New Zealand Police Workplace Survey 2014

Summary of Findings Financial Crime Group 2014

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1. Executive Summary

- Within the Financial Crime Group, two of the four key indices (Performance and Enablement) are on par with the NZ Police average. The Engagement Index has both significantly increased since 2013 (now at 84%), and together with the Change Index is currently above the NZ Police average.

- All members of the FCG: Southern ARU agreed to the questions in the Engagement section. (Not sure if I should include this, but it is notable, even with n=5)

- A markedly higher proportion of Financial Crime Group employees can be considered 'Engaged' (39%, up from 25% in 2013), compared to the NZ Police average (28%). 7% can be considered 'Disengaged', which is half the proportion of disengaged people for the NZ Police average.

- Northern ARU, Southern ARU and Financial Crime Group HQ all have strong Engagement Profiles, while Central ARU's profile is more similar to that of the NZ Police average.

- Within the Financial Crime Group, engaged people differ from disengaged people in three main ways.
  - **Clear goal and strong sense of effectiveness:** Highly engaged people within the Financial Crime Group tend to agree that NZ Police has a clear vision of where it's going and how it's going to get there, believe that day-to-day decisions demonstrate that quality of services is a top priority for NZ Police, and feel that they are working for an effective organisation. At a team level, they are more likely to agree that they feel part of an effective team. Significantly more people have agreed to the questions around 'quality being a priority' and 'team effectiveness', compared to 2013. All four are on par with the NZ Police average.
  - **Can raise concerns:** People who are engaged are more likely to say that they're confident that they could raise concerns relating to workplace harassment, bullying or discrimination without fear of reprisal. They're also more likely to agree that they could raise concerns about other inappropriate conduct without fear of reprisal. Approximately three-quarters of people in the Financial Crime Group agree to these questions. These questions have decreased slightly, although not by a significant amount.
  - **Feel informed and involved:** In the Financial Crime Group, engaged people tend to feel that communication in their Service Centre is open and honest, agree that they feel informed about NZ Police and its activities, and feel a sense of belonging to their Service Centre. This is a clear area of strength for the Financial Crime Group, as it outscores the NZ Police average for all three questions.

- Most questions have either significantly increased or have not changed since 2013. The greatest of the increases is 'NZ Police inspires me to do the best I can in my job every day' (up 28 points to 75%). The questions with the biggest increase relate to perceptions around performance management and the team – clearer roles and responsibilities, fair allocation of work, clarity of performance measurement, accountability, and overall team effectiveness.

- Only three questions have significantly declined since 2013. They are: 'I get recognition when I do a good job', 'We celebrate success in NZ Police', and 'The pay and benefits I receive are fair for the work I do'. 'Recognition' and 'celebrate success' remain significantly higher than the NZ Police average, but the sizeable decrease in this area is notable.

- Just one question is currently below the NZ Police average: 'There are career development opportunities for me in NZ Police'. Interestingly, people do feel encouraged to develop their knowledge and skills and feel encouraged to try new ways of doing things. Despite the encouragement people feel, they are still not seeing a clear career path within NZ Police.

- This year, significantly more people agree that changes in response to the 2013 Workplace Survey have had a positive impact on their team. Nearly 60% now believe that actions will be taken based on the results of this survey, a sizeable increase of 19% since 2013. Substantially more people agree to the questions related to survey actions and change compared to the NZ Police average, suggesting this is an area in which the Financial Crime Group distinguishes itself from the other Groups and Service Centres. Continued efforts in this area should be maintained.

