New Zealand Police
Workplace Survey 2011
Summary of Findings:
National Communications

July 2011

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NEW ZEALAND
POLICE
Nga Pirihimana O Aotearoa

Safer Communities Together Kaupapa whai Oranga mō te iti me te rahi

RESPONSE RATE

	National Comms 2011	National Comms 2010	NZ Police 2011 (Total Org)
Number of Responses	418	425	9503
Response Rate	72.4%	73.5%	79.2%

Note: For the tables below **Green font** indicates that the District'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 2010 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2010 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 NATIONAL COMMUNICATIONS AS A PLACE TO WORK

Section	National Comms 2011	National Comms 2010	NZ Police 2011 (Total Org)
Performance Index (average of all questions in the survey)	65.2	63.8 (+1.4)	64.2 (+1.0)
1. Vision and Purpose + Communication and Cooperation	60.9	59.8 (+1.1)	59.2 (+1.7)
2. My Supervisor	70.3	65.2 (+5.1)	72.3 (-2.0)
3. My Work Group	72.6	71.3 (+1.3)	74.7 (-2.1)
4. My Job	65.9	65.6 (+0.3)	62.7 (+3.2)
5. Respect & Integrity in the Workplace	68.8	67.5 (+1.3)	68.1 (+0.7)
6. Learning and Development	60.4	60.4 (0.0)	60.1 (+0.3)
7. Performance and Feedback	68.8	68.4 (+0.4)	66.7 (+2.1)
8. Recognition	52.3	49.9 (+2.4)	53.1 (-0.8)
9. Final Thoughts (Engagement)	74.5	72.4 (+2.1)	70.5 (+4.0)
10. The Survey - Your Views	45.5	47.1 (-1.6)	42.8 (+2.7)

HIGHEST RATED AREAS WITHIN NATIONAL COMMUNICATIONS

Section	National Comms 2011	National Comms 2010	NZ Police 2011 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	82.6	81.1 (+1.5)	85.3 (-2.7)
4.2: I know how my work contributes to the effectiveness of NZ Police	82.3	79.9 (+2.4)	75.6 (+6.7)
7.1: NZ Police expects high standards of performance from its people	82.2	81.5 (+0.7)	77.0 (+5.2)
4.3: My job gives me a sense of personal achievement	80.6	78.1 (+2.5)	76.1 (+4.5)
9.5: I feel a sense of commitment to NZ Police	80.2	78.6 (+1.6)	76.2 (+4.0)
9.3: I take an active interest in what happens in NZ Police	78.9	76.6 (+2.3)	74.8 (+4.1)
9.4: I feel inspired to go the extra mile to help NZ Police succeed	77.0	73.9 (+3.1)	70.3 (+6.7)
4.1: The responsibilities of my job are clearly defined	76.9	74.2 (+2.7)	71.0 (+5.9)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.7	76.0 (+0.7)	73.4 (+3.3)
3.2: I can rely on the support of others in my work group	76.3	76.9 (-0.6)	78.3 (-2.0)

LOWEST RATED AREAS WITHIN NATIONAL COMMUNICATIONS

Section	National Comms 2011	National Comms 2010	NZ Police 2011 (Total Org)
8.5: People here are appointed to positions based on merit	43.0	44.0 (-1.0)	43.7 (-0.7)
10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	43.3	46.2 (-2.9)	40.8 (+2.5)
1.10: NZ Police is interested in the views and opinions of its staff	45.9	46.3 (-0.4)	45.3 (+0.6)
10.1: I believe actions will be taken based on the results of this survey	48.0	48.2 (-0.2)	44.8 (+3.2)
4.5: I am sufficiently involved in decisions that affect the way I do my job	48.9	48.7 (+0.2)	56.8 (-7.9)
1.8: Communication in my District/Service Centre is open and honest	50.1	50.7 (-0.6)	52.0 (-1.9)
4.6: I am satisfied with my physical work environment	50.7	49.9 (+0.8)	59.7 (-9.0)
1.11: Work groups in NZ Police work well together	52.5	53.1 (-0.6)	51.9 (+0.6)
8.2: We celebrate success in NZ Police	53.0	48.1 (+4.9)	54.1 (-1.1)
1.4: NZ Police cares about the well-being of its staff	53.1	51.5 (+1.6)	51.9 (+1.2)

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SCORES ACROSS NATIONAL COMMUNICATIONS

