

# New Zealand Police Workplace Survey 2014

## Summary of Findings Human Resources 2014

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## 1. Executive Summary

- Perceptions about working in Human Resources have continued to improve this year and are much higher than across NZ Police overall. Compared to 2013, a much greater proportion of people rate the workplace climate more positively and feel engaged and enabled to do their jobs.
- HRSC Recruiting have extremely high levels of engagement and are the most engaged team in the Human Resources group. However, despite responding most favourably to the engagement questions, HRSC Recruiting have not responded as positively across other survey sections. PNHQ (FAI) appear to be the most positive across the majority of survey sections and could potentially be looked to for best practice examples, particularly from lower scoring teams such as PNHQ – HR & BS Management.
- Compared to 2013, scores for more than half of the survey items for Human Resources increased. In particular, there has been a significant improvement in perceptions that employees are encouraged to suggest improvements to the way things are done, with nearly three quarters of people agreeing to this compared to just 50% last year. There have also been significant improvements to a number of survey items around communication and cooperation, and My Supervisor.
- Three items declined since 2013. A lower proportion of people agreed that they know who to contact to report instances of workplace harassment, bullying or discrimination. However still over 80% of people from Human Resources agreed to this, which is slightly higher than for the rest of NZ Police. The other two items that declined should be of more concern as they are now significantly below the NZ Police average, and these relate to clarity around performance measurement, and learning and development opportunities.
- Within Human Resources, engaged people differ from disengaged people in three main ways.
  - **They feel that they belong:** Engaged people are more likely to believe that overall the organisation is an enjoyable place to work and feel a strong sense of belonging to their Service Centre. There has been a substantial increase in the proportion of people who agree that NZ Police is an enjoyable place to work, with Human Resources responding more positively to this question than others across the rest of the organisation. Perceptions around feeling a sense of belonging have also increased significantly since 2013 and are also much higher than across NZ Police overall. This is therefore a high performing key driver area that should be maintained.
  - **They feel valued:** People who are engaged are also more likely to feel encouraged to provide suggestions for improvement, involved in decisions and valued for their contributions. Human Resources are doing particularly well in all of these areas compared to the rest of NZ Police, and they have all seen large improvements since 2013.
  - **They feel enabled to achieve:** Finally, engaged people in Human Resources feel encouraged to develop their knowledge and skills and try new ways of doing things, and they get a sense of personal achievement from their jobs. They also believe that the organisation makes service quality a top priority and is an effective organisation. While perceptions of the organisation being effective have increased by a sizeable amount, the other key drivers within this theme have not changed since 2013. Key drivers with the greatest opportunity for improvement are likely to be those that are on par with the rest of the organisation, so encouraging people to develop their knowledge and skills is a recommended key area for focus.
  - Human Resources have made good improvements across many of the areas that are important for driving engagement and are now performing well above the rest of the organisation in most of these areas. In order to continue having such high levels of engagement and to drive further improvements, it is recommended that all three areas above are focused on but with particular attention placed on enabling people to achieve. It is also noteworthy that other questions around learning and career development are rated significantly lower by people in Human Resources than for others in NZ Police, and one of the three questions that declined significantly for this group was also around having learning and development opportunities. Therefore it is a clear area to focus on over the next 12 months.
- People in Human Resources are less committed to continue working at NZ Police over the next 12 months compared to others in the organisation. Focusing on ensuring there are opportunities for development and personal achievement for individuals in this group is likely to be vital towards not only engagement and motivation but also employee retention.
- The Change Index is the only key metric that did not show significant improvement since 2013. Over half of employees within this group are expecting actions to be taken based on the results of this survey so it is important to meet that expectation in this year's post-survey action planning.

