

New Zealand Police Workplace Survey 2014

Summary of Findings ICT 2014



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1. Executive Summary

- General perceptions about working in ICT have declined significantly since 2013, with people feeling less positive about their workplace climate, less engaged and less confident that their survey feedback will lead to positive change. ICT now falls behind the rest of NZ Police on the majority of the survey questions, and all ICT teams are sitting in the lower quartile for Engagement Index and Performance Index.
- The decline in engagement since 2013 occurred across all areas within ICT except for ICT Service Centre which essentially stayed the same. Northern ICTSC had a particularly large decline in engagement and is now the least engaged area in the Service Centre.
- Compared to 2013, more people in ICT now feel like they have the tools and resources they need to do their job and more people believe that NZ Police cares about the well-being of its staff. However, others in NZ Police still rate these aspects higher than people from ICT.
- Since 2013, a lot of questions related to performance in general have declined e.g. having clear goals and objectives, fair allocation of work, getting performance feedback and recognition. The greatest decrease was in perceptions of getting recognition for doing a good job. While previously half of respondents agreed to this, now just a third are agreeing.
- Based on the key drivers of engagement for ICT and the greatest declines since 2013, three recommended priority areas for focus are:
 - **Feeling valued:** In order to feel engaged, people from ICT want to feel their contribution is valued. Two key components of feeling valued are involvement and recognition. ICT is performing poorly in both areas.
 - Only 40% of people from ICT feel sufficiently involved in decisions that affect the way they do their jobs and only one third of people believe that NZ Police is interested in their views and opinions. Both of these questions score significantly less than the NZ Police average.
 - There has been a substantial decline in the proportion of people who feel they get recognition for doing a good job and this is now 20 points below NZ Police as a whole.
 - Only 40% of people from ICT feel their contribution is valued and this is significantly less than the proportion who agree to this from NZ Police overall. This is a recommended key area to focus on.
 - **Believing the organisation is effective:** The key driver item that has decreased the most since 2013 is 'I feel I am working for an effective organisation'. This is something that is really important to people from ICT but perceptions are declining and sit well below the rest of the organisation. How effective people see the organisation as being could be impacted by how effective they see their own team as being, and questions related to team performance factors sit amongst the greatest declining questions since 2013. Since last year, significantly less people believe that their supervisor communicates the objectives of their team effectively, fairly allocates work, and gives regular feedback on their performance. There has also been a large decline in the perception of service quality being a priority.
 - **Respect & Integrity:** Compared to 2013, the 'Respect & Integrity in the Workplace' section score declined by more than any other survey section. People from ICT are now less likely to feel they could raise issues without fear of reprisal and less confident that the issues would be dealt with appropriately. While these questions may not be driving engagement, the large declines and gaps to the rest of the organisation indicate a need to explore this further.
- While less than 20% of people from ICT believe changes in response to the 2013 Workplace Survey had a positive impact on their team, nearly a quarter are still optimistic that action will be taken based on the results of this survey. This presents a call to action this year to focus on improving some key areas based on the feedback of this survey. Central and Northern areas need support as they currently have almost no confidence that the survey feedback has and will turn into meaningful changes.

2. Key Measures

2.1 Response Rate

Question	ICT		NZ Police
	2014	2013	2014
Number of Responses	188	204	8707
Response Rate	77.0%	78.5%	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 ICT

Question	ICT		NZ Police
	2014	2013	2014
Performance Index	48.4	-6.7	-15.5
Engagement Index	63.3	-6.4	-10.0
Change Index	18.9	-8.8	-11.6
Enablement Index	47.2	-4.6	-11.3

2.3 Summary of Key Measures By Area

	Central ICTSC	ICT Service Centre	Northern ICTSC	Southern ICTSC
Response Rate	95.5%	76.3%	73.1%	63.2%
Performance Index	35.3	52.3	31.5	51.4
Engagement Index	50.8	66.9	42.1	66.7
Change Index	0.0	23.5	5.3	13.9
Enablement Index	33.8	49.0	28.3	40.2

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.

