New Zealand Police Workplace Survey 2014

Summary of Findings
Counties/Manukau District 2014

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1. Executive Summary

- Employee perceptions in Counties/Manukau have improved markedly almost across the board. Compared to 2013, a significantly higher proportion of people rate the workplace climate positively, feel engaged and enabled to do their jobs, and believe that giving feedback through the survey will lead to positive change.

- The Engagement Index has increased by 7.8 points since 2013

- Almost a third of Counties/Manukau can be considered 'engaged', compared to one in five in 2013.

- CM Central and CM West stand out as having particularly high levels of employee engagement.

- Within Counties/Manukau, engaged people differ from disengaged people in three main ways.
  - **They feel valued:** People who are engaged are more likely to say that they feel the organisation cares about their well-being (+22 points), is interested in their views and opinions, involves them in decisions affecting their daily jobs (+14 points), and values their contributions (+10 points). It is worth noting though that only about 50% of people on average agree to these questions, suggesting there is still room for improvement, particularly around 'involving staff in decision making and 'value of contributions' given that compared to other key drivers, these two are still scoring at the level of NZ Police average.
  - **They feel that they belong:** Engaged people are also more likely to feel a strong sense of belonging to their District, feel that everyone is working together to achieve a common purpose, and believe that overall NZ Police is an enjoyable place to work. This is an area of strength for Counties/Manukau, with a markedly higher proportion of people agreeing to these questions than in 2013. Counties/Manukau is outscoring the NZ Police average for two of the questions (sense of common purpose and belonging), and scoring very strongly for the third (enjoyable place to work).
  - **They believe they're making a difference:** Highly engaged people at Counties/Manukau tend to agree that quality of service has a top priority within NZ Police, that NZ Police is effective at what it does, and that they, as individuals, get a sense of personal achievement from their jobs. This is another area of strength for Counties/Manukau, between two-thirds and three-quarters of staff agreeing to these questions. Sizeable improvements are apparent in this area compared to 2013, and this District outscores the NZ Police average for two of the three questions, most notably for 'working for an effective organisation' (14 points above the NZ Police average).

- There have been no significant decreases to any question since 2013. Only one question is below the NZ Police average - 'The pay and benefits I receive are fair for the work I do' (30% agree). Interestingly, although not statistically significant, two questions slightly behind NZ Police average are recognition for doing a good job and merit-based promotions, suggesting room for improvement in the perception around fair, visible and consistent recognition of staff achievements.

- Compared to 2013, a greater proportion of people are positive about top-down and bottom-up communication. Approximately two-thirds of staff now report that communication is open and honest and that they feel informed about NZ Police and its activities. There has also been a 20% jump in the number of people who agree that employees are encouraged to provide ideas and suggestions to improve the way things are done, and a similar increase for people's perception that the organisation is interested in their views and opinions, an area now notably higher than the NZ Police average.

- There have been great strides made in the area of Quality and Excellence, with significantly higher proportion of people now agreeing that daily decisions show that quality of service is a top priority for NZ Police, that they are encouraged to provide ideas and suggestions to improve the way things are done, and that NZ Police delivers on the promises it makes to its customers. These three areas are now rated positively by approximately two-thirds of Counties/Manukau staff, which is significantly more than seen across NZ Police as a whole, and represents an area of strength for this District.

- While the Change Index has increased compared to 2013, only about a third of survey respondents agree that they were actively involved in making change after 2013's survey or that these changes had a positive effect on their team. Since we have seen positive changes elsewhere in the survey, it is possible that people are not linking the improvements back to the feedback they provided in previous years. Helping people see that their feedback makes a difference is an area of opportunity for Counties/Manukau.