## 2. Key Measures

### 2.1 Response Rate

Question	Human Resources		NZ Police
	2014	2013	2014
Number of Responses	185	173	8707
Response Rate	83.7%	90.6%	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 Human Resources

Question	Human Resources		NZ Police
	2014	2013	2014
Performance Index	71.5	+5.5	+7.6
Engagement Index	84.9	+7.3	+11.6
Change Index	39.7	-3.9	+9.2
Enablement Index	70.6	+6.1	+12.1

### 2.3 Summary of Key Measures By Area

	HRSC Recruiting	PNHQ - District Support	PNHQ - HR & BS Management	PNHQ (FAI)
Response Rate	69.6%	83.7%	90.0%	86.9%
Performance Index	69.3	67.9	60.3	78.5
Engagement Index	92.7	79.8	75.9	90.4
Change Index	15.2	36.7	22.2	51.1
Enablement Index	64.8	63.8	52.1	76.8

### 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.

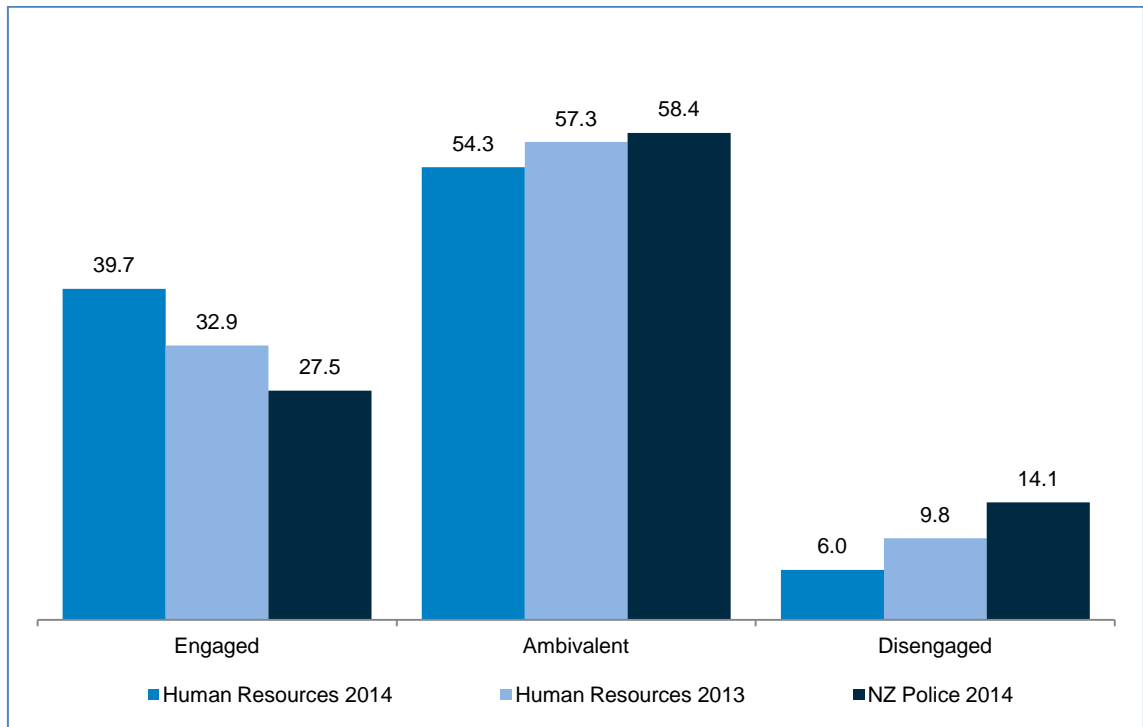
Question	Human Resources		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	78.8	-1.5	+0.5
I am strongly committed to the work I do	92.9	NA	+4.3
I am motivated to do the best I can in my job everyday	90.2	NA	+5.1

