

New Zealand Police Workplace Survey 2011

Summary of Findings: Eastern District

June 2011



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



RESPONSE RATE

	Eastern District 2011	Eastern District 2010	NZ Police 2011 (Total Org)
Number of Responses	398	369	9503
Response Rate	81.7%	77.1%	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 EASTERN DISTRICT AS A PLACE TO WORK

Section	Eastern District 2011	Eastern District 2010	NZ Police 2011 (Total Org)
Performance Index (average of all questions in the survey)	61.5	61.6 (-0.1)	64.2 (-2.7)
1. Vision and Purpose + Communication and Cooperation	52.9	53.5 (-0.6)	59.2 (-6.3)
2. My Supervisor	70.5	70.7 (-0.2)	72.3 (-1.8)
3. My Work Group	75.6	75.8 (-0.2)	74.7 (+0.9)
4. My Job	59.4	61.0 (-1.6)	62.7 (-3.3)
5. Respect & Integrity in the Workplace	66.7	65.7 (+1.0)	68.1 (-1.4)
6. Learning and Development	59.4	58.4 (+1.0)	60.1 (-0.7)
7. Performance and Feedback	67.6	67.2 (+0.4)	66.7 (+0.9)
8. Recognition	49.8	48.6 (+1.2)	53.1 (-3.3)
9. Final Thoughts (Engagement)	66.1	66.7 (-0.6)	70.5 (-4.4)
10. The Survey - Your Views	37.4	36.6 (+0.8)	42.8 (-5.4)

HIGHEST RATED AREAS WITHIN THE EASTERN DISTRICT

Section	Eastern District 2011	Eastern District 2010	NZ Police 2011 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	85.9	87.1 (-1.2)	85.3 (+0.6)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.7	76.4 (+4.3)	78.6 (+2.1)
3.2: I can rely on the support of others in my work group	79.4	80.9 (-1.5)	78.3 (+1.1)
3.1: Staff in my work group work well together	79.1	80.8 (-1.7)	77.5 (+1.6)
3.4: I have confidence in the ability of others in my work group	77.9	77.2 (+0.7)	75.5 (+2.4)
7.1: NZ Police expects high standards of performance from its people	77.8	75.6 (+2.2)	77.0 (+0.8)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.7	73.7 (+3.0)	73.4 (+3.3)
2.4: My supervisor treats staff with respect	76.4	77.2 (-0.8)	77.1 (-0.7)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	75.4	75.3 (+0.1)	76.3 (-0.9)
4.3: My job gives me a sense of personal achievement	74.2	75.3 (-1.1)	76.1 (-1.9)

LOWEST RATED AREAS WITHIN THE EASTERN DISTRICT

Section	Eastern District 2011	Eastern District 2010	NZ Police 2011 (Total Org)
10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	35.9	35.5 (+0.4)	40.8 (-4.9)
1.10: NZ Police is interested in the views and opinions of its staff	36.9	35.9 (+1.0)	45.3 (-8.4)
10.1: I believe actions will be taken based on the results of this survey	39.2	37.8 (+1.4)	44.8 (-5.6)
8.5: People here are appointed to positions based on merit	41.5	41.6 (-0.1)	43.7 (-2.2)
1.8: Communication in my District/Service Centre is open and honest	43.5	44.0 (-0.5)	52.0 (-8.5)
1.4: NZ Police cares about the well-being of its staff	43.7	42.6 (+1.1)	51.9 (-8.2)
1.11: Work groups in NZ Police work well together	46.7	49.5 (-2.8)	51.9 (-5.2)
4.4: I have the tools and resources I need to do my job	47.9	48.2 (-0.3)	53.5 (-5.6)
1.5: There is a sense of 'common purpose' in NZ Police	49.4	51.7 (-2.3)	58.1 (-8.7)
1.9: I feel informed about NZ Police and its activities	50.4	50.9 (-0.5)	57.1 (-6.7)