Section	Central Comms	Nat Comms Mgt Group	Northern Comms	Southern Comms	National Communications
Performance Index	67.9	65.6	64.6	63.2	65.2
1. Vision and Purpose + Communication and Cooperation	65.1	60.4	59.5	58.6	60.9
2. My Supervisor	75.8	79.2	69.0	64.8	70.3
3. My Work Group	74.2	69.2	71.2	74.0	72.6
4. My Job	68.9	64.9	65.0	64.3	65.9
5. Respect & Integrity in the Workplace	69.1	67.8	69.5	67.0	68.8
6. Learning and Development	62.6	55.7	60.2	58.9	60.4
7. Performance and Feedback	70.1	62.0	70.5	64.9	68.8
8. Recognition	53.2	61.9	52.1	49.9	52.3
9. Final Thoughts (Engagement)	77.1	73.7	73.6	73.5	74.5
10. The Survey - Your Views	45.4	51.6	47.1	41.3	45.5

Weighted Mean Scores (%)

Note that for the table above, red scores indicate the lowest performing area within National Communications 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 NATIONAL COMMUNICATIONS?

Engagement Index (average of all six engagement questions)

National Comms 2011	National Comms 2010	NZ Police (Total Org)
74.5	72.4 (+2.1)	70.5 (+4.0)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	National Comms 2011	National Comms 2010	NZ Police (Total Org)
Engaged	27.8	22.4 (+5.4)	21.3 (+6.5)
Ambivalent	60.5	65.8 (-5.3)	63.2 (-2.7)
Disengaged	11.7	11.8 (-0.1)	15.5 (-3.8)

Proportion of Employees (%)

RESPECT AND INTEGRITY WITHIN NATIONAL COMMUNICATIONS?

Question	National Comms 2011	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	79.3	75.9 (+3.4)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.2	77.6 (+6.6)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.9	64.7 (-0.8)
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)	63.8	62.4 (+1.4)
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	56.8	57.8 (-1.0)

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?

	National Communications	NZ Police (Total Org)
Not Applicable	76.6	82.1 (-5.5)
Yes	6.0	4.6 (+1.4)
No	17.5	13.3 (+4.2)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN NATIONAL COMMUNICATIONS?

	Rank from 2010	Key Driver Questions	National Comms 2011	National Comms 2010	NZ Police (Total Org)
	2	4.3: My job gives me a sense of personal achievement	80.6	78.1 (+2.5)	76.1 (+4.5)
	1	1.3: NZ Police is an enjoyable place to work	68.4	65.6 (+2.8)	68.3 (+0.1)
	N/A	4.6: I am satisfied with my physical work environment	50.7	49.9 (+0.8)	59.7 (-9.0)
	8	4.2: I know how my work contributes to the effectiveness of NZ Police	82.3	79.9 (+2.4)	75.6 (+6.7)
	N/A	4.7: The level of work-related stress I experience in my job is acceptable	58.8	55.6 (+3.2)	58.3 (+0.5)
	6	1.6: I feel a sense of belonging to my District/Service Centre	64.2	62.6 (+1.6)	61.7 (+2.5)
	N/A	4.9: The pay and benefits I receive are fair for the work I do	63.4	62.6 (+0.8)	50.8 (+12.6)
	3	1.2: I feel I am working for an effective organisation	65.8	64.2 (+1.6)	59.7 (+6.1)
	N/A	1.11: Work groups in NZ Police work well together	52.5	53.1 (-0.6)	51.9 (+0.6)
	N/A	3.3: Roles and responsibilities are clearly defined in my work group	73.3	70.9 (+2.4)	71.0 (+2.3)

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 National Communications 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 2010 is shown in the column headed "Rank from 2010".

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 National Communication'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		4.9: The pay and benefits I receive are fair for the work I do 1.2: I feel I am working for an effective organisation
Team level		1.11: Work groups in NZ Police work well together 4.6: I am satisfied with my physical work environment		3.3: Roles and responsibilities are clearly defined in my work group
Individual level	4.2: I know how my work contributes to the effectiveness of NZ Police	1.6: I feel a sense of belonging to my District/Service Centre	4.3: My job gives me a sense of personal achievement	4.7: The level of work-related stress I experience in my job is acceptable