#### 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.

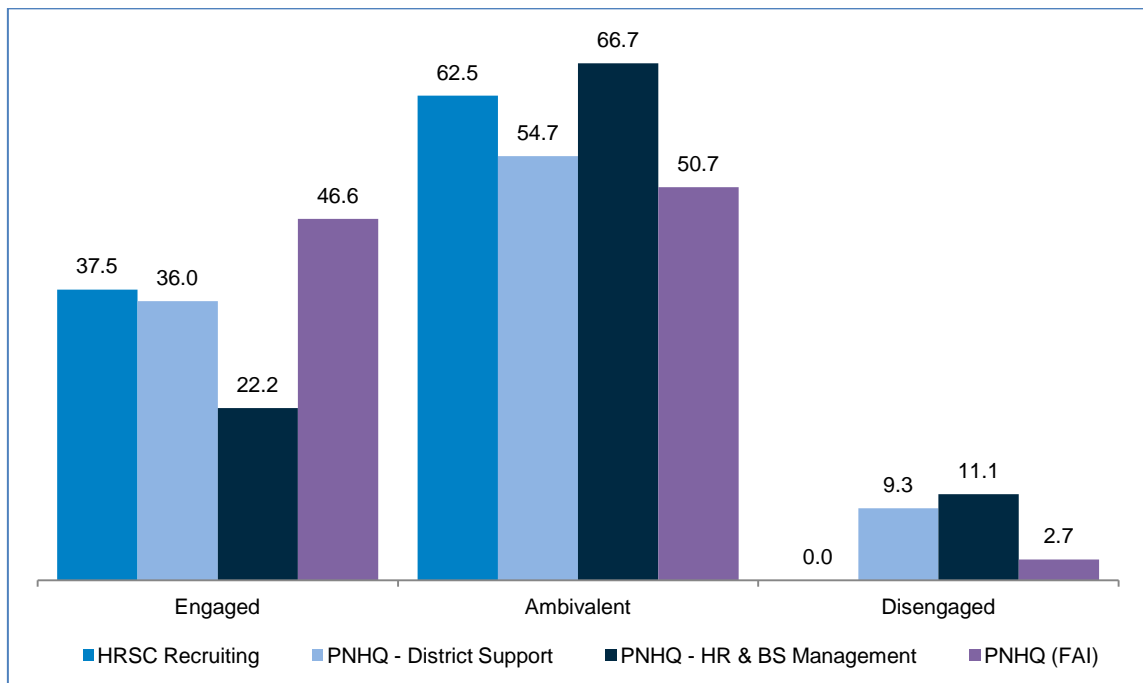
Question	Human Resources		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	82.1	+10.4	+7.2
Overall, I would recommend NZ Police as a great place to work	81.0	+5.9	+12.7
I take an active interest in what happens in NZ Police	92.4	+3.4	+10.8
I feel inspired to go the extra mile to help NZ Police succeed	85.2	+6.0	+12.7
I feel a sense of commitment to NZ Police	89.7	+6.5	+7.9
NZ Police inspires me to do the best I can in my job every day	79.2	+11.8	+18.6

### 3.3 Engagement Profile for Human Resources



Proportion of employees (%)

### 3.4 Engagement Profile by Area



Proportion of employees (%)

### 3.5 What drives our employees' engagement within Human Resources?

Question	Human Resources		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	85.9	+15.4	+13.5
8.10: I feel I am working for an effective organisation	83.0	+16.1	+18.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.1	+0.8	+13.0
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	72.1	+22.7	+13.0
7.5: I feel my contribution is valued in NZ Police	71.0	+10.3	+20.0
1.7: My job gives me a sense of personal achievement	78.8	-1.5	+0.5
9.4: I am sufficiently involved in decisions that affect the way I do my job	70.1	+7.1	+18.8
2.2: I am encouraged to try new ways of doing things	60.7	-1.1	+9.5
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	56.0	-1.8	+2.8
8.7: I feel a sense of belonging to my District or my Service Centre	70.1	+11.7	+9.8

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 Human Resources

Question	Human Resources		NZ Police
	2014	2013	2014
<b>Performance Index (average of all survey questions)</b>	71.5	+5.5	+7.6
1. The Work I Do	67.4	+0.4	-0.3
2. Learning and Development	52.6	-1.6	-0.6
3. Work Conditions	73.5	+6.3	+17.3
4. My Team	74.2	+6.6	-2.2
5. Respect & Integrity in the Workplace	81.4	+2.0	+8.0
6. My Supervisor	80.6	+9.6	0.0
7. Recognition	64.0	+5.6	+17.7
8. Vision and Purpose + Communication and Cooperation	72.7	+10.4	+13.6
9. Quality and Excellence	73.1	+6.4	+12.2
<b>10. Final Thoughts (Engagement Index)</b>	84.9	+7.3	+11.6
<b>11. The Survey - Your Views (Change Index)</b>	39.7	-3.9	+9.2

