

# New Zealand Police Workplace Survey 2014

## Summary of Findings Finance 2014

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## Table of Contents

1. Executive Summary .....	3
2. Key Measures.....	4
2.1 Response Rate.....	4
2.2 Summary of Key Measures for Finance.....	4
2.3 Summary of Key Measures By Area.....	4
3. Engagement .....	5
3.1 Fulfilment, Motivation and Commitment towards Work .....	5
3.2 Engagement with NZ Police .....	5
3.3 Engagement Profile for Finance .....	6
3.4 Engagement Profile by Area.....	6
3.5 What drives our employees' engagement within Finance? .....	7
4. High Level Results.....	8
4.1 Section Summary Across Finance.....	8
4.2 Section Summary Across Area.....	9
4.3 Employee perceptions of respect & integrity in the workplace .....	10
4.4 Biggest differences within Finance since 2013 – POSITIVE .....	10
4.5 Biggest differences within Finance since 2013 – NEGATIVE.....	10
5. Appendix.....	11
5.1 Question Level Results.....	11
5.2 Notes on Taking Action .....	13
5.3 Glossary .....	14

## 1. Executive Summary

- Within Finance, the four key indices (Performance, Engagement, Change and Enablement) remain on par with the NZ Police average. There have been no meaningful changes to these indices since 2013.
- Three sections have markedly increased in the past year: 'My Supervisor', 'Vision and Purpose + Communication and Cooperation', and 'Quality and Excellence'.
- The Engagement Index is 75.4%, having increased by 7.1 points (a non-significant amount).
- 27% of people within Finance can be considered 'Engaged', while 14% are currently classified as 'Disengaged'. This is very similar to the average NZ Police profile. While the proportion of engaged people has not changed, there has been a slight decrease in the proportion of people who can be considered disengaged, down 5.3 points to its current level of 14.3%.
- PNHQ (FAI) has proportionally fewer employees who can be considered 'Disengaged' (12%, compared to 30% from PNHQ – District Support). PNHQ (FAI) also has a markedly higher Performance Index rating (68.5% compared to 42.5% from PNHQ – District Support).
- Within Finance, engaged people differ from disengaged people in four main ways.
  - **They feel valued:** People who are engaged are more likely to say that they feel that they get recognition when they do a good job and that their contribution is valued in NZ Police. Approximately two-thirds of people agreed to these questions, a higher proportion than seen in the NZ Police average.
  - **They feel cared-for:** Engaged people from Finance are also more likely to agree that NZ Police cares about the well-being of its staff, feel a sense of belonging to their Service Centre, and feel satisfied with their physical work environment. Overall this is an area of strength for Finance. 'Care about well-being' and 'sense of belonging' have both increased significantly since 2013, and 'care about well-being' and 'physical work environment' are outscoring the NZ Police average.
  - **There is a focus on performance:** Highly engaged people within Finance are more likely to agree people in their team are held accountable for their performance, that day-to-day decisions demonstrate that quality of services is a top priority for NZ Police and that they are working for an effective organisation. Approximately 60% of people agreed to these questions, which is roughly the same as the NZ Police average, and no changes have been observed regarding scores in this area over the past year.
  - **They're equipped:** Those who are engaged tend to agree that they are sufficiently involved in decisions that affect the way they do their jobs. They are also more likely to agree that they have the tools and resources they need to do their jobs. About two-thirds of people agree to these survey items, which is a significantly higher proportion than seen in the NZ Police average.
- Looking at the results by survey section, Finance scores very similarly to the NZ Police average in all areas except for 'My Team', which is significantly lower. This is partly driven by the relatively low proportion of people who agreed to the questions 'People I work with cooperate to get the job done' (21 points below NZ Police average), and 'I can rely on the support of others in my team' (22 points below NZ Police average). Note that, despite significant increases since 2013, only two-thirds of Finance personnel feel that they are part of an effective team (15 points below the NZ Police average). Although perception around the team roles and responsibilities, as well as the fair distribution of work has increased since 2013, effective teamwork and team dynamics remain an area of focus for Finance.
- Most questions have either not changed since 2013, or significantly increased. Only one question has significantly declined since 2013: 'Changes in response to the 2013 Workplace Survey have had a positive impact on my team'. Only 13% of people agree to this question. However, three times as many people agree that actions will be taken based on the results of the 2014 survey. People are hopeful that their feedback will have an effect.