2. Key Measures

2.1 Response Rate

Question	Counties/Manukau District		NZ Police
	2014	**2013**	**2014**
Number of Responses	952	958	8707
Response Rate	76.5%	80.3%	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 Counties/Manukau District

Question	Counties/Manukau District		NZ Police
	2014	**2013**	**2014**
Performance Index	67.2	+6.9	+3.3
Engagement Index	75.8	+7.8	+2.5
Change Index	35.4	+8.0	+4.9
Enablement Index	64.7	+9.3	+6.2

2.3 Summary of Key Measures By Area

	CM Central	CM East	CM South	CM West	Counties/ Manukau DHQ
Response Rate	69.9%	72.9%	81.1%	77.3%	77.4%
Performance Index	70.9	64.8	68.8	73.0	64.6
Engagement Index	85.2	72.4	72.8	82.2	72.5
Change Index	39.3	25.7	34.1	42.3	34.9
Enablement Index	63.2	59.2	66.5	68.6	64.4

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.
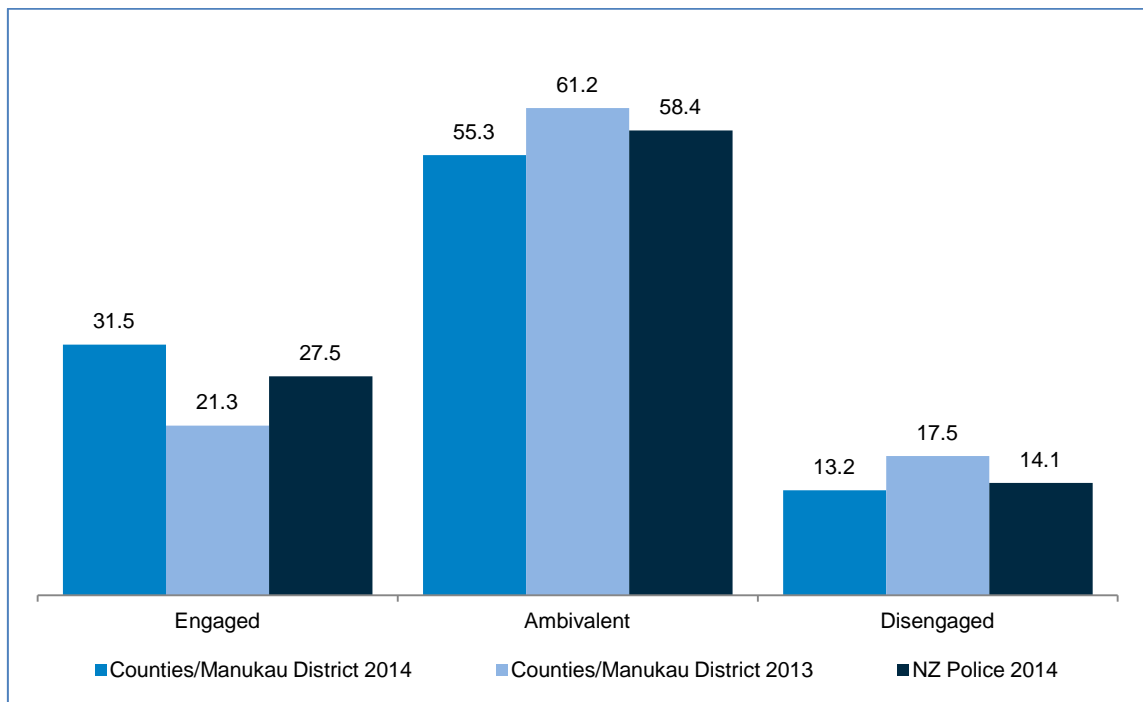
Question	Counties/Manukau District		NZ Police
	2014	**2013**	**2014**
My job gives me a sense of personal achievement	78.0	+1.6	-0.3
I am strongly committed to the work I do	87.1	NA	-1.5
I am motivated to do the best I can in my job everyday	83.6	NA	-1.5

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	Counties/Manukau District		NZ Police
	2014	**2013**	**2014**
Overall, I'm satisfied with my job	78.3	+10.1	+3.4
Overall, I would recommend NZ Police as a great place to work	73.4	+11.2	+5.1
I take an active interest in what happens in NZ Police	82.2	+4.5	+0.6
I feel inspired to go the extra mile to help NZ Police succeed	74.3	+8.7	+1.8
I feel a sense of commitment to NZ Police	82.6	+5.7	+0.8
NZ Police inspires me to do the best I can in my job every day	64.0	+6.5	+3.4

3.3 Engagement Profile for Counties/Manukau District

Proportion of employees (%)