2. Key Measures

2.1 Response Rate

Question	Financial Crime Group		NZ Police
	2014	**2013**	**2014**
Number of Responses	52	49	8707
Response Rate	88.1%	98.0%	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 Financial Crime Group

Question	Financial Crime Group		NZ Police
	2014	**2013**	**2014**
Performance Index	73.4	+6.5	+9.5
Engagement Index	84.0	+11.9	+10.7
Change Index	50.6	+9.8	+20.1
Enablement Index	67.9	+7.5	+9.4

2.3 Summary of Key Measures By Area

	FCG: Central ARU	FCG: Northern ARU	FCG: Southern ARU	Financial Crime Group HQ
Response Rate	87.5%	95.8%	100.0%	81.0%
Performance Index	66.4	78.0	86.2	68.2
Engagement Index	78.6	84.1	100.0	81.4
Change Index	57.1	55.1	73.3	35.3
Enablement Index	53.6	68.5	80.0	69.1

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.
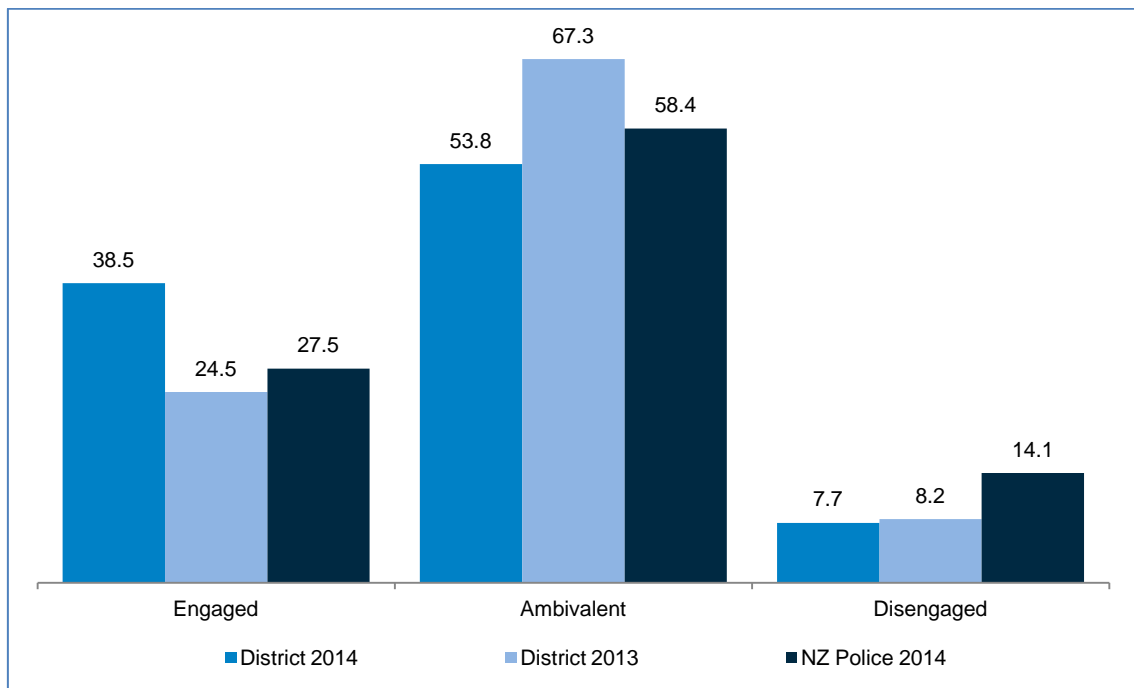
Question	Financial Crime Group		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	92.3	+14.7	+14.0
I am strongly committed to the work I do	98.1	NA	+9.5
I am motivated to do the best I can in my job everyday	94.2	NA	+9.1

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	Financial Crime Group		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	84.6	+11.1	+9.7
Overall, I would recommend NZ Police as a great place to work	82.7	+13.3	+14.4
I take an active interest in what happens in NZ Police	90.4	+2.6	+8.8
I feel inspired to go the extra mile to help NZ Police succeed	80.8	+9.4	+8.3
I feel a sense of commitment to NZ Police	90.4	+6.7	+8.6
NZ Police inspires me to do the best I can in my job every day	75.0	+28.1	+14.4

