

New Zealand Police Workplace Survey 2012

Summary of Findings: ICT Service Centre

April 2012

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An Analysis of Employee Engagement – ICT Service Centre
April, 2012
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RESPONSE RATE

	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police 2012 (Total Org)
Number of Responses	210	245	9393
Response Rate	77.8%	83.3%	77.1%

Note: For the tables below **Green font** indicates that the Service Centre's score is statistically higher than the average score for NZ Police on that survey section/question, and/or that a score has improved since the 2011 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2011 survey. The scores in the tables, excluding the response rate, are weighted mean scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

OVERALL PERCEPTIONS OF ICT SERVICE CENTRE AS A PLACE TO WORK

Section	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	56.6	57.8 (-1.2)	67.7 (-11.1)
1. Vision and Purpose + Communication and Cooperation	53.0	53.3 (-0.3)	63.9 (-10.9)
2. My Supervisor	59.5	61.9 (-2.4)	75.6 (-16.1)
3. My Work Group	66.7	66.9 (-0.2)	76.7 (-10.0)
4. My Job	58.6	58.5 (+0.1)	65.7 (-7.1)
5. Respect & Integrity in the Workplace	63.8	66.2 (-2.4)	71.2 (-7.4)
6. Learning and Development	47.3	50.1 (-2.8)	62.7 (-15.4)
7. Performance and Feedback	54.8	55.5 (-0.7)	69.4 (-14.6)
8. Recognition	46.9	48.5 (-1.6)	58.0 (-11.1)
9. Final Thoughts (Engagement)	65.6	66.4 (-0.8)	73.3 (-7.7)
10. The Survey - Your Views	28.3	33.9 (-5.6)	49.6 (-21.3)

HIGHEST RATED AREAS WITHIN ICT SERVICE CENTRE

Question	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police 2012 (Total Org)
3.2: I can rely on the support of others in my work group	73.7	73.7 (0.0)	80.0 (-6.3)
4.2: I know how my work contributes to the effectiveness of NZ Police	72.4	72.7 (-0.3)	76.9 (-4.5)
3.1: Staff in my work group work well together	71.9	71.0 (+0.9)	79.1 (-7.2)
9.3: I take an active interest in what happens in NZ Police	71.8	72.6 (-0.8)	76.7 (-4.9)
5.1: Staff in my workgroup respect employee diversity	71.8	71.9 (-0.1)	76.2 (-4.4)
9.5: I feel a sense of commitment to NZ Police	71.7	72.7 (-1.0)	78.1 (-6.4)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	71.3	72.3 (-1.0)	80.0 (-8.7)
9.4: I feel inspired to go the extra mile to help NZ Police succeed	71.1	71.8 (-0.7)	73.1 (-2.0)
3.4: I have confidence in the ability of others in my work group	70.9	70.6 (+0.3)	77.5 (-6.6)
7.1: NZ Police expects high standards of performance from its people	70.1	71.0 (-0.9)	79.3 (-9.2)

LOWEST RATED AREAS WITHIN ICT SERVICE CENTRE

Question	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	26.0	30.6 (-4.6)	47.8 (-21.8)
10.1: I believe actions will be taken based on the results of this survey	30.9	37.9 (-7.0)	51.5 (-20.6)
8.5: People here are appointed to positions based on merit	39.7	41.0 (-1.3)	48.2 (-8.5)
6.5: There are career and personal development opportunities for me in NZ Police	39.8	43.1 (-3.3)	62.2 (-22.4)
1.11: Work groups in NZ Police work well together	40.2	39.5 (+0.7)	56.0 (-15.8)
6.6: I am satisfied with my learning and development opportunities in NZ Police	41.0	44.1 (-3.1)	59.1 (-18.1)
1.10: NZ Police is interested in the views and opinions of its staff	41.3	42.4 (-1.1)	51.3 (-10.0)
6.1: NZ Police provides adequate training for the work I do	41.5	47.3 (-5.8)	58.9 (-17.4)
7.3: Poor performance is dealt with effectively in my work group	43.1	42.6 (+0.5)	60.4 (-17.3)
1.8: Communication in my DistrICT or my Service Centre is open and honest	45.2	45.2 (0.0)	57.4 (-12.2)

BIGGEST DIFFERENCES WITHIN ICT SERVICE CENTRE SINCE 2011 – POSITIVE

Question	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police 2012 (Total Org)
4.8: I am able to maintain a balance between my personal and working life	66.5	62.9 (+3.6)	69.3 (-2.8)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	54.2	51.2 (+3.0)	67.8 (-13.6)
1.5: There is a sense of 'common purpose' in NZ Police	56.6	53.9 (+2.7)	62.8 (-6.2)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	45.4	42.8 (+2.6)	58.8 (-13.4)
6.4: I am encouraged to try new ways of doing things	50.0	48.1 (+1.9)	61.9 (-11.9)
4.5: I am sufficiently involved in decisions that affect the way I do my job	51.1	49.4 (+1.7)	60.3 (-9.2)
4.4: I have the tools and resources I need to do my job	57.0	55.4 (+1.6)	59.0 (-2.0)
1.2: I feel I am working for an effective organisation	56.5	54.9 (+1.6)	65.6 (-9.1)
3.5: I feel part of an effective work group	67.7	66.2 (+1.5)	76.7 (-9.0)
4.3: My job gives me a sense of personal achievement	69.4	68.4 (+1.0)	78.0 (-8.6)