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PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within National Communications 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	Central Comm	Nat Comms Management Group	Northern Comms	Southern Comm	National Comms	Total Organisation
4.3: My job gives me a sense of personal achievement	84.1	75.0	79.8	78.8	80.6	76.1
1.3: NZ Police is an enjoyable place to work	71.7	71.9	65.5	69.8	68.4	68.3
4.6: I am satisfied with my physical work environment	51.7	71.9	53.9	39.0	50.7	59.7
4.2: I know how my work contributes to the effectiveness of NZ Police	86.4	76.6	80.9	80.9	82.3	75.6
4.7: The level of work-related stress I experience in my job is acceptable	62.8	65.6	57.5	55.1	58.8	58.3
1.6: I feel a sense of belonging to my District/Service Centre	69.6	56.3	61.7	64.1	64.2	61.7
4.9: The pay and benefits I receive are fair for the work I do	71.3	56.3	57.2	67.7	63.4	50.8
1.2: I feel I am working for an effective organisation	70.2	64.1	64.8	62.5	65.8	59.7
1.11: Work groups in NZ Police work well together	55.4	51.6	52.2	49.7	52.5	51.9
3.3: Roles and responsibilities are clearly defined in my work group	76.8	59.4	71.8	74.5	73.3	71.0

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – NATIONAL COMMUNICATIONS

The following summary provides insight into how employees perceive the National Communications Centre as a place to work and how it fares to the rest of NZ Police. Engagement levels within the National Communications 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 National Communications Centre that would likely provide it with the greatest improvement leverage when attempting to make the National Communications Centre a truly great – and engaging – place to work.

Response Rate

Of the 577 employees asked to participate, 418 responded, representing a response rate of 72.4%. While lower than NZ Police overall response rate of 79.2%, it is similar to the number of responses to the National Communications Centre 2010 survey. This response rate ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the Centre.

How Employees Perceive National Communications as a Place to Work

Looking at how staff perceive the National Communications as a place to work, the average score across all survey questions (the Performance Index of 65.2%) is very similar to that of 2010 and also that of NZ Police overall. However there have been significant changes across and within many of the survey sections. Of particular note is the significant increase in the 'My Supervisor' section with a 5.1% increase even though remaining 2.% below that of NZ Police overall. Examining this section in more detail, all questions within this section have increased significantly since 2010. Other significant increases are in the sections of 'Recognition' and 'Engagement', with the 'Engagement' section being National Communication's highest scored section and biggest positive gap to the NZ Police average.

Another significant positive gap in ratings between National Communications and NZ Police overall is the 'My Job' section (3.2%). Examining this section in detail shows strong ratings around sense of achievement, knowing how work contributes to the effectiveness of NZ Police, as well as clearly defined

responsibilities. All of which appear as Key Drivers of engagement for National Communications employees. However there are significant decreases in ratings for questions relating to tools and resources to do their job, understanding how performance is measured and performance being fairly assessed. The physical work environment and involvement in job related decisions are two of the lowest scoring questions for National Communications – both of which are very significantly below the NZ Police overall average. Five questions from the 'My Job' section appear as key drivers of engagement as covered below.

The spread of results across the sections are in line with the opinions across NZ Police overall. Consistent with NZ Police overall, National Communications score highest in 'My Supervisor', 'My Work Group' and 'Engagement'.

Central Comms has a significantly higher Performance Index and Engagement score than the other areas within National Communications as well as top scoring in seven out of the 10 sections. The other areas are similarly matched overall at the Performance Index level with Southern Comms scoring lower on most sections.

The highest rated questions show the strong regard National Communications employees have for each other within their work groups with three of the five highest rated questions coming from 'My Work Group'. This is reiterated many time in the comments made. Other high rated questions related to 'My Supervisor' and employee sense of achievement, effectiveness and commitment to NZ Police.

The 10 lowest rated questions include four from the 'Vision and Purpose + Communication and Cooperation' section.

It is important to recognise that not all low scoring areas in a survey are necessarily engaging to employees. This report includes the results of a key driver analysis that highlight what things assessed in the survey actually have an impact on how engaged staff members are in the workplace.

Employee Engagement within National Communications

Employee engagement levels within National Communications has significantly lifted from 2010 levels and are significantly higher than those of NZ Police as a whole (Engagement Index of 74.5% vs. 70.5%, respectively). There has been a significant shift of employees from the Ambivalent category to the Engaged category between 2010 to 2011. Below we provide the results of an analysis that identifies what engages the Centre's employees the most – information which serves as a means for further increasing current engagement levels and engaged employees.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Of the 10 key drivers identified in the 2011 staff survey, only two are consistent with those identified in the 2010 survey. The remainder of Key Drivers are different. This indicates a strong change in what is important to employees at the Centre this year compared to last year.