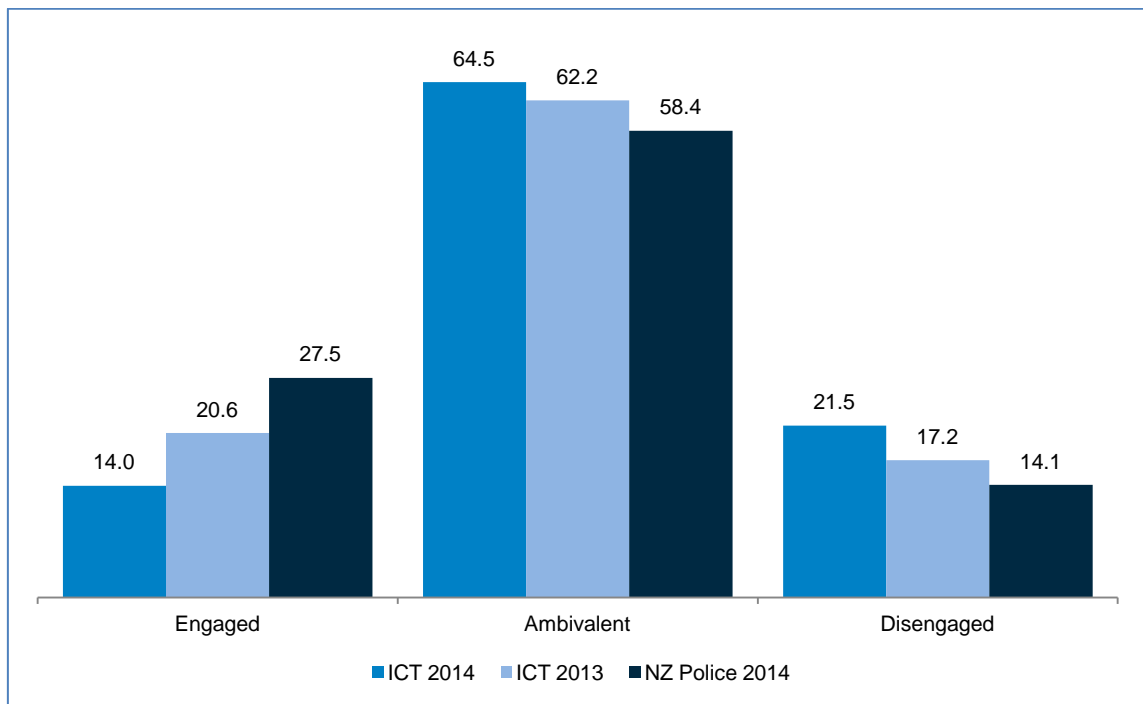
Question			NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	70.4	-3.6	-7.9
I am strongly committed to the work I do	86.6	NA	-2.0
I am motivated to do the best I can in my job everyday	70.1	NA	-15.0

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.