3.3 Engagement Profile for Financial Crime Group

Engaged: District 2014 = 38.5, District 2013 = 24.5, NZ Police 2014 = 27.5
Ambivalent: District 2014 = 53.8, District 2013 = 67.3, NZ Police 2014 = 58.4
Disengaged: District 2014 = 7.7, District 2013 = 8.2, NZ Police 2014 = 14.1

■ District 2014   ■ District 2013   ■ NZ Police 2014

Proportion of employees (%)

3.4 Engagement Profile by Area

Engaged: FCG: Central ARU = 28.6, FCG: Northern ARU = 43.5, FCG: Southern ARU = 40.0, Financial Crime Group HQ = 35.3
Ambivalent: FCG: Central ARU = 57.1, FCG: Northern ARU = 52.2, FCG: Southern ARU = 60.0, Financial Crime Group HQ = 52.9
Disengaged: FCG: Central ARU = 14.3, FCG: Northern ARU = 4.3, FCG: Southern ARU = 0.0, Financial Crime Group HQ = 11.8

■ FCG: Central ARU   ■ FCG: Northern ARU   ■ FCG: Southern ARU   ■ Financial Crime Group HQ

Proportion of employees (%)

3.5 What drives our employees' engagement within the Financial Crime Group?

Question	Financial Crime Group		NZ Police
	2014	2013	2014
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	71.2	-2.3	+8.9
8.3: I feel informed about NZ Police and its activities	69.2	-2.2	+12.7
8.2: Communication in my District or my Service Centre is open and honest	65.4	+4.2	+19.1
8.9: NZ Police is an enjoyable place to work	82.7	+5.1	+10.3
8.7: I feel a sense of belonging to my District or my Service Centre	80.8	+5.3	+20.5
8.10: I feel I am working for an effective organisation	71.2	+3.9	+7.0
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	61.5	+13.6	+6.4
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	73.1	-6.5	+2.7
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	73.1	-8.5	+4.0
4.6: I feel part of an effective team	82.7	+19.4	+1.5

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 Financial Crime Group

Question	Financial Crime Group		NZ Police
	2014	**2013**	**2014**
Performance Index (average of all survey questions)	73.4	+6.5	+9.5
1. The Work I Do	79.1	+10.6	+11.4
2. Learning and Development	61.5	+4.9	+8.3
3. Work Conditions	72.1	-3.4	+15.9
4. My Team	78.6	+16.0	+2.2
5. Respect & Integrity in the Workplace	78.1	-0.7	+4.7
6. My Supervisor	85.8	+6.2	+5.2
7. Recognition	63.1	-0.4	+16.8
8. Vision and Purpose + Communication and Cooperation	69.7	+3.7	+10.6
9. Quality and Excellence	68.9	+6.9	+8.0
10. Final Thoughts (Engagement Index)	84.0	+11.9	+10.7
11. The Survey - Your Views (Change Index)	50.6	+9.8	+20.1

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	FCG: Central ARU	FCG: Northern ARU	FCG: Southern ARU	Financial Crime Group HQ	Financial Crime Group
Performance Index (average of all survey questions)	66.4	78.0	86.2	68.2	74.0
1. The Work I Do	71.4	88.9	95.6	75.8	82.9
2. Learning and Development	46.4	63.0	80.0	60.3	61.5
3. Work Conditions	46.4	73.9	95.0	73.5	72.1
4. My Team	73.2	89.1	80.0	66.2	78.6
5. Respect & Integrity in the Workplace	60.0	79.1	100.0	77.6	78.1
6. My Supervisor	78.6	97.8	90.0	71.3	85.8
7. Recognition	65.7	61.7	72.0	61.2	63.1
8. Vision and Purpose + Communication and Cooperation	70.1	73.1	80.0	61.8	69.7
9. Quality and Excellence	57.1	68.3	80.0	70.6	68.7
10. Final Thoughts (Engagement Index)	78.6	84.1	100.0	81.4	84.0
11. The Survey - Your Views (Change Index)	57.1	55.1	73.3	35.3	50.6