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	HRSC Recruiting	PNHQ - District Support	PNHQ - HR & BS Management	PNHQ (FAI)	Human Resources
<b>Performance Index</b> (average of all survey questions)	69.3	67.9	60.3	78.5	71.8
1. The Work I Do	76.4	69.0	66.7	77.2	72.8
2. Learning and Development	36.9	44.2	33.3	68.2	52.6
3. Work Conditions	75.0	70.6	69.4	77.0	73.5
4. My Team	73.4	71.8	61.1	78.9	74.2
5. Respect & Integrity in the Workplace	75.9	79.0	80.6	85.5	81.4
6. My Supervisor	80.7	73.2	60.4	91.7	80.6
7. Recognition	59.6	60.3	75.0	68.2	64.0
8. Vision and Purpose + Communication and Cooperation	69.3	70.0	51.5	79.2	72.7
9. Quality and Excellence	66.1	66.2	53.2	78.2	70.4
<b>10. Final Thoughts (Engagement Index)</b>	92.7	79.8	75.9	90.4	84.9
<b>11. The Survey - Your Views (Change Index)</b>	15.2	36.7	22.2	51.1	39.7

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	Human Resources		NZ Police
	2014	2013	2014
Staff in my team respect employee diversity	88.5	+0.1	+5.1
I know who to contact to report instances of workplace harassment, bullying or discrimination	84.2	-6.6	+4.5
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	77.9	+3.3	+7.5
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)	80.3	+6.3	+11.2
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	76.1	+6.9	+11.7
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	79.5	-0.8
	Yes	7.6	+1.2
	No	13.0	-0.3

#### 4.4 Biggest differences within Human Resources since 2013 – POSITIVE

Question	Human Resources		NZ Police
	2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	72.1	+22.7	+13.0
8.6: Teams within NZ Police work well together	57.1	+19.5	+2.8
8.8: NZ Police cares about the well-being of its staff	83.5	+19.5	+32.6
8.2: Communication in my District or my Service Centre is open and honest	61.5	+17.3	+15.2
8.10: I feel I am working for an effective organisation	83.0	+16.1	+18.8
8.9: NZ Police is an enjoyable place to work	85.9	+15.4	+13.5
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	67.8	+14.0	-1.0
10.6: NZ Police inspires me to do the best I can in my job every day	79.2	+11.8	+18.6
8.7: I feel a sense of belonging to my District or my Service Centre	70.1	+11.7	+9.8
1.1: The responsibilities of my job are clearly defined	76.0	+11.5	-0.1
6.2: My supervisor treats staff with respect	88.4	+11.5	+1.7

#### 4.5 Biggest differences within Human Resources since 2013 – NEGATIVE

Question	Human Resources		NZ Police
	2014	2013	2014
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.2	-6.6	+4.5
1.3: I understand how my performance is measured	48.9	-6.0	-12.2
2.3: There are learning and development opportunities for me in NZ Police	48.1	-5.7	-6.9
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	38.7	-4.8	+3.5
11.3: I believe actions will be taken based on the results of this survey	52.0	-3.5	+18.2
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	28.5	-3.4	+5.9
1.5: NZ Police provides adequate training for the work I do	52.0	-2.9	+7.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	56.0	-1.8	+2.8
1.7: My job gives me a sense of personal achievement	78.8	-1.5	+0.5
9.2: NZ Police expects high standards of performance from its people	83.7	-1.3	-3.6

## 5. Appendix

### 5.1 Question Level Results

Question	Human Resources		NZ Police
	2014	2013	2014
<b>1. The Work I Do</b>			
1.1: The responsibilities of my job are clearly defined	76.0	+11.5	-0.1
1.2: I know how my work contributes to the effectiveness of NZ Police	89.7	+2.4	+5.8
1.3: I understand how my performance is measured	48.9	-6.0	-12.2
1.4: My performance is fairly assessed	52.5	-1.0	-2.1
1.5: NZ Police provides adequate training for the work I do	52.0	-2.9	+7.2
1.6: The work I do makes good use of my knowledge and skills	74.3	+0.9	-0.7
1.7: My job gives me a sense of personal achievement	78.8	-1.5	+0.5
1.8: I am strongly committed to the work I do	92.9	NA	+4.3
1.9: I am motivated to do the best I can in my job everyday	90.2	NA	+5.1
<b>2. Learning and Development</b>			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	56.0	-1.8	+2.8
2.2: I am encouraged to try new ways of doing things	60.7	-1.1	+9.5
2.3: There are learning and development opportunities for me in NZ Police	48.1	-5.7	-6.9
2.4: There are career development opportunities for me in NZ Police	45.6	+2.3	-7.8
<b>3. Work Conditions</b>			
3.1: I am satisfied with my physical work environment	73.9	+1.2	+11.4
3.2: The level of work-related stress I experience in my job is acceptable	70.1	+7.9	+15.2
3.3: I am able to maintain a balance between my personal and working life	82.6	+8.2	+15.4
3.4: The pay and benefits I receive are fair for the work I do	67.2	+7.6	+27.1
<b>4. My Team</b>			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	84.2	+1.5	-2.0
4.2: Roles and responsibilities are clearly defined in my team	67.8	+4.8	-9.1
4.3: The way work is allocated in my team is fair	69.2	+5.8	-3.3
4.4: People I work with cooperate to get the job done	87.3	+5.8	+0.8
4.5: I can rely on the support of others in my team	87.0	+7.2	+0.1
4.6: I feel part of an effective team	79.2	+10.4	-2.0
4.7: People are held accountable for their performance in my team	65.9	+6.9	-1.0
4.8: Poor performance is dealt with effectively in my team	53.1	+10.5	-1.3
<b>5. Respect &amp; Integrity in the Workplace</b>			
5.1: Staff in my team respect employee diversity	88.5	+0.1	+5.1
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.2	-6.6	+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	77.9	+3.3	+7.5
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)	80.3	+6.3	+11.2
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	76.1	+6.9	+11.7