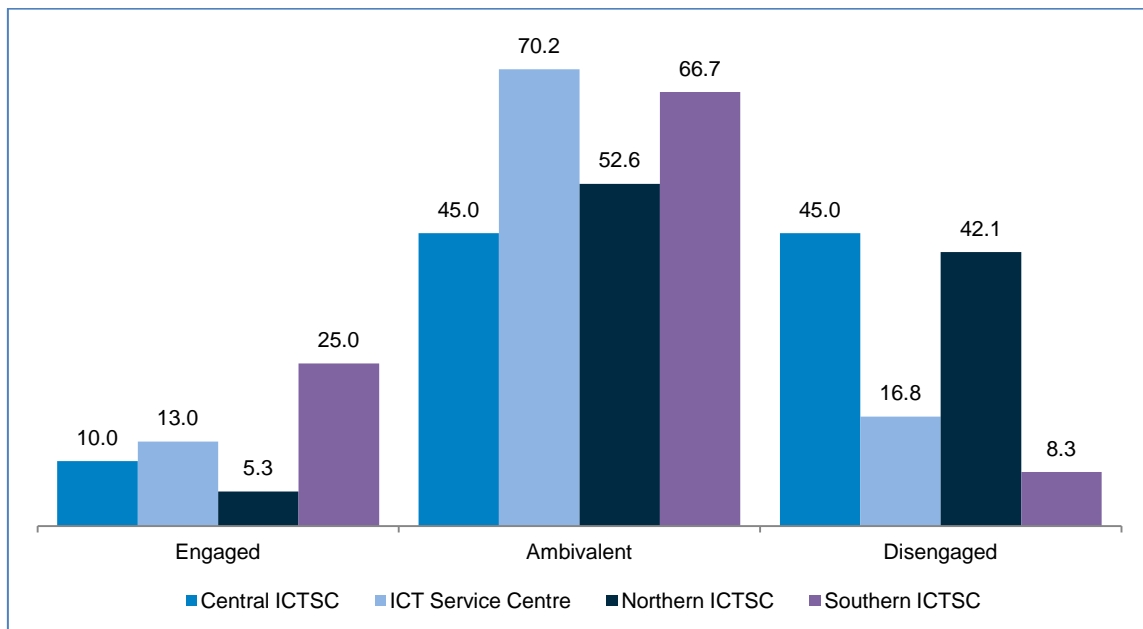
Question			NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	50.5	-10.1	-24.4
Overall, I would recommend NZ Police as a great place to work	46.8	-7.4	-21.5
I take an active interest in what happens in NZ Police	78.9	-3.9	-2.7
I feel inspired to go the extra mile to help NZ Police succeed	68.8	-9.6	-3.7
I feel a sense of commitment to NZ Police	78.0	-4.3	-3.8
NZ Police inspires me to do the best I can in my job every day	57.0	-3.1	-3.6

3.3 Engagement Profile for ICT



Proportion of employees (%)

3.4 Engagement Profile by Area



Proportion of employees (%)

3.5 What drives our employees' engagement within ICT?

Question			NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	59.4	-4.5	-13.0
8.7: I feel a sense of belonging to my District or my Service Centre	49.5	-8.6	-10.8
7.5: I feel my contribution is valued in NZ Police	40.6	-7.9	-10.4
8.10: I feel I am working for an effective organisation	55.1	-11.9	-9.1
8.4: There is a sense of 'common purpose' in NZ Police	54.3	-7.3	-3.9
1.7: My job gives me a sense of personal achievement	70.4	-3.6	-7.9
2.4: There are career development opportunities for me in NZ Police	28.0	+4.4	-25.4
8.5: NZ Police is interested in the views and opinions of its staff	33.2	+0.7	-6.7
9.4: I am sufficiently involved in decisions that affect the way I do my job	39.6	-8.4	-11.7
8.3: I feel informed about NZ Police and its activities	50.8	+0.1	-5.7

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 ICT

Question			NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	48.4	-6.7	-15.5
1. The Work I Do	52.9	-2.9	-14.8
2. Learning and Development	31.0	-4.6	-22.2
3. Work Conditions	45.5	-8.4	-10.7
4. My Team	56.0	-5.5	-20.4
5. Respect & Integrity in the Workplace	58.0	-13.0	-15.4
6. My Supervisor	51.2	-9.2	-29.4
7. Recognition	32.5	-9.0	-13.8
8. Vision and Purpose + Communication and Cooperation	47.6	-4.9	-11.5
9. Quality and Excellence	50.5	-5.2	-10.4
10. Final Thoughts (Engagement Index)	63.3	-6.4	-10.0
11. The Survey - Your Views (Change Index)	18.9	-8.8	-11.6