## 2. Key Measures

### 2.1 Response Rate

Question	Finance		NZ Police
	2014	2013	2014
Number of Responses	63	46	8707
Response Rate	75.9%	71.9%	73.0%

Note: For tables in this report where comparisons are made between the Service Centre's 2014 and 2013 scores, as well as between the Service Centre and NZ Police (Total Org), green font indicates that the Service Centre'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 Finance

Question	Finance		NZ Police
	2014	2013	2014
Performance Index	63.0	+7.7	-0.9
Engagement Index	75.4	+7.1	+2.1
Change Index	24.9	-2.8	-5.6
Enablement Index	63.7	+8.7	+5.2

### 2.3 Summary of Key Measures By Area

	PNHQ - District Support	PNHQ (FAI)
Response Rate	71.4%	79.4%
Performance Index	42.5	68.5
Engagement Index	66.7	77.7
Change Index	26.7	24.0
Enablement Index	45.7	67.6

### 3. Engagement

#### 3.1 Fulfilment, Motivation and Commitment towards Work

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

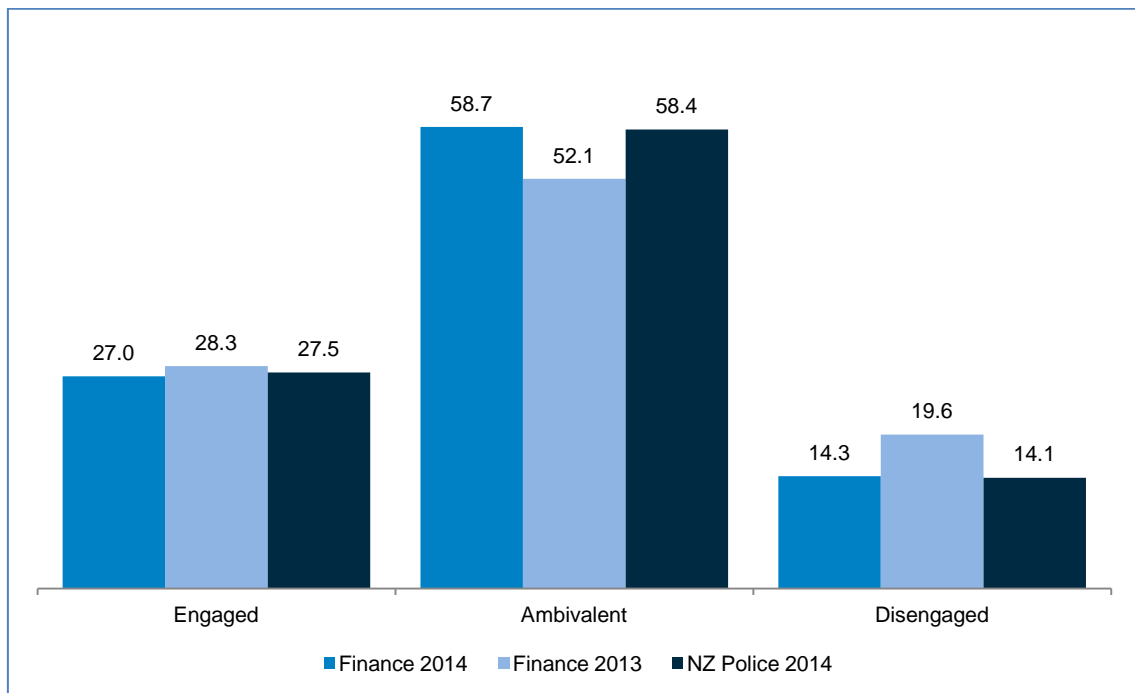
Question	Finance		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	76.2	+6.6	-2.1
I am strongly committed to the work I do	90.5	NA	+1.9
I am motivated to do the best I can in my job everyday	93.7	NA	+8.6