3.4 Engagement Profile by Area
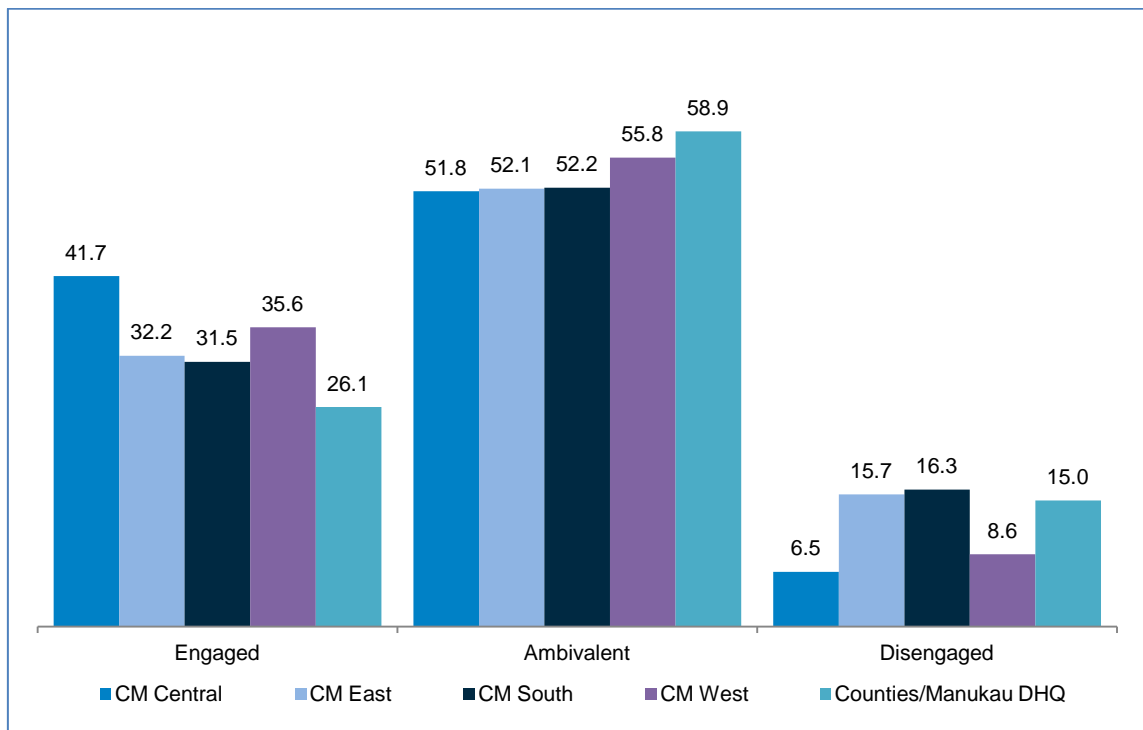
Proportion of employees (%)

3.5 What drives our employees' engagement within the Counties/Manukau District?

Question	Counties/Manukau District		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	76.8	+12.6	+4.4
8.10: I feel I am working for an effective organisation	71.5	+14.5	+7.3
7.5: I feel my contribution is valued in NZ Police	50.2	+9.5	-0.8
8.7: I feel a sense of belonging to my District or my Service Centre	71.2	+10.6	+10.9
8.4: There is a sense of 'common purpose' in NZ Police	66.1	+16.9	+7.9
8.8: NZ Police cares about the well-being of its staff	54.8	+21.7	+3.9
8.5: NZ Police is interested in the views and opinions of its staff	51.6	+17.1	+11.7
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.7	+13.6	+13.6
9.4: I am sufficiently involved in decisions that affect the way I do my job	55.1	+5.7	+3.8
1.7: My job gives me a sense of personal achievement	78.0	+1.6	-0.3

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 Counties/Manukau District

Question	Counties/Manukau District		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	67.2	+6.9	+3.3
1. The Work I Do	67.8	+3.1	+0.1
2. Learning and Development	57.8	+2.1	+4.6
3. Work Conditions	57.1	+4.7	+0.9
4. My Team	78.2	+3.2	+1.8
5. Respect & Integrity in the Workplace	73.4	+1.8	0.0
6. My Supervisor	83.1	+6.3	+2.5
7. Recognition	46.1	+5.5	-0.2
8. Vision and Purpose + Communication and Cooperation	67.2	+14.2	+8.1
9. Quality and Excellence	68.2	+11.4	+7.3
10. Final Thoughts (Engagement Index)	75.8	+7.8	+2.5
11. The Survey - Your Views (Change Index)	35.4	+8.0	+4.9