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

4.2 Section Summary Across Area

Section	Central ICTSC	ICT Service Centre	Northern ICTSC	Southern ICTSC	ICT
Performance Index (average of all survey questions)	35.3	52.3	31.5	51.4	49.1
1. The Work I Do	50.6	59.7	45.6	66.7	58.6
2. Learning and Development	16.3	34.5	11.8	31.3	31.0
3. Work Conditions	40.0	48.3	27.6	41.7	45.5
4. My Team	47.5	57.9	37.5	65.6	56.0
5. Respect & Integrity in the Workplace	38.0	59.7	52.6	68.3	58.0
6. My Supervisor	25.8	56.1	29.8	56.9	51.2
7. Recognition	16.0	35.3	17.9	40.0	32.5
8. Vision and Purpose + Communication and Cooperation	32.6	52.3	23.0	44.7	47.6
9. Quality and Excellence	36.4	52.1	31.6	37.7	48.2
10. Final Thoughts (Engagement Index)	50.8	66.9	42.1	66.7	63.3
11. The Survey - Your Views (Change Index)	0.0	23.5	5.3	13.9	18.9

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

4.3 Employee perceptions of respect & integrity in the workplace

Question				NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		76.6	-4.1	-6.8
I know who to contact to report instances of workplace harassment, bullying or discrimination		69.9	-8.9	-9.8
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		51.3	-16.7	-19.1
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)		47.6	-18.6	-21.5
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		44.6	-16.8	-19.8
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	84.0	+0.7	-0.2
	Yes	0.5	-3.4	-3.4
	No	15.4	+2.7	+3.5

4.4 Biggest differences within ICT since 2013 – POSITIVE

Question				NZ Police
		2014	2013	2014
9.3: I have the tools and resources I need to do my job		50.8	+8.6	-6.4
8.8: NZ Police cares about the well-being of its staff		44.9	+5.3	-6.0
2.4: There are career development opportunities for me in NZ Police		28.0	+4.4	-25.4
4.5: I can rely on the support of others in my team		81.3	+2.6	-5.6
1.2: I know how my work contributes to the effectiveness of NZ Police		82.4	+2.5	-1.5
1.1: The responsibilities of my job are clearly defined		54.3	+2.3	-21.8
7.2: People here are appointed to positions based on merit		26.5	+1.5	-8.0
8.5: NZ Police is interested in the views and opinions of its staff		33.2	+0.7	-6.7
8.3: I feel informed about NZ Police and its activities		50.8	+0.1	-5.7

4.5 Biggest differences within ICT since 2013 – NEGATIVE

Question				NZ Police
		2014	2013	2014
7.4: I get recognition when I do a good job		32.1	-21.3	-20.6
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)		47.6	-18.6	-21.5
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		44.6	-16.8	-19.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		51.3	-16.7	-19.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)		34.4	-16.1	-34.4
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police		30.5	-14.3	-22.7
4.3: The way work is allocated in my team is fair		41.4	-13.8	-31.1
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police		39.0	-13.2	-16.1
11.2: My supervisor has actively involved our team in making changes as a result of the last survey		16.8	-12.6	-18.4
6.3: My supervisor communicates the goals and objectives of our team effectively		41.7	-12.5	-37.3

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	54.3	+2.3	-21.8
1.2: I know how my work contributes to the effectiveness of NZ Police	82.4	+2.5	-1.5
1.3: I understand how my performance is measured	39.0	-3.2	-22.1
1.4: My performance is fairly assessed	33.9	-9.0	-20.7
1.5: NZ Police provides adequate training for the work I do	25.1	-6.3	-19.7
1.6: The work I do makes good use of my knowledge and skills	65.4	-2.7	-9.6
1.7: My job gives me a sense of personal achievement	70.4	-3.6	-7.9
1.8: I am strongly committed to the work I do	86.6	NA	-2.0
1.9: I am motivated to do the best I can in my job everyday	70.1	NA	-15.0
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	30.5	-14.3	-22.7
2.2: I am encouraged to try new ways of doing things	35.3	-2.0	-15.9
2.3: There are learning and development opportunities for me in NZ Police	30.1	-6.7	-24.9
2.4: There are career development opportunities for me in NZ Police	28.0	+4.4	-25.4
3. Work Conditions			
3.1: I am satisfied with my physical work environment	49.2	-11.6	-13.3
3.2: The level of work-related stress I experience in my job is acceptable	33.7	-12.4	-21.2
3.3: I am able to maintain a balance between my personal and working life	57.2	-7.8	-10.0
3.4: The pay and benefits I receive are fair for the work I do	41.7	-2.1	+1.6
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	75.8	-7.8	-10.4
4.2: Roles and responsibilities are clearly defined in my team	46.0	-4.0	-30.9
4.3: The way work is allocated in my team is fair	41.4	-13.8	-31.1
4.4: People I work with cooperate to get the job done	79.1	-0.6	-7.4
4.5: I can rely on the support of others in my team	81.3	+2.6	-5.6
4.6: I feel part of an effective team	66.1	-2.7	-15.1
4.7: People are held accountable for their performance in my team	36.0	-7.8	-30.9
4.8: Poor performance is dealt with effectively in my team	22.3	-10.2	-32.1
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	76.6	-4.1	-6.8
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	69.9	-8.9	-9.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	51.3	-16.7	-19.1
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)	47.6	-18.6	-21.5
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	44.6	-16.8	-19.8