BIGGEST DIFFERENCES WITHIN ICT SERVICE CENTRE SINCE 2011 - NEGATIVE

Question	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police 2012 (Total Org)
10.1: I believe actions will be taken based on the results of this survey	30.9	37.9 (-7.0)	51.5 (-20.6)
6.1: NZ Police provides adequate training for the work I do	41.5	47.3 (-5.8)	58.9 (-17.4)
4.1: The responsibilities of my job are clearly defined	56.4	61.1 (-4.7)	73.2 (-16.8)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	26.0	30.6 (-4.6)	47.8 (-21.8)
2.4: My supervisor treats staff with respect	67.0	71.6 (-4.6)	80.0 (-13.0)
8.1: I get recognition when I do a good job	50.2	54.8 (-4.6)	64.2 (-14.0)
6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	46.7	51.1 (-4.4)	63.1 (-16.4)
1.3: NZ Police is an enjoyable place to work	61.9	65.4 (-3.5)	71.1 (-9.2)
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)	60.5	63.9 (-3.4)	68.2 (-7.7)
6.5: There are career and personal development opportunities for me in NZ Police	39.8	43.1 (-3.3)	62.2 (-22.4)

RESPECT AND INTEGRITY WITHIN ICT SERVICE CENTRE

Question	ICT Service Centre	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	73.1	81.0 (-7.9)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	68.6	80.9 (-12.3)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	57.6	69.4 (-11.8)
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)	54.8	67.1 (-12.3)
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	50.0	63.5 (-13.5)

Level of Agreement (%)

5.6: If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?

	ICT Service Centre	NZ Police (Total Org)
Not Applicable	81.4	83.4 (-2.0)
Yes	3.8	4.6 (-0.8)
No	14.8	12.0 (+2.8)

HOW ENGAGED ARE STAFF WITHIN ICT SERVICE CENTRE?

Engagement Index (average of all six engagement questions)

ICT Service Centre 2012	ICT Service Centre 2011	NZ Police (Total Org)
65.6	66.4 (-0.8)	73.3 (-7.7)










Weighted Mean Score (%)

Engagement Profile

Engagement Group	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police (Total Org)
Engaged	14.3	15.1 (-0.8)	27.8 (-13.5)
Ambivalent	62.8	62.5 (+0.3)	59.7 (+3.1)
Disengaged	22.9	22.4 (+0.5)	12.5 (+10.4)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN ICT SERVICE CENTRE?

	Rank from 2011	Key Driver Questions	ICT Service Centre 2012	ICT Service Centre 2011	NZ Police (Total Org)
	1	4.3: My job gives me a sense of personal achievement	69.4	68.4 (+1.0)	78.0 (-8.6)
	2	1.3: NZ Police is an enjoyable place to work	61.9	65.4 (-3.5)	71.1 (-9.2)
	NA	1.6: I feel a sense of belonging to my District or my Service Centre	55.8	56.9 (-1.1)	65.5 (-9.7)
	5	6.2: The work I do makes good use of my knowledge and skills	64.5	66.6 (-2.1)	71.0 (-6.5)
	NA	1.5: There is a sense of 'common purpose' in NZ Police	56.6	53.9 (+2.7)	62.8 (-6.2)
	6	6.5: There are career and personal development opportunities for me in NZ Police	39.8	43.1 (-3.3)	62.2 (-22.4)
	4	4.6: I am satisfied with my physical work environment	60.9	60.8 (+0.1)	63.6 (-2.7)
	NA	4.5: I am sufficiently involved in decisions that affect the way I do my job	51.1	49.4 (+1.7)	60.3 (-9.2)
	NA	4.4: I have the tools and resources I need to do my job	57.0	55.4 (+1.6)	59.0 (-2.0)

Weighted Mean Score (%)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the Service Centre. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees. The rank of key drivers that were identified in 2011 is shown in the column headed "Rank from 2011".

ANATOMY OF A GREAT WORKPLACE™

Over a decade of research by JRA on what makes a great workplace in New Zealand reveals there are four common characteristics – Vision & Values, a strong sense of Community, a focus on employee Development, and a strong Performance Culture. The table below illustrates where the Service Centre's engagement drivers tend to fall and whether there is a specific pillar or more that should be targeted when looking for change targets.