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		Financial Crime Group		NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		86.5	+6.9	+3.1
I know who to contact to report instances of workplace harassment, bullying or discrimination		82.7	-1.0	+3.0
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		73.1	-6.5	+2.7
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)		73.1	-8.5	+4.0
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		75.0	+5.6	+10.6
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?	Not Applicable	84.6	+5.0	+0.4
	Yes	1.9	-10.3	-2.0
	No	13.5	+5.3	+1.6

4.4 Biggest differences within the Financial Crime Group since 2013 – POSITIVE

Question	Financial Crime Group		NZ Police
	2014	2013	2014
10.6: NZ Police inspires me to do the best I can in my job every day	75.0	+28.1	+14.4
4.3: The way work is allocated in my team is fair	78.8	+22.5	+6.3
8.6: Teams within NZ Police work well together	59.6	+20.8	+5.3
1.3: I understand how my performance is measured	75.0	+19.9	+13.9
1.4: My performance is fairly assessed	76.9	+19.8	+22.3
4.6: I feel part of an effective team	82.7	+19.4	+1.5
11.3: I believe actions will be taken based on the results of this survey	57.7	+18.9	+23.9
4.8: Poor performance is dealt with effectively in my team	59.6	+18.8	+5.2
4.2: Roles and responsibilities are clearly defined in my team	80.8	+17.5	+3.9
1.6: The work I do makes good use of my knowledge and skills	88.5	+17.1	+13.5

4.5 Biggest differences within the Financial Crime Group since 2013 – NEGATIVE

Question	Financial Crime Group		NZ Police
	2014	2013	2014
7.4: I get recognition when I do a good job	67.3	-12.3	+14.6
7.3: We celebrate success in NZ Police	63.5	-12.0	+16.5
3.4: The pay and benefits I receive are fair for the work I do	46.2	-10.9	+6.1
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)	73.1	-8.5	+4.0
8.4: There is a sense of 'common purpose' in NZ Police	62.7	-6.7	+4.5
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	73.1	-6.5	+2.7
3.2: The level of work-related stress I experience in my job is acceptable	73.1	-4.5	+18.2
1.5: NZ Police provides adequate training for the work I do	55.8	-3.4	+11.0
3.1: I am satisfied with my physical work environment	76.9	-2.7	+14.4
2.4: There are career development opportunities for me in NZ Police	42.3	-2.6	-11.1

5. Appendix

5.1 Question Level Results

Question			NZ Police
	2014	**2013**	**2014**
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	75.0	+3.6	-1.1
1.2: I know how my work contributes to the effectiveness of NZ Police	90.4	+2.6	+6.5
1.3: I understand how my performance is measured	75.0	+19.9	+13.9
1.4: My performance is fairly assessed	76.9	+19.8	+22.3
1.5: NZ Police provides adequate training for the work I do	55.8	-3.4	+11.0
1.6: The work I do makes good use of my knowledge and skills	88.5	+17.1	+13.5
1.7: My job gives me a sense of personal achievement	92.3	+14.7	+14.0
1.8: I am strongly committed to the work I do	98.1	NA	+9.5
1.9: I am motivated to do the best I can in my job everyday	94.2	NA	+9.1
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	67.3	+8.1	+14.1
2.2: I am encouraged to try new ways of doing things	75.0	+9.7	+23.8
2.3: There are learning and development opportunities for me in NZ Police	61.5	+4.4	+6.5
2.4: There are career development opportunities for me in NZ Police	42.3	-2.6	-11.1
3. Work Conditions			
3.1: I am satisfied with my physical work environment	76.9	-2.7	+14.4
3.2: The level of work-related stress I experience in my job is acceptable	73.1	-4.5	+18.2
3.3: I am able to maintain a balance between my personal and working life	92.2	+4.4	+25.0
3.4: The pay and benefits I receive are fair for the work I do	46.2	-10.9	+6.1
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.7	+5.1	-3.5
4.2: Roles and responsibilities are clearly defined in my team	80.8	+17.5	+3.9
4.3: The way work is allocated in my team is fair	78.8	+22.5	+6.3
4.4: People I work with cooperate to get the job done	86.5	+13.0	0.0
4.5: I can rely on the support of others in my team	90.4	+16.9	+3.5
4.6: I feel part of an effective team	82.7	+19.4	+1.5
4.7: People are held accountable for their performance in my team	67.3	+14.2	+0.4
4.8: Poor performance is dealt with effectively in my team	59.6	+18.8	+5.2
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	86.5	+6.9	+3.1
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.7	-1.0	+3.0
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	73.1	-6.5	+2.7
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	73.1	-8.5	+4.0
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	75.0	+5.6	+10.6