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	CM Central	CM East	CM South	CM West	Counties/ Manukau DHQ	Counties/ Manukau District
Performance Index (average of all survey questions)	70.9	64.8	68.8	73.0	64.6	67.7
1. The Work I Do	72.6	70.9	71.4	75.1	70.3	71.7
2. Learning and Development	67.2	53.1	60.9	68.4	49.8	57.8
3. Work Conditions	53.7	57.0	54.3	60.5	57.9	57.1
4. My Team	82.1	78.7	81.7	83.9	72.4	78.2
5. Respect & Integrity in the Workplace	78.0	75.4	73.9	80.3	67.8	73.4
6. My Supervisor	88.8	81.6	88.5	87.2	77.1	83.1
7. Recognition	47.7	37.8	47.5	53.5	44.2	46.1
8. Vision and Purpose + Communication and Cooperation	70.0	63.2	68.1	71.9	65.0	67.2
9. Quality and Excellence	66.6	61.8	70.2	70.7	67.4	67.8
10. Final Thoughts (Engagement Index)	85.2	72.4	72.8	82.2	72.5	75.8
11. The Survey - Your Views (Change Index)	39.3	25.7	34.1	42.3	34.9	35.4

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		Counties/Manukau District		NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		86.5	+4.0	+3.1
I know who to contact to report instances of workplace harassment, bullying or discrimination		79.4	-0.6	-0.3
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		70.3	+2.7	-0.1
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)		67.9	+2.1	-1.2
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		63.0	+0.7	-1.4
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	83.7	+2.3	-0.5
	Yes	2.9	-1.5	-1.0
	No	13.3	-0.9	+1.4

4.4 Biggest differences within the Counties/Manukau District since 2013 – POSITIVE

Question	Counties/Manukau District		NZ Police
	2014	2013	2014
8.8: NZ Police cares about the well-being of its staff	54.8	+21.7	+3.9
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	70.8	+20.7	+11.7
8.2: Communication in my District or my Service Centre is open and honest	59.1	+17.1	+12.8
8.5: NZ Police is interested in the views and opinions of its staff	51.6	+17.1	+11.7
8.4: There is a sense of 'common purpose' in NZ Police	66.1	+16.9	+7.9
8.6: Teams within NZ Police work well together	57.4	+16.7	+3.1
8.3: I feel informed about NZ Police and its activities	69.7	+15.8	+13.2
8.10: I feel I am working for an effective organisation	71.5	+14.5	+7.3
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.7	+13.6	+13.6
8.9: NZ Police is an enjoyable place to work	76.8	+12.6	+4.4

4.5 Biggest differences within the Counties/Manukau District since 2013 – NEGATIVE

Question	Counties/Manukau District		NZ Police
	2014	2013	2014
7.4: I get recognition when I do a good job	48.9	-2.2	-3.8
1.5: NZ Police provides adequate training for the work I do	45.2	-1.6	+0.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.4	-0.6	-0.3
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	85.2	-0.4	-1.0
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	55.0	-0.3	+1.8