SCORES ACROSS THE EASTERN DISTRICT

Section	Eastern DHQ	Gisborne Area	Hastings Area	Napier Area	Eastern District
Performance Index	65.6	60.5	59.0	62.3	61.5
1. Vision and Purpose + Communication and Cooperation	59.4	51.1	50.8	52.3	52.9
2. My Supervisor	71.8	70.9	68.4	71.4	70.5
3. My Work Group	76.6	74.1	74.0	78.3	75.6
4. My Job	65.6	59.0	54.8	60.2	59.4
5. Respect & Integrity in the Workplace	71.1	63.8	67.4	65.9	66.7
6. Learning and Development	61.7	59.2	57.9	59.6	59.4
7. Performance and Feedback	70.3	65.8	65.5	69.9	67.6
8. Recognition	54.5	47.4	46.3	52.5	49.8
9. Final Thoughts (Engagement)	70.3	64.0	63.5	67.9	66.1
10. The Survey - Your Views	43.3	38.6	32.4	37.1	37.4

Weighted Mean Scores (%)

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

HOW ENGAGED ARE STAFF WITHIN THE EASTERN DISTRICT?

Engagement Index (average of all six engagement questions)

Eastern District 2011	Eastern District 2010	NZ Police (Total Org)
66.1	66.7 (-0.6)	70.5 (-4.4)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	Eastern District 2011	Eastern District 2010	NZ Police (Total Org)
Engaged	12.4	16.3 (-3.9)	21.3 (-8.9)
Ambivalent	66.6	64.4 (+2.2)	63.2 (+3.4)
Disengaged	21.0	19.3 (+1.7)	15.5 (+5.5)

Proportion of Employees (%)

RESPECT AND INTEGRITY WITHIN THE EASTERN DISTRICT?

Question	Eastern District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	70.0	75.9 (-5.9)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.4	77.6 (+4.8)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	59.4	64.7 (-5.3)
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	58.0	62.4 (-4.4)
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	53.3	57.8 (-4.5)

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?

	Eastern District	NZ Police (Total Org)
Not Applicable	82.9	82.1 (+0.8)
Yes	3.5	4.6 (-1.1)
No	13.6	13.3 (+0.3)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE EASTERN DISTRICT?

	Rank from 2010	Key Driver Questions	Eastern District 2011	Eastern District 2010	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	62.1	62.7 (-0.6)	68.3 (-6.2)
	5	8.4: I feel my contribution is valued in NZ Police	50.9	49.7 (+1.2)	54.5 (-3.6)
	2	1.6: I feel a sense of belonging to my District/Service Centre	55.0	57.2 (-2.2)	61.7 (-6.7)
	N/A	1.10: NZ Police is interested in the views and opinions of its staff	36.9	35.9 (+1.0)	45.3 (-8.4)
	6	4.3: My job gives me a sense of personal achievement	74.2	75.3 (-1.1)	76.1 (-1.9)
	8	8.5: People here are appointed to positions based on merit	41.5	41.6 (-0.1)	43.7 (-2.2)
	N/A	4.5: I am sufficiently involved in decisions that affect the way I do my job	52.7	56.4 (-3.7)	56.8 (-4.1)
	N/A	4.1: The responsibilities of my job are clearly defined	68.0	68.1 (-0.1)	71.0 (-3.0)
	N/A	6.5: There are career and personal development opportunities for me in NZ Police	60.8	61.7 (-0.9)	61.1 (-0.3)
	N/A	4.10: I understand how my performance is measured	59.0	66.0 (-7.0)	60.8 (-1.8)
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 District. 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 District's 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
Organisation level	1.10: NZ Police is interested in the views and opinions of its staff	1.3: NZ Police is an enjoyable place to work	6.5: There are career and personal development opportunities for me in NZ Police 8.5: People here are appointed to positions based on merit	
Team level				
Individual level	4.5: I am sufficiently involved in decisions that affect the way I do my job	1.6: I feel a sense of belonging to my District/Service Centre 8.4: I feel my contribution is valued in NZ Police	4.3: My job gives me a sense of personal achievement	4.10: I understand how my performance is measured 4.1: The responsibilities of my job are clearly defined