#### 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.

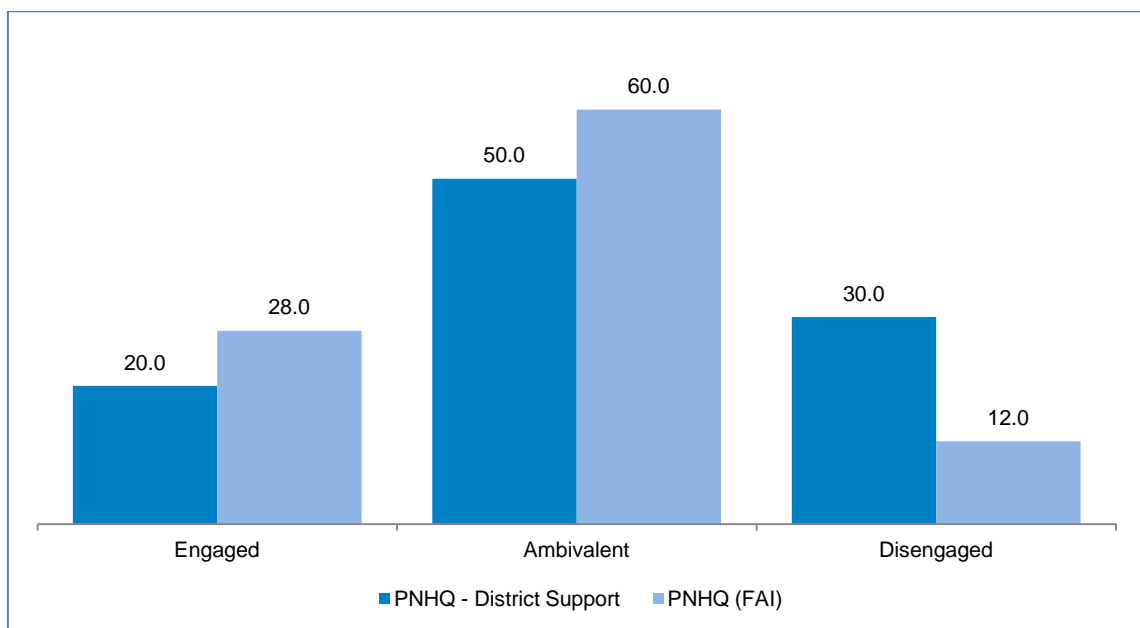
Question	Finance		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	61.9	+3.2	-13.0
Overall, I would recommend NZ Police as a great place to work	65.1	+4.2	-3.2
I take an active interest in what happens in NZ Police	88.9	+8.5	+7.3
I feel inspired to go the extra mile to help NZ Police succeed	79.4	+5.5	+6.9
I feel a sense of commitment to NZ Police	85.7	+5.3	+3.9
NZ Police inspires me to do the best I can in my job every day	71.4	+15.8	+10.8

### 3.3 Engagement Profile for Finance



Proportion of employees (%)

### 3.4 Engagement Profile by Area



Proportion of employees (%)

### 3.5 What drives our employees' engagement within Finance?

Question	Finance		NZ Police
	2014	2013	2014
7.5: I feel my contribution is valued in NZ Police	61.9	+7.6	+10.9
8.8: NZ Police cares about the well-being of its staff	69.8	+19.8	+18.9
7.4: I get recognition when I do a good job	68.3	+7.4	+15.6
8.7: I feel a sense of belonging to my District or my Service Centre	60.3	+12.5	0.0
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.7	+4.2	+5.6
9.4: I am sufficiently involved in decisions that affect the way I do my job	66.1	+5.2	+14.8
3.1: I am satisfied with my physical work environment	73.0	+1.3	+10.5
8.10: I feel I am working for an effective organisation	60.3	+3.8	-3.9
9.3: I have the tools and resources I need to do my job	67.7	+4.7	+10.5
4.7: People are held accountable for their performance in my team	59.7	+3.2	-7.2

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 Service Centre. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the Service Centre 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 Service Centre 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 Finance

Question			NZ Police
	2014	2013	2014
<b>Performance Index (average of all survey questions)</b>	63.0	+7.7	-0.9
1. The Work I Do	66.0	+7.9	-1.7
2. Learning and Development	51.6	+6.2	-1.6
3. Work Conditions	60.3	+6.5	+4.1
4. My Team	61.4	+6.1	-15.0
5. Respect & Integrity in the Workplace	74.7	+0.9	+1.3
6. My Supervisor	73.3	+16.8	-7.3
7. Recognition	52.7	+4.0	+6.4
8. Vision and Purpose + Communication and Cooperation	60.8	+11.1	+1.7
9. Quality and Excellence	69.8	+10.0	+8.9
<b>10. Final Thoughts (Engagement Index)</b>	75.4	+7.1	+2.1
<b>11. The Survey - Your Views (Change Index)</b>	24.9	-2.8	-5.6