	Vision and Values	Community	Development	Performance Culture
Organisation level		1.3: NZ Police is an enjoyable place to work 1.5: There is a sense of 'common purpose' in NZ Police	6.5: There are career and personal development opportunities for me in NZ Police	
Team level		4.6: I am satisfied with my physical work environment		
Individual level	4.5: I am sufficiently involved in decisions that affect the way I do my job	1.6: I feel a sense of belonging to my District or my Service Centre	4.3: My job gives me a sense of personal achievement 6.2: The work I do makes good use of my knowledge and skills	4.4: I have the tools and resources I need to do my job

SUMMARY AND KEY OBSERVATIONS – ICT SERVICE CENTRE

The following summary provides insight into how employees perceive the Service Centre as a place to work and how it fares to the rest of NZ Police. Engagement levels within the Service Centre are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within the Service Centre that would likely provide it with the greatest improvement leverage when attempting to make the Service Centre a truly great – and engaging – place to work.

Response Rate

Overall, there was an excellent response of 77.8% from the ICT Service Centre to the 2012 Workplace Survey, which indicates that the results presented in this report provide a very accurate indication of employee attitude and opinion towards the Service Centre. It is however worth noting that in 2011 the overall response rate was much higher, sitting at 83.3%.

How Employees Perceive ICT Service Centre as a Place to Work

When examining how the ICT staff perceive the Service Centre as a place to work, the average score across all survey questions (the Performance Index) is significantly below that of NZ Police overall (56.6% vs. 67.7%). There has also been a decline in the overall score since 2011; however this cannot be considered a significant decrease.

The ICT Service Centre is currently scoring at least 10% below the NZ Police on seven of the climate areas, with the biggest differences to NZ Police being for the sections 'The Survey – Your Views' (21.3% below NZ Police average), 'My Supervisor' (16.1% below NZ Police average), and 'Learning and Development' (15.4% below NZ Police average).

When we examine item level scores, the two questions from 'The Survey – Your Views' section have seen some of the largest decrease in scores since 2011, leading to an overall section score of 28.3% - a decrease of 5.6% since 2011. These two questions are also the two lowest rated questions within the ICT Service Centre, with responses averaging around 'Disagree' to these statements.

Examining the lowest rated questions on page 2 of this report we see that, three of the Service Centre's lowest rated questions come from this particular section. Most notably, question 6.5 has a score 22.4% below the NZ Police average (39.8% vs 62.2%), and has also seen a significant decrease since 2011. This, along with the results for questions 6.6 and 6.1 indicates that staff within the ICT Service Centre see very little room for progression or development within the organisation, and therefore greater focus should be applied to this area going forward.

Adding weight to this argument, we see that question 6.5, along with 6.2 were found to have a strong impact upon employee engagement levels within the Service Centre i.e. they, along with seven other items, are key drivers of employee engagement. These two key drivers were also key drivers within the ICT Service Centre in 2011. This therefore suggests that if an intervention or improvement strategy is going to be based solely around the Service Centre's lowest rated questions, strong consideration should be afforded to those questions relating to 'Learning and Development' – they have been shown statistically to have a strong and predictable connection to employee attitudes and behaviour (i.e., 'employee engagement').

Four of the ten highest rated questions come from the 'My Work Group' survey section, indicating that a strong team dynamic exists within the Service Centre. However, all four questions are scoring significantly below the NZ Police average.

Respect and Integrity within ICT Service Centre

'Respect and Integrity in the Workplace' is a survey section that has seen a decrease in score over the past year, with the ICT Service Centre scoring significantly below the NZ Police average. People within the Service Centre tend to agree that employee diversity is respected within workgroups (73.1% level of agreement), but there does appear to be a lack of confidence that if an issue is raised, it will be dealt with appropriately and that there won't be any negative backlash on the person who raised the issue. Currently, 18.6% of staff who completed the survey had experienced or witnessed some form of harassment, discrimination or workplace bullying: approximately 80% of those do not believe it was dealt with effectively, which is a larger percentage than is seen in NZ Police overall (72%).

Employee Engagement within ICT Service Centre

Employee engagement levels within the Service Centre are significantly below those of NZ Police as a whole: the engagement index score for the ICT Service Centre is 65.6 which is 7.7% below the NZ Police average (73.3%). The levels of engagement within the Service Centre have remained relatively unchanged since 2011.

Below we provide the results of an analysis that identifies what engages the District's employees the most – information which serves as a means for increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis identifies via statistical analysis those survey items that have the greatest impact on employee engagement, while at the same time determining how NZ Police is performing against those same items.

