

New Zealand Police Workplace Survey 2013

Summary of Findings International Services



April 2013

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an IBM Company

RESPONSE RATE

	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
Number of Responses	26	51	8863
Response Rate	51.0%	68.0%	74.8%

Note: For tables in this report where comparisons are made between the Service Centre's 2013 and 2012 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.

OVERALL PERCEPTIONS OF THE INTERNATIONAL SERVICES AS A PLACE TO WORK

Section	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	78.5	78.2 (+0.3)	63.6 (+14.9)
1. Vision and Purpose + Communication and Cooperation	78.3	76.4 (+1.9)	54.9 (+23.4)
2. Quality and Excellence	68.3	NA	48.1 (+20.2)
3. My Supervisor	80.0	79.2 (+0.8)	76.6 (+3.4)
4. My Work Group	79.2	82.7 (-3.5)	79.9 (-0.7)
5. My Job	80.1	82.0 (-1.9)	62.4 (+17.7)
6. Respect & Integrity in the Workplace	82.3	83.9 (-1.6)	73.4 (+8.9)
7. Learning and Development	71.2	77.3 (-6.1)	58.9 (+12.3)
8. Performance and Feedback	75.6	69.9 (+5.7)	69.7 (+5.9)
9. Recognition	73.8	70.0 (+3.8)	48.1 (+25.7)
10. Final Thoughts (Engagement Index)	91.7	85.3 (+6.4)	71.1 (+20.6)
11. The Survey - Your Views (Change Index)	46.2	52.8 (-6.6)	28.9 (+17.3)

SCORES ACROSS INTERNATIONAL SERVICES

Section	International Services Area	Overseas Deployment Area	International Services
Performance Index (average of all questions in the survey)	77.7	74.0	76.7
1. Vision and Purpose + Communication and Cooperation	79.4	75.3	78.3
2. Quality and Excellence	69.7	64.3	68.3
3. My Supervisor	80.7	78.2	80.0
4. My Work Group	82.5	73.8	80.1
5. My Job	81.8	75.3	80.1
6. Respect & Integrity in the Workplace	82.1	82.9	82.3
7. Learning and Development	65.0	69.0	66.1
8. Performance and Feedback	73.7	81.0	75.6
9. Recognition	80.0	57.1	73.8
10. Final Thoughts (Engagement Index)	91.2	92.9	91.7
11. The Survey - Your Views (Change Index)	42.1	47.6	43.6

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.

HOW ENGAGED ARE STAFF WITHIN INTERNATIONAL SERVICES?

Engagement Index (average of all six engagement questions)

International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
91.7	85.3 (+6.4)	71.1 (+20.6)

Engagement Profile

Engagement Group	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
Engaged	57.7	45.1 (+12.6)	24.5 (+33.2)
Ambivalent	38.5	52.9 (-14.4)	59.9 (-21.4)
Disengaged	3.8	2.0 (+1.8)	15.6 (-11.8)
Engagement Ratio	15.2:1	22.6:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	International Services Area	Overseas Deployment Area	International Services
Engaged	57.9	57.1	57.7
Ambivalent	36.8	42.9	38.5
Disengaged	5.3	0	3.8
Engagement Index	91.2	92.9	91.7
Engagement Ratio	10.9:1	-	15.2:1

PERFORMANCE ENABLEMENT WITHIN INTERNATIONAL SERVICES?

Performance Enablement Index (average of all eight enablement questions)

International Services 2013	NZ Police 2013 (Total Org)
71.6	54.3 (+17.3)

Enablement Questions

Concept	Question	International Services 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	73.1	52.9 (+20.2)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	61.5	42.5 (+19.0)
	I am sufficiently involved in decisions that affect my work	76.9	52.5 (+24.4)
Resource access	I have the tools and resources I need to do my job	80.8	52.6 (+28.2)
	NZ Police's systems and processes enable me to do my job well	61.5	42.8 (+18.7)
Training	NZ Police provides adequate training for the work I do	57.7	49.7 (+8.0)
Collaboration	People I work with cooperate to get the job done	84.6	87.1 (-2.5)
Customer Service	NZ Police delivers on the promises it makes to its customers	76.9	54.2 (+22.7)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN INTERNATIONAL SERVICES?