As mentioned previously, of the 10 key drivers, five come from the 'My Job' section. Four are within the top five key drivers. Considering the key drivers and strong opinions National Communications employees have on this section, it indicates a very strong importance given by employees to the work they do on a day to day basis.

Of note is the inclusion of pay and benefits which is viewed as of importance in driving engagement in National Communications and scores highly favourably compared to NZ Police overall with a 12.6%. While pay and benefits may score low in a survey for an organisation, it is rare that they are a key driver.

Overlaying the Anatomy of a Great Workplace which groups Key Drivers by the common characteristics of a workplace, there are two strong themes – a sense of Community within the Centre and a strong Performance Culture. They account for eight of the ten key drivers.

National Communications should reinforce the four key drivers in which it is performing better than the NZ Police average (job giving sense of achievement, work contributing to effectiveness, fair pay and benefits and an effective organisation). These have a positive impact on engagement and will continue to strengthen with reinforcing activities.

Employee Comments

Examining the comments made by staff we see further support for the Key Drivers mentioned above. Many comments refer to camaraderie, teamwork and the sense of personal achievement they get from working

in National Communications and for NZ Police. Employees speak positively about the variety and interesting roles and experiences they have.

A number of issues were raised as things that needed to change. There are number of employees concerned about the difficulties in applying and taking leave with reference to poor and low resourcing. Fair and merit based promotion as well as being open to feedback and ideas were also highlighted as things that needed to be implemented.

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

Summary

Overall engagement at the National Communications Centre has increased over the last year, placing the Centre above the average engagement level for NZ Police overall. 'My Supervisor' and 'Recognition' have also increased significantly, although supervision still remains below the NZ Police average. The Centre is above NZ Police norms on 'My Job' and 'Performance and Feedback', as well as the belief that action will occur as a result of the annual survey. That is a particularly pleasing outcome as it is clearly evident from the 2011 survey that those Districts and Areas with higher scores around post-survey action have concomitant increases in employee engagement levels and survey scores more generally.

Section and Key Driver analysis reveals that a significant leverage point exists around job hygiene factors regarding tools, resources, performance measurement and work environment. Another leverage point is in the area of developing a stronger Sense of Community. To achieve this you can:

- Optimise your areas of strength. For example, relate and celebrate often employees' sense of personal achievement and effectiveness and look for opportunities to grow this further by listening to ideas and feedback on opportunities to increase further levels of effectiveness.

- Understand and where possible address or negate physical work environment issues.

- Implement initiatives to grow the sense of belonging and employees being valued members of National Communications. For example, where possible addressing the complexity and availability issues around leave, valuing input of employees, and demonstrating a balance of individual/collective needs and wellbeing with the limited resources and the jobs to done.

Central Comms stands out as a possible best practice group. There could be benefit in investigating what the Central Comms is doing that other Areas are not and seeing what can be implemented across National Communications.

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 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.

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TOTAL ORGANISATION RESULTS

RESPONSE RATE

	NZ Police 2011 (Total Org)	NZ Police 2010 (Total Org)
Number of Responses	9503	9280
Response Rate	79.2%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2011	NZ Police 2010
Performance Index	64.2	63.1 (+1.1)
1. Vision and Purpose + Communication and Cooperation	59.2	57.1 (+2.1)
2. My Supervisor	72.3	71.3 (+1.0)
3. My Work Group	74.7	74.3 (+0.4)
4. My Job	62.7	61.9 (+0.8)
5. Respect & Integrity in the Workplace	68.1	66.8 (+1.3)
6. Learning and Development	60.1	60.2 (-0.1)
7. Performance and Feedback	66.7	67.6 (-0.9)
8. Recognition	53.1	51.6 (+1.5)
9. Final Thoughts	70.5	68.6 (+1.9)
10. The Survey - Your Views	42.8	40.2 (+2.6)

Weighted Mean Score (%)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2011	NZ Police 2010
Engaged	21.3	17.8 (+3.5)
Ambivalent	63.2	64.4 (-1.2)
Disengaged	15.5	17.8 (-2.3)

Proportion of Employees (%)

Workplace Survey
Action Plan Template

Item #	Focus Area (e.g. recognition communication, performance,)	Action Agreed	Progress/completion measured by?	Timeframe for agreed actions	Person Responsible	Outcomes/ Benefits Expected	Relate to existing initiatives? Yes/No	How progress will be communicated to staff

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 2011 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.