As discussed previously, two key drivers (6.2 and 6.5) relate to the theme of learning and development, four of the nine key drivers come from the area of 'My Job', with the remaining three from 'Vision and Purpose + Communication and Cooperation'. The ICT Service Centre is scoring below the NZ Police average for the majority of the key driver items, indicating that the Service Centre has significant scope for improvement in most areas. It is worth noting that the number 1 and 2 key drivers this year (questions 4.3 and 1.3) are the same ones as in 2011, indicating that these are consistently going to be the things that will continue to drive engagement within the Service Centre.

Using the 'Anatomy of a Great Workplace' model, we see that a sense of 'Community' (e.g. creating a strong sense of belonging and common purpose within the Service Centre) and 'Development' (e.g. creating meaningful work that makes the most of individuals skills as well as providing development opportunities) are important and engaging to the ICT Service Centre staff and represent significant leverage points for improvements in the Service Centre.

Employee Comments

Examining the comments made by staff we see that the things staff perceive as 'great' about the organisation tend to relate to the people that they work with, in particular the support they receive, as well as the sense of camaraderie that exists. Other comments referred to various aspects of the job: the flexibility staff have; the variety of work they are exposed to, and that they know that what they are doing is making a difference.

A number of issues were raised as things that needed to change. Staff feel like a silo mentality exists within the Service Centre, with poor communication and cooperation between teams and between managers and staff. The concern that managers need to listen to what staff are saying was expressed by several people, as was the need for there to be more recognition from management for the work that is being done. Issues related to system processes and resources were also mentioned, with comments relating to there being insufficient staff and inefficient allocation of current resources. The restructure of the ICT Service Centre was also mentioned, with the general feeling being that it has not been carried out in the best way possible and that it is currently causing more problems than it is solving.

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

Summary

Since the 2011 survey, only two questions have seen a significant improvement in score. This, along with the relatively consistent Performance Index score, indicates that little has changed within the overall climate of the ICT Service Centre in the past year, and that there are many areas requiring focus going forward.

While there appears to be a strong sense of camaraderie within the Service Centre, staff do not feel that teams are working as cohesively as they perhaps could and that there is a lack of communication within the Service Centre. The key driver analysis also indicates the need to create a greater sense of unity by creating a sense of belonging for individuals as well as a Service Centre wide sense of 'common purpose'.

The key driver analysis also reveals that there is a need to provide staff with jobs that make better use of their individual skills and knowledge, as well as provide them with greater development opportunities. This, along with the variety and flexibility that staff already seem to enjoy in the job, will help create a more 'enjoyable' working environment within the Service Centre.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Service Centre's that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off events, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also a critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the difference it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

	NZ Police 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2012	NZ Police 2011
Performance Index	67.7	64.2 (+3.5)
1. Vision and Purpose + Communication and Cooperation	63.9	59.2 (+4.7)
2. My Supervisor	75.6	72.3 (+3.3)
3. My Work Group	76.7	74.7 (+2.0)
4. My Job	65.7	62.7 (+3.0)
5. Respect & Integrity in the Workplace	71.2	68.1 (+3.1)
6. Learning and Development	62.7	60.1 (+2.6)
7. Performance and Feedback	69.4	66.7 (+2.7)
8. Recognition	58.0	53.1 (+4.9)
9. Final Thoughts	73.3	70.5 (+2.8)
10. The Survey - Your Views	49.6	42.8 (+6.8)

Weighted Mean Score (%)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2012	NZ Police 2011
Engaged	27.8	21.3 (+6.5)
Ambivalent	59.7	63.2 (-3.5)
Disengaged	12.5	15.5 (-3.0)

Proportion of Employees (%)

GLOSSARY

Anatomy of a Great Workplace: Research carried out by JRA over many years into the nature of great workplaces has revealed that best-practice organisations all share four common characteristics. We call these the 'four pillars' of JRA's Anatomy of a Great Workplace™. The four pillars are enduring organisational qualities that are the product of a variety of practices, each of which has been crafted by local leadership according to their organisation's unique circumstances. This model serves as a useful diagnostic and planning tool. In the Anatomy table, each of the key drivers of employee engagement within a particular demographic variable has been shown assigned to its applicable 'Pillar'. Additionally, each key driver has been positioned to indicate whether action should be focused at the individual, team, or organisation level. By examining the concentration of key drivers in each Pillar it is possible to gain further insight into areas where intervention strategies are most likely to deliver significant performance gains.

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: The average score across the six engagement questions, across all employees.

Engagement Profile: Employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

Key Driver Analysis: is a statistical technique (multiple regression) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if your District's weighted mean score was 72% on a particular question and the NZ Police average was 76%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means there is sufficient 'statistical power' to detect even very small differences in scores. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

The Questionnaire: The 2012 New Zealand Police Workplace Survey contained 67 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues.

Weighted Mean Score: The survey scores reported herein are known as 'weighted mean scores'. They range between 0% and 100% and represent a 'strength of agreement' score. The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. But questions do vary and comparisons to your organisation's norms (the typical score) should be made.