	Key Driver Questions	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	96.2	92.2 (+4.0)	66.8 (+29.4)
	9.4: I feel my contribution is valued in NZ Police	84.6	78.0 (+6.6)	48.0 (+36.6)
	1.6: I feel a sense of belonging to my District or my Service Centre	88.5	78.4 (+10.1)	57.9 (+30.6)
	5.3: My job gives me a sense of personal achievement	92.3	96.1 (-3.8)	79.7 (+12.6)
	1.2: I feel I am working for an effective organisation	96.2	86.0 (+10.2)	59.6 (+36.6)
	1.10: NZ Police is interested in the views and opinions of its staff	53.8	68.6 (-14.8)	34.8 (+19.0)
	1.4: NZ Police cares about the well-being of its staff	69.2	68.6 (+0.6)	40.1 (+29.1)
	1.5: There is a sense of 'common purpose' in NZ Police	80.8	84.3 (-3.5)	53.5 (+27.3)
	1.8: Communication in my District or my Service Centre is open and honest	57.7	66.7 (-9.0)	43.2 (+14.5)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	76.9	90.2 (-13.3)	52.5 (+24.4)

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 New Zealand Police (Total Org). These key drivers are rank ordered. The colour coding for each question reveals if a particular Service Centre 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.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the Service Centre on the key drivers of employee engagement – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective key driver.

Question	International Services Area	Overseas Deployment Area	International Services
1.3: NZ Police is an enjoyable place to work	100.0	85.7	96.2
9.4: I feel my contribution is valued in NZ Police	89.5	71.4	84.6
1.6: I feel a sense of belonging to my District or my Service Centre	89.5	85.7	88.5
5.3: My job gives me a sense of personal achievement	94.7	85.7	92.3
1.2: I feel I am working for an effective organisation	100.0	85.7	96.2
1.10: NZ Police is interested in the views and opinions of its staff	57.9	42.9	53.8
1.4: NZ Police cares about the well-being of its staff	68.4	71.4	69.2
1.5: There is a sense of 'common purpose' in NZ Police	84.2	71.4	80.8
1.8: Communication in my District or my Service Centre is open and honest	57.9	57.1	57.7
5.5: I am sufficiently involved in decisions that affect the way I do my job	78.9	71.4	76.9

TAKING ACTION WITHIN INTERNATIONAL SERVICES?

Question	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	53.8	66.0 (-12.2)	34.9 (+18.9)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	38.5	39.6 (-1.1)	22.9 (+15.6)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	38.5	NA	34.0 (+4.5)

Taking Action within the Service Centre

Area	Change Index	International Services
International Services Area	42.1	43.6 (-1.5)
Overseas Deployment Area	47.6	43.6 (+4.0)

BIGGEST DIFFERENCES WITHIN INTERNATIONAL SERVICES SINCE 2012 - POSITIVE

Question	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
8.3: Poor performance is dealt with effectively in my work group	65.4	49.0 (+16.4)	52.6 (+12.8)
10.2: Overall, I would recommend NZ Police as a great place to work	96.2	82.4 (+13.8)	65.5 (+30.7)
10.4: I feel inspired to go the extra mile to help NZ Police succeed	96.2	82.4 (+13.8)	70.0 (+26.2)
1.7: I intend to continue working at NZ Police for at least the next 12 months	88.5	76.5 (+12.0)	83.1 (+5.4)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	73.1	62.7 (+10.4)	48.1 (+25.0)
1.2: I feel I am working for an effective organisation	96.2	86.0 (+10.2)	59.6 (+36.6)
4.5: The way work is allocated in my workgroup is fair	84.6	74.5 (+10.1)	71.6 (+13.0)
1.6: I feel a sense of belonging to my District or my Service Centre	88.5	78.4 (+10.1)	57.9 (+30.6)
10.3: I take an active interest in what happens in NZ Police	100.0	90.2 (+9.8)	81.1 (+18.9)
1.11: Work groups in NZ Police work well together	69.2	60.8 (+8.4)	44.9 (+24.3)

