) should be made.