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	PNHQ - District Support	PNHQ (FAI)	Finance
<b>Performance Index</b> (average of all survey questions)	42.5	68.5	63.9
1. The Work I Do	55.7	75.0	71.8
2. Learning and Development	25.0	57.5	51.6
3. Work Conditions	30.0	66.5	60.3
4. My Team	20.3	71.1	61.4
5. Respect & Integrity in the Workplace	42.9	81.9	74.7
6. My Supervisor	36.7	81.7	73.3
7. Recognition	30.0	56.8	52.7
8. Vision and Purpose + Communication and Cooperation	49.1	63.8	60.8
9. Quality and Excellence	57.8	71.0	69.3
<b>10. Final Thoughts</b> (Engagement Index)	66.7	77.7	75.4
<b>11. The Survey - Your Views</b> (Change Index)	26.7	24.0	24.9

Note: that for the table above, red scores indicate the lowest performing area within the Service Centre 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		Finance		NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		77.0	+14.0	-6.4
I know who to contact to report instances of workplace harassment, bullying or discrimination		85.7	+7.4	+6.0
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		74.6	-3.2	+4.2
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)		66.7	-7.2	-2.4
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		69.4	-6.7	+5.0
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	82.5	-8.8	-1.7
	Yes	3.2	-1.1	-0.7
	No	14.3	+10.0	+2.4

#### 4.4 Biggest differences within Finance since 2013 – POSITIVE

Question		Finance		NZ Police
		2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done		66.1	+24.8	+7.0
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police		84.1	+21.1	-3.3
8.4: There is a sense of 'common purpose' in NZ Police		64.5	+21.0	+6.3
9.7: NZ Police delivers on the promises it makes to its customers		74.2	+19.9	+19.1
8.8: NZ Police cares about the well-being of its staff		69.8	+19.8	+18.9
6.2: My supervisor treats staff with respect		84.1	+18.9	-2.6
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team		73.0	+18.7	-8.1
8.5: NZ Police is interested in the views and opinions of its staff		52.4	+17.6	+12.5
3.3: I am able to maintain a balance between my personal and working life		66.7	+16.7	-0.5
4.6: I feel part of an effective team		66.7	+16.7	-14.5

#### 4.5 Biggest differences within Finance since 2013 – NEGATIVE

Question		Finance		NZ Police
		2014	2013	2014
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team		13.1	-13.0	-9.5
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)		66.7	-7.2	-2.4
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		69.4	-6.7	+5.0
4.5: I can rely on the support of others in my team		65.1	-6.6	-21.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		74.6	-3.2	+4.2
7.2: People here are appointed to positions based on merit		38.1	-3.2	+3.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey		19.7	-2.5	-15.5
1.5: NZ Police provides adequate training for the work I do		46.0	-1.8	+1.2
3.2: The level of work-related stress I experience in my job is acceptable		49.2	-0.8	-5.7

## 5. Appendix

### 5.1 Question Level Results

Question			NZ Police
	2014	2013	2014
<b>1. The Work I Do</b>			
1.1: The responsibilities of my job are clearly defined	71.4	+12.7	-4.7
1.2: I know how my work contributes to the effectiveness of NZ Police	84.1	+14.5	+0.2
1.3: I understand how my performance is measured	53.2	+7.5	-7.9
1.4: My performance is fairly assessed	48.4	+7.1	-6.2
1.5: NZ Police provides adequate training for the work I do	46.0	-1.8	+1.2
1.6: The work I do makes good use of my knowledge and skills	82.5	+8.6	+7.5
1.7: My job gives me a sense of personal achievement	76.2	+6.6	-2.1
1.8: I am strongly committed to the work I do	90.5	NA	+1.9
1.9: I am motivated to do the best I can in my job everyday	93.7	NA	+8.6
<b>2. Learning and Development</b>			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	60.3	+9.2	+7.1
2.2: I am encouraged to try new ways of doing things	69.8	+8.9	+18.6
2.3: There are learning and development opportunities for me in NZ Police	46.0	+4.7	-9.0
2.4: There are career development opportunities for me in NZ Police	30.2	+1.9	-23.2
<b>3. Work Conditions</b>			
3.1: I am satisfied with my physical work environment	73.0	+1.3	+10.5
3.2: The level of work-related stress I experience in my job is acceptable	49.2	-0.8	-5.7
3.3: I am able to maintain a balance between my personal and working life	66.7	+16.7	-0.5
3.4: The pay and benefits I receive are fair for the work I do	52.4	+8.9	+12.3
<b>4. My Team</b>			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	71.4	+1.8	-14.8
4.2: Roles and responsibilities are clearly defined in my team	65.1	+10.8	-11.8
4.3: The way work is allocated in my team is fair	58.7	+14.3	-13.8
4.4: People I work with cooperate to get the job done	65.1	+4.2	-21.4
4.5: I can rely on the support of others in my team	65.1	-6.6	-21.8
4.6: I feel part of an effective team	66.7	+16.7	-14.5
4.7: People are held accountable for their performance in my team	59.7	+3.2	-7.2
4.8: Poor performance is dealt with effectively in my team	39.3	+4.5	-15.1
<b>5. Respect &amp; Integrity in the Workplace</b>			
5.1: Staff in my team respect employee diversity	77.0	+14.0	-6.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	85.7	+7.4	+6.0
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.6	-3.2	+4.2
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)	66.7	-7.2	-2.4
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	69.4	-6.7	+5.0