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	90.4	+2.6	+3.0
6.2: My supervisor treats staff with respect	88.5	+6.9	+1.8
6.3: My supervisor communicates the goals and objectives of our team effectively	82.7	+9.2	+3.7
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	80.4	+2.8	-0.7
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	86.3	+8.7	+17.5
6.6: I have confidence in my supervisor	86.5	+6.9	+5.7
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	55.8	-0.5	+9.5
7.2: People here are appointed to positions based on merit	59.6	+16.7	+25.1
7.3: We celebrate success in NZ Police	63.5	-12.0	+16.5
7.4: I get recognition when I do a good job	67.3	-12.3	+14.6
7.5: I feel my contribution is valued in NZ Police	69.2	+5.9	+18.2
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	71.2	-2.3	+8.9
8.2: Communication in my District or my Service Centre is open and honest	65.4	+4.2	+19.1
8.3: I feel informed about NZ Police and its activities	69.2	-2.2	+12.7
8.4: There is a sense of 'common purpose' in NZ Police	62.7	-6.7	+4.5
8.5: NZ Police is interested in the views and opinions of its staff	51.9	+4.0	+12.0
8.6: Teams within NZ Police work well together	59.6	+20.8	+5.3
8.7: I feel a sense of belonging to my District or my Service Centre	80.8	+5.3	+20.5
8.8: NZ Police cares about the well-being of its staff	71.2	+7.9	+20.3
8.9: NZ Police is an enjoyable place to work	82.7	+5.1	+10.3
8.10: I feel I am working for an effective organisation	71.2	+3.9	+7.0
8.11: I intend to continue working at NZ Police for at least the next 12 months	80.8	+1.2	-4.4
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	61.5	+13.6	+6.4
9.2: NZ Police expects high standards of performance from its people	80.8	-0.8	-6.5
9.3: I have the tools and resources I need to do my job	61.5	+6.4	+4.3
9.4: I am sufficiently involved in decisions that affect the way I do my job	71.2	+4.5	+19.9
9.5: Systems and processes I use enable me to do my job well	67.3	NA	+6.5
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	75.0	+11.7	+15.9
9.7: NZ Police delivers on the promises it makes to its customers	63.5	+6.4	+8.4
10. Final Thoughts (Engagement Index			
10.1: Overall, I'm satisfied with my job	84.6	+11.1	+9.7
10.2: Overall, I would recommend NZ Police as a great place to work	82.7	+13.3	+14.4
10.3: I take an active interest in what happens in NZ Police	90.4	+2.6	+8.8
10.4: I feel inspired to go the extra mile to help NZ Police succeed	80.8	+9.4	+8.3
10.5: I feel a sense of commitment to NZ Police	90.4	+6.7	+8.6
10.6: NZ Police inspires me to do the best I can in my job every day	75.0	+28.1	+14.4
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	36.5	+10.0	+13.9
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	57.7	+0.6	+22.5
11.3: I believe actions will be taken based on the results of this survey	57.7	+18.9	+23.9

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.