

New Zealand Police Workplace Survey 2015

Summary of Findings National Intel 2015



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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.




Response Rate

The response rate for National Intel to the 2015 survey of 81.5% was very good, although down around 9% from the excellent response rate received in 2014. It is still about 12% higher than the NZ Police overall response rate, and we can be confident that the results presented in this report are an accurate indication of employee attitude and opinion within National Intel.

	National Intel 2015	National Intel 2014	NZ Police 2015
Number of Responses	44	56	8361
Response Rate	81.5%	90.3%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District'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.

Summary of Results

	National Intel 2015	National Intel 2014	NZ Police 2015
Performance Index	68.0	76.3	63.2
Engagement Index	80.8	85.4	72.1
Work Engagement Index	85.6	82.3	84.0
Change Index	28.7	52.9	26.4
Engagement Profile			
NZP 2015			
National Intel 2015			
National Intel 2014			
	Engaged	Ambivalent	Disengaged

Summary of Findings

National Intel results are consistent with NZ Police overall. While there have been no significant increases to survey items, National Intel still has a number of strength areas, including perceptions of 'Work conditions' and feeling that NZ Police cares about their well-being (a key driver). There have been a number of significant declines to individual survey questions, particularly in the area of 'Recognition' and the Change Index. These areas now score comparably to NZ Police overall.

Among the key drivers there was a theme of 'effectiveness', including the perception that NZ Police delivers on the promises made to customers, feeling that daily decisions show the quality of service is a top priority, or feeling overall that NZ Police is effective (this key driver has declined markedly and is now comparable to the NZ Police average).

Where to from here

Given the drop in people's perception that their opinions expressed through the survey have led to positive change, the critical next step is to action plan based on the results, show staff that they have been heard, and feed back on the action points generated. Action plan with the National Intel team on how to improve their 'effectiveness' at the team level, and how to improve perceptions of NZ Police's effectiveness at the organisational level. A second potential area of focus is to investigate the drop in recognition, which can lead to declines in people's perceptions that they are valued.

2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees overall perceptions of the District as a place to work.

2.1 Across the District

	National Intel 2015	National Intel 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	68.0	76.3	63.2
1. The Work I Do	69.7	76.8	70.8
2. Learning and Development	58.5	70.1	52.6
3. Work Conditions	73.9	77.7	52.8
4. My Team	68.5	77.3	75.7
5. Respect & Integrity in the Workplace	76.8	80.6	72.7
6. My Supervisor	88.1	86.8	80.7
7. Recognition	50.7	66.7	44.6
8. Vision and Purpose + Communication and Cooperation	63.6	74.4	58.0
9. Quality and Excellence	68.6	77.5	58.7
10. Final Thoughts (Employee Engagement)	80.8	85.4	72.1
11. The Survey - Your Views (Change Index)	28.7	52.9	26.4

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.