Question			NZ Police
	2014	2013	2014
<b>6. My Supervisor</b>			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	84.1	+21.1	-3.3
6.2: My supervisor treats staff with respect	84.1	+18.9	-2.6
6.3: My supervisor communicates the goals and objectives of our team effectively	68.3	+16.1	-10.7
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	73.0	+18.7	-8.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	57.1	+11.4	-11.7
6.6: I have confidence in my supervisor	73.0	+14.3	-7.8
<b>7. Recognition</b>			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	41.3	+4.3	-5.0
7.2: People here are appointed to positions based on merit	38.1	-3.2	+3.6
7.3: We celebrate success in NZ Police	54.0	+4.0	+7.0
7.4: I get recognition when I do a good job	68.3	+7.4	+15.6
7.5: I feel my contribution is valued in NZ Police	61.9	+7.6	+10.9
<b>8. Vision and Purpose + Communication and Cooperation</b>			
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.3	+1.6	-2.0
8.2: Communication in my District or my Service Centre is open and honest	58.7	+13.0	+12.4
8.3: I feel informed about NZ Police and its activities	55.6	+9.9	-0.9
8.4: There is a sense of 'common purpose' in NZ Police	64.5	+21.0	+6.3
8.5: NZ Police is interested in the views and opinions of its staff	52.4	+17.6	+12.5
8.6: Teams within NZ Police work well together	44.4	+11.8	-9.9
8.7: I feel a sense of belonging to my District or my Service Centre	60.3	+12.5	0.0
8.8: NZ Police cares about the well-being of its staff	69.8	+19.8	+18.9
8.9: NZ Police is an enjoyable place to work	71.4	+7.0	-1.0
8.10: I feel I am working for an effective organisation	60.3	+3.8	-3.9
8.11: I intend to continue working at NZ Police for at least the next 12 months	71.4	+4.0	-13.8
<b>9. Quality and Excellence</b>			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.7	+4.2	+5.6
9.2: NZ Police expects high standards of performance from its people	83.9	+1.3	-3.4
9.3: I have the tools and resources I need to do my job	67.7	+4.7	+10.5
9.4: I am sufficiently involved in decisions that affect the way I do my job	66.1	+5.2	+14.8
9.5: Systems and processes I use enable me to do my job well	66.7	NA	+5.9
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	66.1	+24.8	+7.0
9.7: NZ Police delivers on the promises it makes to its customers	74.2	+19.9	+19.1
<b>10. Final Thoughts (Engagement Index)</b>			
10.1: Overall, I'm satisfied with my job	61.9	+3.2	-13.0
10.2: Overall, I would recommend NZ Police as a great place to work	65.1	+4.2	-3.2
10.3: I take an active interest in what happens in NZ Police	88.9	+8.5	+7.3
10.4: I feel inspired to go the extra mile to help NZ Police succeed	79.4	+5.5	+6.9
10.5: I feel a sense of commitment to NZ Police	85.7	+5.3	+3.9
10.6: NZ Police inspires me to do the best I can in my job every day	71.4	+15.8	+10.8
<b>11. The Survey - Your Views (Change Index)</b>			
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	13.1	-13.0	-9.5
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	19.7	-2.5	-15.5
11.3: I believe actions will be taken based on the results of this survey	41.9	+7.1	+8.1

## 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.