5. Appendix

5.1 Question Level Results

Question	2014	2013	NZ Police 2014
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	78.5	+3.6	+2.4
1.2: I know how my work contributes to the effectiveness of NZ Police	83.6	+5.7	-0.3
1.3: I understand how my performance is measured	61.3	+8.3	0.2
1.4: My performance is fairly assessed	54.3	+2.0	-0.3
1.5: NZ Police provides adequate training for the work I do	45.2	-1.6	+0.4
1.6: The work I do makes good use of my knowledge and skills	74.0	+2.3	-1.0
1.7: My job gives me a sense of personal achievement	78.0	1.6	-0.3
1.8: I am strongly committed to the work I do	87.1	NA	-1.5
1.9: I am motivated to do the best I can in my job everyday	83.6	NA	-1.5
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	55.0	-0.3	+1.8
2.2: I am encouraged to try new ways of doing things	54.6	+1.8	+3.4
2.3: There are learning and development opportunities for me in NZ Police	59.8	+1.4	+4.8
2.4: There are career development opportunities for me in NZ Police	61.8	+5.3	+8.4
3. Work Conditions			
3.1: I am satisfied with my physical work environment	71.4	+5.4	+8.9
3.2: The level of work-related stress I experience in my job is acceptable	59.5	+6.0	+4.6
3.3: I am able to maintain a balance between my personal and working life	67.4	+4.3	+0.2
3.4: The pay and benefits I receive are fair for the work I do	30.1	+3.1	-10.0
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	85.2	-0.4	-1.0
4.2: Roles and responsibilities are clearly defined in my team	79.9	+5.1	+3.0
4.3: The way work is allocated in my team is fair	77.8	+5.7	+5.3
4.4: People I work with cooperate to get the job done	87.4	+3.2	+0.9
4.5: I can rely on the support of others in my team	87.4	+2.5	+0.5
4.6: I feel part of an effective team	83.0	+6.7	+1.8
4.7: People are held accountable for their performance in my team	68.9	+0.2	+2.0
4.8: Poor performance is dealt with effectively in my team	56.1	+2.8	+1.7
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	86.5	+4.0	+3.1
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.4	-0.6	-0.3
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.3	+2.7	-0.1
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)	67.9	+2.1	-1.2
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.0	+0.7	-1.4

Question	2014	2013	NZ Police 2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	88.5	+6.0	+1.1
6.2: My supervisor treats staff with respect	88.3	+5.0	+1.6
6.3: My supervisor communicates the goals and objectives of our team effectively	83.0	+7.8	+4.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	84.3	+8.8	+3.2
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	71.0	+4.7	+2.2
6.6: I have confidence in my supervisor	83.4	+5.2	+2.6
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	50.5	+9.6	+4.2
7.2: People here are appointed to positions based on merit	31.0	+5.1	-3.5
7.3: We celebrate success in NZ Police	50.1	+5.6	+3.1
7.4: I get recognition when I do a good job	48.9	-2.2	-3.8
7.5: I feel my contribution is valued in NZ Police	50.2	+9.5	-0.8
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	71.4	+4.3	+9.1
8.2: Communication in my District or my Service Centre is open and honest	59.1	+17.1	+12.8
8.3: I feel informed about NZ Police and its activities	69.7	+15.8	+13.2
8.4: There is a sense of 'common purpose' in NZ Police	66.1	+16.9	+7.9
8.5: NZ Police is interested in the views and opinions of its staff	51.6	+17.1	+11.7
8.6: Teams within NZ Police work well together	57.4	+16.7	+3.1
8.7: I feel a sense of belonging to my District or my Service Centre	71.2	+10.6	+10.9
8.8: NZ Police cares about the well-being of its staff	54.8	+21.7	+3.9
8.9: NZ Police is an enjoyable place to work	76.8	+12.6	+4.4
8.10: I feel I am working for an effective organisation	71.5	+14.5	+7.3
8.11: I intend to continue working at NZ Police for at least the next 12 months	89.5	+8.7	+4.3
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.7	+13.6	+13.6
9.2: NZ Police expects high standards of performance from its people	88.6	+5.1	+1.3
9.3: I have the tools and resources I need to do my job	59.8	+12.2	+2.6
9.4: I am sufficiently involved in decisions that affect the way I do my job	55.1	+5.7	+3.8
9.5: Systems and processes I use enable me to do my job well	65.3	NA	+4.5
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	70.8	+20.7	+11.7
9.7: NZ Police delivers on the promises it makes to its customers	66.0	+11.1	+10.9
10. Final Thoughts (Engagement Index			
10.1: Overall, I'm satisfied with my job	78.3	+10.1	+3.4
10.2: Overall, I would recommend NZ Police as a great place to work	73.4	+11.2	+5.1
10.3: I take an active interest in what happens in NZ Police	82.2	+4.5	+0.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	74.3	+8.7	+1.8
10.5: I feel a sense of commitment to NZ Police	82.6	+5.7	+0.8
10.6: NZ Police inspires me to do the best I can in my job every day	64.0	+6.5	+3.4
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	28.5	+8.3	+5.9
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	36.4	+6.3	+1.2
11.3: I believe actions will be taken based on the results of this survey	41.4	+9.5	+7.6

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.