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the District 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	Eastern DHQ	Gisborne Area	Hastings Area	Napier Area	Eastern District	Total Organisation
1.3: NZ Police is an enjoyable place to work	68.4	58.7	60.0	63.2	62.1	68.3
8.4: I feel my contribution is valued in NZ Police	56.6	51.1	44.9	53.0	50.9	54.5
1.6: I feel a sense of belonging to my District/Service Centre	63.5	51.4	53.0	54.9	55.0	61.7
1.10: NZ Police is interested in the views and opinions of its staff	43.1	37.7	31.7	36.8	36.9	45.3
4.3: My job gives me a sense of personal achievement	79.6	71.7	72.0	75.5	74.2	76.1
8.5: People here are appointed to positions based on merit	46.3	37.8	40.2	43.4	41.5	43.7
4.5: I am sufficiently involved in decisions that affect the way I do my job	59.5	54.5	46.5	52.2	52.7	56.8
4.1: The responsibilities of my job are clearly defined	75.0	66.1	64.4	68.6	68.0	71.0
6.5: There are career and personal development opportunities for me in NZ Police	57.9	61.9	62.0	60.4	60.8	61.1
4.10: I understand how my performance is measured	64.5	57.8	52.1	63.6	59.0	60.8

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – EASTERN DISTRICT

The following summary provides insight into how employees perceive the District as a place to work and how it fares to the rest of NZ Police. Engagement levels within the District 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 District that would likely provide it with the greatest improvement leverage when attempting to make the District a truly great – and engaging – place to work.

Response Rate

There was an excellent response to the 2011 staff survey from within the Eastern District. Of 487 employees asked to participate, 398 responded, representing a response rate of 81.7%. This high response rate ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the District.

How Employees Perceive Eastern District as a Place to Work

Generally speaking, there has not been any significant change in the way Eastern District staff perceive their respective workplaces. The Performance Index – representing the average score across all survey questions – remains statistically equivalent across 2011 and 2010 (61.5% and 61.6%, respectively). Unfortunately that means the District remains significantly below the NZ Police Performance Index overall (64.2%).

When looking at scores around specific areas, District employees are significantly less positive than the NZ Police average in a number of areas: 'Vision and Purpose + Communication and Cooperation', 'My Job', 'Recognition', and 'The Survey – Your Views', as well as in employee engagement levels. All other sections are on par with the NZ Police average. The two sections that are most below the NZ Police average suggest that not only is the Eastern District generally disillusioned with Police as an organisation, they believe that the survey has little chance of making a difference to the areas they are dissatisfied with.

The highest rated questions show the strong team dynamic that exists in the District with four of the ten questions coming from the 'My Work Group' section. In particular, the Eastern District scored significantly higher than the NZ Police average for team members acting in accordance with NZ Police values, and for knowing how to react to harassment bullying or discrimination.

When examining the District's lowest rated questions we note that the District is significantly below the NZ Police overall for both section 1 (Vision and Purpose + Communication and Cooperation) and section 10 (The Survey – Your Views). The lowest rated questions show a consistent pattern of Eastern District staff generally feeling disconnected from NZ Police as an organisation.

It is important to recognise that not all low scoring areas in a survey are necessarily engaging to employees. This report includes the results of a key driver analysis that highlight what things assessed in the survey actually have an impact on how engaged staff members are in the workplace.

Two of the District's lowest rated questions were found to have a strong impact upon employee engagement levels – 'NZ Police is interested in the views and opinions of its staff', (2nd lowest) and 'People here are appointed to positions based on merit' (4th lowest). If an intervention or improvement strategy is going to be based solely around the District's lowest rated questions, strong consideration should be afforded to these two issues – they have been shown statistically to have a strong and predictable connection to employee attitudes and behaviour (i.e., 'employee engagement').