Question			NZ Police
	2014	2013	2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	63.6	-1.9	-23.8
6.2: My supervisor treats staff with respect	62.6	-9.8	-24.1
6.3: My supervisor communicates the goals and objectives of our team effectively	41.7	-12.5	-37.3
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	51.9	-9.2	-29.2
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	34.4	-16.1	-34.4
6.6: I have confidence in my supervisor	52.9	-5.5	-27.9
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	29.7	-8.7	-16.6
7.2: People here are appointed to positions based on merit	26.5	+1.5	-8.0
7.3: We celebrate success in NZ Police	33.7	-8.5	-13.3
7.4: I get recognition when I do a good job	32.1	-21.3	-20.6
7.5: I feel my contribution is valued in NZ Police	40.6	-7.9	-10.4
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	52.4	-11.1	-9.9
8.2: Communication in my District or my Service Centre is open and honest	31.0	-5.5	-15.3
8.3: I feel informed about NZ Police and its activities	50.8	+0.1	-5.7
8.4: There is a sense of 'common purpose' in NZ Police	54.3	-7.3	-3.9
8.5: NZ Police is interested in the views and opinions of its staff	33.2	+0.7	-6.7
8.6: Teams within NZ Police work well together	35.8	-2.1	-18.5
8.7: I feel a sense of belonging to my District or my Service Centre	49.5	-8.6	-10.8
8.8: NZ Police cares about the well-being of its staff	44.9	+5.3	-6.0
8.9: NZ Police is an enjoyable place to work	59.4	-4.5	-13.0
8.10: I feel I am working for an effective organisation	55.1	-11.9	-9.1
8.11: I intend to continue working at NZ Police for at least the next 12 months	57.0	-9.0	-28.2
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	39.0	-13.2	-16.1
9.2: NZ Police expects high standards of performance from its people	77.0	-5.3	-10.3
9.3: I have the tools and resources I need to do my job	50.8	+8.6	-6.4
9.4: I am sufficiently involved in decisions that affect the way I do my job	39.6	-8.4	-11.7
9.5: Systems and processes I use enable me to do my job well	34.4	NA	-26.4
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	38.7	-3.4	-20.4
9.7: NZ Police delivers on the promises it makes to its customers	58.2	-9.0	+3.1
10. Final Thoughts (Engagement Index)			
10.1: Overall, I'm satisfied with my job	50.5	-10.1	-24.4
10.2: Overall, I would recommend NZ Police as a great place to work	46.8	-7.4	-21.5
10.3: I take an active interest in what happens in NZ Police	78.9	-3.9	-2.7
10.4: I feel inspired to go the extra mile to help NZ Police succeed	68.8	-9.6	-3.7
10.5: I feel a sense of commitment to NZ Police	78.0	-4.3	-3.8
10.6: NZ Police inspires me to do the best I can in my job every day	57.0	-3.1	-3.6
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	15.8	-6.5	-6.8
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	16.8	-12.6	-18.4
11.3: I believe actions will be taken based on the results of this survey	23.9	-7.5	-9.9

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.