2.2 Interpretation

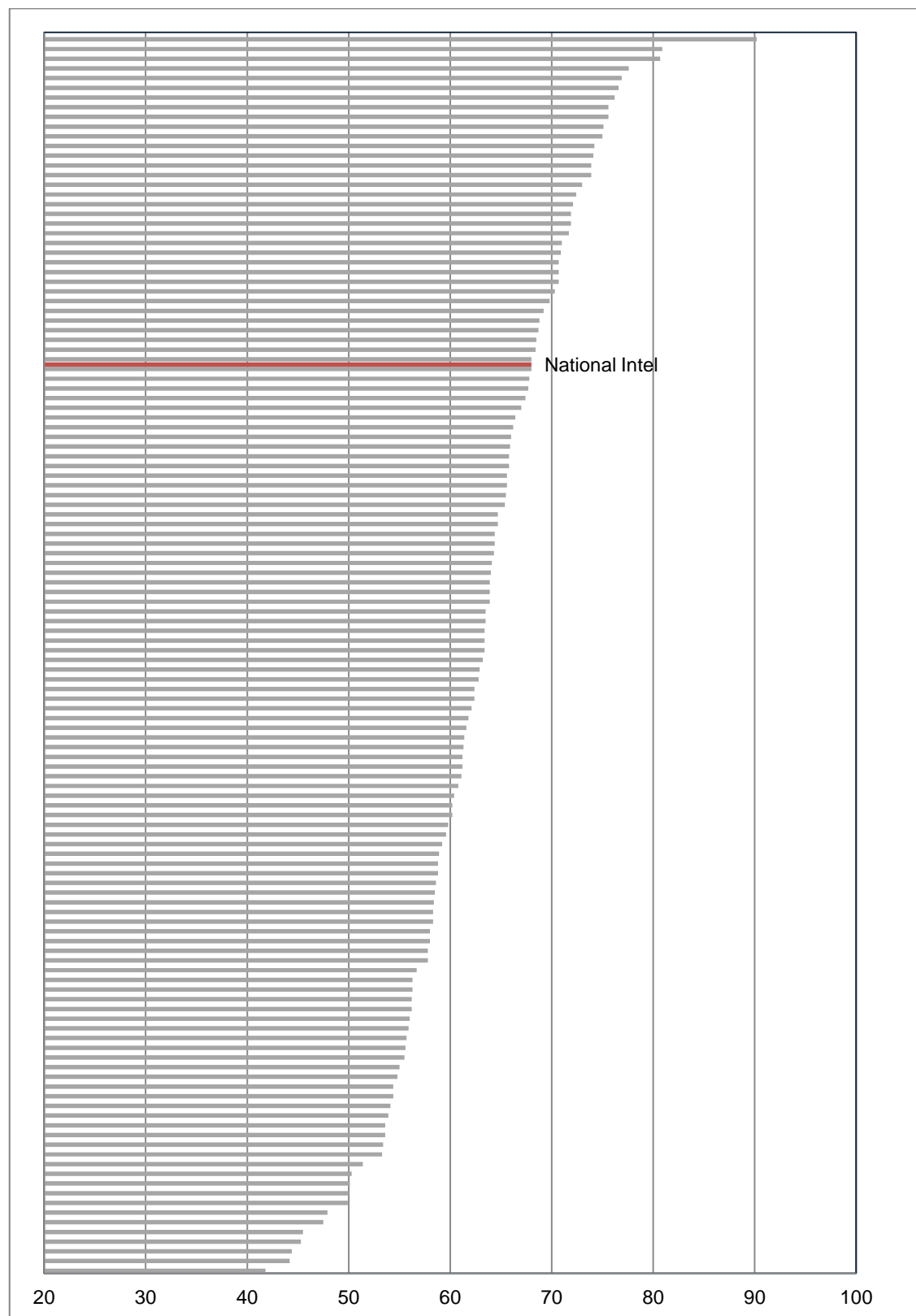
As shown by the Performance Index, National Intel's overall results have not significantly changed since 2014, and remain on par with those of NZ Police overall. However, this year fewer National Intel people have given a positive response to questions on Recognition or in relation to whether their views have been heard and acted upon in the past year. A strength for National Intel when compared to NZ Police overall is in its people's perceptions of Work Conditions, which nearly three quarters of its staff have answered positively on average.

2.2.1 Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

2.3 District and Area placing in National outlook – Performance Index

This graph represents the overall ranking of National Intel relative to all Districts and Areas in NZ Police.



3. Engagement

National Intel people have as strong a connection and engagement with the organisation and their work as they had in 2014, and this is at a comparable level to that of the NZ Police average.

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 have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work. Some of the engagement questions have been answered positively by more than 90% of National Intel people. While this is not significantly higher than that achieved by NZ Police, it nonetheless shows a very high level of commitment and motivation National Intel people have towards the work they do.