When we examine the District's Area scores across the Key Drivers we see that the Gisborne and Hastings Areas are significantly less positive in a number of areas, with particular concern regarding the two low-rated Key Driver questions mentioned above. In comparison Eastern DHQ is the most positive area being on par with or above the NZ Police average for eight of the ten drivers.

Respect and Integrity within the Eastern District

Eastern District's results for the 'Respect and Integrity in the Workplace' survey items are somewhat mixed, with four items significantly lower than the NZ Police average, and one item significantly above the average. In particular, staff in the District have significantly greater confidence than NZ Police in knowing who to contact to report instances of harassment, bullying or discrimination. However, Eastern District staff believe their colleagues respect diversity less than all staff in general, and also have less confidence that concerns would be dealt with appropriately. For those people who had witnessed or experienced some form of harassment, discrimination or bullying in the workplace, they perceived the handling of those incidents at a similar level to that of NZ Police overall.

Employee Engagement within Eastern District

Employee engagement levels within the District are significantly below that of NZ Police as a whole, and have not shifted significantly from the 2010 survey. 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 prioritising intervention efforts aimed at increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Possible leverage points are those key drivers of employee engagement identified via statistical analysis. The strongest theme to emerge from the analysis concerns Vision, Purpose, Communication and Cooperation within the District. Three of the top four key item-level drivers are from this section of the survey, and the Eastern District scores are significantly lower (6 percentage points or more) than the NZ Police average on all three. There is therefore significant scope for improvement in these areas, and such improvement would likely result in a corresponding significant improvement in employee engagement.

Also of note is the 2nd ranked Key Driver question, 'I feel my contribution is valued in NZ Police'. While this question is not among the lowest 10 scores for the Eastern District, the score of 50.9 is only slightly higher than the 10th lowest, and is also significantly lower than the NZ Police average of 54.5. This score suggests that on average Eastern District staff neither agree nor disagree with this statement, so an opportunity exists to improve recognition of staff contributions to help build positive opinions.

Employee Comments

Examining the comments made by staff we gain further insight into what drives their engagement. Many comments refer to camaraderie, teamwork and the sense of personal achievement and pride they get from working in the District. As with the previous survey, staff are also positive about the ability they have to make a difference in the community as well as the variety that the job offers.

A number of issues were raised as things that needed to change. Similar to last year, the most commonly cited area related to resources, including: computers, radios and cars. A number of staff were concerned at the attitudes and/or perceived excessive numbers of senior management in the district. Reduced bureaucracy and paperwork, better communication, and greater individual accountability for performance were also requested.

Note that this is a cursory analysis and it is recommended that you read the comments in detail.

Summary

While Eastern District staff exhibit similar scores to the NZ Police average regarding their sense of personal achievement in their jobs and the opportunities that exist for them, these survey results suggest that collectively the District is more disengaged and disillusioned than the force as a whole. The lowest rated questions and key driver analysis suggest a sense of cynicism towards the organisation that should be addressed.

Looking at engagement, two-thirds of District staff can be considered Ambivalent (neither fully engaged but not disengaged either). The large size of this group represents a significant opportunity to shift people into the Engaged category – they are in effect 'up for grabs'. Key Driver analysis suggests that a significant leverage point exists for the District in developing the areas of Vision, Purpose, Communication and Cooperation (Section 1 of the survey). To achieve this you can, by way of example:

- Challenge leaders to work harder at recognising the contributions of their staff
- Place greater emphasis on creating an enjoyable work environment
- Open channels of communication so staff suggestions are encouraged and visibly acted upon wherever possible – starting with taking action as a result of this survey. District staff felt that little positive impact occurred after the last survey, so the opportunity exists to make a concerted effort this year to improve perceptions of the value of the survey.

As with last year, the Eastern DHQ stands out within the District as a possible best practice group. In comparison, the Gisborne and Hastings Areas are less positive in a number of areas. There would be benefit in investigating what the DHQ is doing that the Areas are not and seeing what can be implemented within the other Areas.

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

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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.