BIGGEST DIFFERENCES WITHIN INTERNATIONAL SERVICES SINCE 2012 - NEGATIVE

Question	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
4.3: Roles and responsibilities are clearly defined in my work group	53.8	82.4 (-28.6)	76.2 (-22.4)
1.10: NZ Police is interested in the views and opinions of its staff	53.8	68.6 (-14.8)	34.8 (+19.0)
7.2: The work I do makes good use of my knowledge and skills	84.6	98.0 (-13.4)	75.3 (+9.3)
5.5: I am sufficiently involved in decisions that affect the way I do my job	76.9	90.2 (-13.3)	52.5 (+24.4)
11.1: I believe actions will be taken based on the results of this survey	53.8	66.0 (-12.2)	34.9 (+18.9)
3.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	76.9	86.0 (-9.1)	76.4 (+0.5)
7.1: NZ Police provides adequate training for the work I do	57.7	66.7 (-9.0)	49.7 (+8.0)
1.8: Communication in my District or my Service Centre is open and honest	57.7	66.7 (-9.0)	43.2 (+14.5)
5.4: I have the tools and resources I need to do my job	80.8	88.2 (-7.4)	52.6 (+28.2)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	76.9	84.3 (-7.4)	70.2 (+6.7)
6.4: 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)	76.9	84.3 (-7.4)	68.4 (+8.5)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	International Services 2013	NZ Police Top 25%
9.4: I feel my contribution is valued in NZ Police	84.6	62.4 (+22.2)
1.2: I feel I am working for an effective organisation	96.2	74.1 (+22.1)
5.9: The pay and benefits I receive are fair for the work I do	73.1	52.7 (+20.4)
1.6: I feel a sense of belonging to my District or my Service Centre	88.5	69.3 (+19.2)
5.7: The level of work-related stress I experience in my job is acceptable	84.6	66.4 (+18.2)
5.6: I am satisfied with my physical work environment	88.5	70.6 (+17.9)
5.4: I have the tools and resources I need to do my job	80.8	63.4 (+17.4)
10.2: Overall, I would recommend NZ Police as a great place to work	96.2	79.7 (+16.5)
1.11: Work groups in NZ Police work well together	69.2	53.3 (+15.9)
1.3: NZ Police is an enjoyable place to work	96.2	80.4 (+15.8)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	International Services 2013	NZ Police Top 25%
4.3: Roles and responsibilities are clearly defined in my work group	53.8	79.3 (-25.5)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	61.5	70.5 (-9.0)
4.2: I can rely on the support of others in my work group	80.8	88.3 (-7.5)
7.5: There are career development opportunities for me in NZ Police	52.0	58.4 (-6.4)
8.2: People are held accountable for their performance in my work group	69.2	75.0 (-5.8)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	38.5	44.2 (-5.7)
4.1: People I work with cooperate to get the job done	84.6	89.8 (-5.2)
7.6: There are learning and development opportunities for me in NZ Police	60.0	64.5 (-4.5)
3.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	76.9	80.9 (-4.0)
5.10: I understand how my performance is measured	61.5	65.3 (-3.8)

RESPECT AND INTEGRITY WITHIN INTERNATIONAL SERVICES

Question	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	92.3	84.3 (+8.0)	82.9 (+9.4)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	92.3	90.2 (+2.1)	81.4 (+10.9)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	76.9	84.3 (-7.4)	70.2 (+6.7)
6.4: 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)	76.9	84.3 (-7.4)	68.4 (+8.5)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	73.1	76.5 (-3.4)	64.2 (+8.9)

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?

	International Services 2013	International Services 2012	NZ Police 2013 (Total Org)
Not Applicable	84.6	78.4 (+6.2)	84.0 (+0.6)
Yes	7.7	11.8 (-4.1)	3.9 (+3.8)
No	7.7	9.8 (-2.1)	12.1 (-4.4)

Gender Differences Within the Service Centre

Question	International Services - Female	International Services - Male
6.1: Staff in my workgroup respect employee diversity	81.8	100.0
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	90.9	93.3
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	54.5	93.3
6.4: 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)	63.6	86.7
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	54.5	86.7
Respect & Integrity in the Workplace (Overall Section Score)	69.1	92.0

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

	International Services Female	International Services Male
Not Applicable	81.8	86.7
Yes	9.1	6.7
No	9.1	6.7

SUMMARY AND KEY OBSERVATIONS – INTERNATIONAL SERVICES

When taking into account all responses to all survey items within International Services, the Performance Index score is not statistically significantly different from the NZ Police average. However, staff in International Services responded significantly more positively than the NZ Police average in the areas of 'Vision and Purpose + Communication and Cooperation' (+23.4), 'Quality and Excellence' (+20.2), 'My Job' (+17.7), 'Recognition' (+25.7), 'Final Thoughts' (+20.6) and 'The Survey – Your Views' (+17.3).