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	88.4	+9.2	+1.0
6.2: My supervisor treats staff with respect	88.4	+11.5	+1.7
6.3: My supervisor communicates the goals and objectives of our team effectively	76.7	+10.8	-2.3
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	82.3	+6.0	+1.2
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	67.8	+14.0	-1.0
6.6: I have confidence in my supervisor	80.1	+6.1	-0.7
<b>7. Recognition</b>			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	59.4	+0.1	+13.1
7.2: People here are appointed to positions based on merit	55.8	+9.6	+21.3
7.3: We celebrate success in NZ Police	66.3	+6.8	+19.3
7.4: I get recognition when I do a good job	67.6	+1.3	+14.9
7.5: I feel my contribution is valued in NZ Police	71.0	+10.3	+20.0
<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	74.9	+0.9	+12.6
8.2: Communication in my District or my Service Centre is open and honest	61.5	+17.3	+15.2
8.3: I feel informed about NZ Police and its activities	72.8	+1.9	+16.3
8.4: There is a sense of 'common purpose' in NZ Police	72.8	+3.0	+14.6
8.5: NZ Police is interested in the views and opinions of its staff	62.0	+10.0	+22.1
8.6: Teams within NZ Police work well together	57.1	+19.5	+2.8
8.7: I feel a sense of belonging to my District or my Service Centre	70.1	+11.7	+9.8
8.8: NZ Police cares about the well-being of its staff	83.5	+19.5	+32.6
8.9: NZ Police is an enjoyable place to work	85.9	+15.4	+13.5
8.10: I feel I am working for an effective organisation	83.0	+16.1	+18.8
8.11: I intend to continue working at NZ Police for at least the next 12 months	76.5	-0.4	-8.7
<b>9. Quality and Excellence</b>			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.1	+0.8	+13.0
9.2: NZ Police expects high standards of performance from its people	83.7	-1.3	-3.6
9.3: I have the tools and resources I need to do my job	72.7	+9.1	+15.5
9.4: I am sufficiently involved in decisions that affect the way I do my job	70.1	+7.1	+18.8
9.5: Systems and processes I use enable me to do my job well	53.8	NA	-7.0
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	72.1	+22.7	+13.0
9.7: NZ Police delivers on the promises it makes to its customers	71.9	-0.2	+16.8
<b>10. Final Thoughts (Engagement Index)</b>			
10.1: Overall, I'm satisfied with my job	82.1	+10.4	+7.2
10.2: Overall, I would recommend NZ Police as a great place to work	81.0	+5.9	+12.7
10.3: I take an active interest in what happens in NZ Police	92.4	+3.4	+10.8
10.4: I feel inspired to go the extra mile to help NZ Police succeed	85.2	+6.0	+12.7
10.5: I feel a sense of commitment to NZ Police	89.7	+6.5	+7.9
10.6: NZ Police inspires me to do the best I can in my job every day	79.2	+11.8	+18.6
<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	28.5	-3.4	+5.9
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	38.7	-4.8	+3.5
11.3: I believe actions will be taken based on the results of this survey	52.0	-3.5	+18.2

## 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.