Looking at individual questions, one significant positive gap between International Services and the NZ Police average is around the perception that you are working with an effective organisation (+36.6). This score has also increased by 10.2 points since 2012, suggesting that improvement has been made in this area.

The largest negative difference between 2012 and 2013 is around the clarity of roles and responsibilities in work team. This score has decreased by 28.6 points and also scored significantly below the NZ Police average making it an area to explore deeper to prevent further declines going forward.

Scores across the teams within International Services – International Services Area and Overseas Deployment Area – show that people within Overseas Deployment are responding less positively. Although the scores for the two teams are not actually significantly different for their size, there is a big gap in 'Recognition' with the Overseas Deployment Area scoring 22.9 points below the International Service Area. Scores across both teams are very low for 'The Survey – Your Views' where agreement is less than 50%. This indicates an area where improvements could be made.

Engagement within the International Services team is significantly higher than the NZ Police average. The proportion of engaged people is 33.2 points higher than the total organisation score. This demonstrates that International Services is one of the most engaged teams within NZ Police. People are also feeling more enabled with a Performance Enablement Index of 71.8% - which is a 20.2 points above the NZ Police average.

Key drivers presented in this report are derived from the NZ Police average data, with International Services scoring well across these drivers compared to the total organisation. Most of the drivers come from the 'Vision and Purpose + Communication and Cooperation' section, highlighting the importance of having an enjoyable workplace (+29.4) and a sense of belonging (+30.6), working for an effective organisation (++36.6), having views and opinions considered (+19.0), feeling cared for (++29.1) and having a sense of 'common purpose' (+27.3) as well as open and honest communication (+14.5). Despite this positive outlook, scores with less than 60% agreement should be highlighted as areas to focus on this year – having open and honest communication (57.7%), as well as more bottom-up communication showing people that their views and opinions are important (53.8%).

Just over a third of people in International services perceived that action has been taken since the last survey. Although International Services scored above the NZ Police average on "taking action" there is further room for increasing post survey action as well as the visibility of actions.

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 Centres 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 2013	NZ Police 2012
Number of Responses	8863	9393
Response Rate	74.8%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2013	NZ Police 2012
Performance Index	63.6	64.7 (-1.1)
1. Vision and Purpose + Communication and Cooperation	54.9	58.2 (-3.3)
2. Quality and Excellence	48.1	NA
3. My Supervisor	76.6	76.4 (+0.2)
4. My Work Group	79.9	79.2 (+0.7)
5. My Job	62.4	63.3 (-0.9)
6. Respect & Integrity in the Workplace	73.4	72.4 (+1.0)
7. Learning and Development	58.9	59.6 (-0.7)
8. Performance and Feedback	69.7	68.9 (+0.8)
9. Recognition	48.1	48.3 (-0.2)
10. Final Thoughts (Engagement Index)	71.1	74.4 (-3.3)
11. The Survey - Your Views (Change Index)	28.9	31.9 (-3.0)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2013	NZ Police 2012
Engaged	24.5	27.8 (-3.3)
Ambivalent	59.9	59.7 (+0.2)
Disengaged	15.6	12.5 (+3.1)
Engagement Ratio	1.6:1	2.2:1

Proportion of Employees (%)

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.

Engagement Ratio: the proportion of engaged to disengaged employees

Change Index: the overall section score for 'The Survey – Your Views'

Performance 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 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
- NZ Police encourages ideas and suggestions from employees on how to improve the way things are done
- I am sufficiently involved in decisions that affect my work
- I have the tools and resources I need to do my job
- NZ Police's systems and processes 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 2013 New Zealand Police Workplace Survey contained 66 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.

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.