Question	National Intel 2015	National Intel 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	72.7	76.4	77.9
1.8 I am strongly committed to the work I do	90.9	83.3	89.1
1.9 I am motivated to do the best I can in my job every day	93.2	87.3	85.1

3.2 Engagement with New Zealand Police

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.

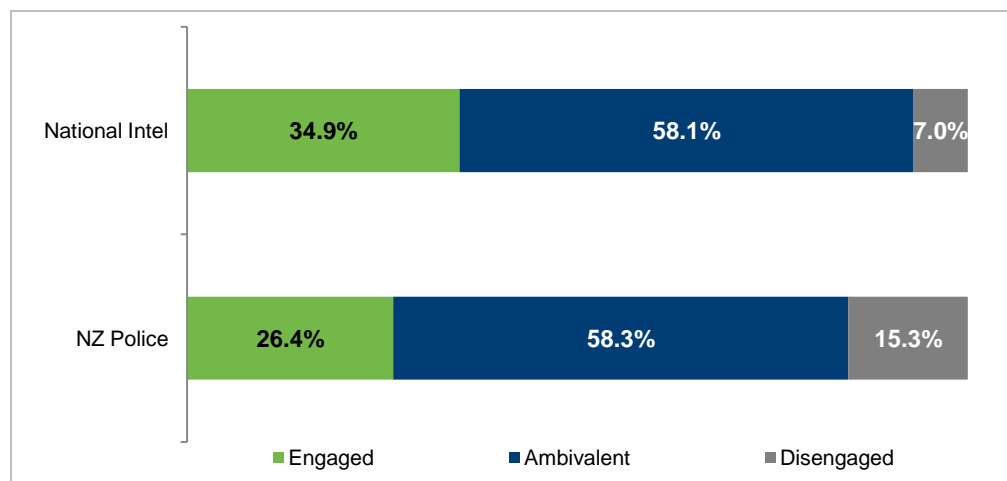
The Engagement Index is the average of all six engagement questions and measures employees engagement with NZ Police as an organisation as a whole.

Question	National Intel 2015	National Intel 2014	NZ Police 2015
Engagement Index	80.8	85.4	72.1
10.1 Overall, I'm satisfied with my job	75.0	80.4	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	76.7	83.9	66.6
10.3 I take an active interest in what happens in NZ Police	84.1	92.9	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	81.8	91.1	71.5
10.5 I feel a sense of commitment to NZ Police	93.0	94.6	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	74.4	69.6	59.8

3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

A third of National Intel people can be considered engaged, compared to a quarter of NZ Police people. National Intel also has a very small proportion of disengaged people, half that seen in NZ Police as a whole.



3.4 What drives our employee's engagement within the District?

This year, there is a theme of 'effectiveness' among National Intel's key drivers of engagement. This includes delivering on the promises made to customers, feeling that daily decisions show that quality of services is a top priority, and the overall feeling that NZ Police is effective (which has declined markedly since 2014 and is now comparable to NZ Police on average).

Four of the key drivers of engagement have declined markedly since 2014 and are now comparable to the NZ Police on average. In particular, this year, less than 50% of staff in National Intel believe that their contribution is valued. A strength is that significantly more National Intel people agree that NZ Police cares about the well-being of its staff.

Key Driver Questions	National Intel 2015	National Intel 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	79.1	83.9	71.2
8.10: I feel I am working for an effective organisation	65.1	89.3	62.8
7.5: I feel my contribution is valued in NZ Police	48.8	71.4	49.2
8.4: There is a sense of 'common purpose' in NZ Police	59.1	78.6	57.2
8.8: NZ Police cares about the well-being of its staff	72.1	78.6	48.7
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	65.1	72.7	52.9
1.7: My job gives me a sense of personal achievement	72.7	76.4	77.9
8.7: I feel a sense of belonging to my District or my Service Centre	65.1	76.8	59.8
8.3: I feel informed about NZ Police and its activities	60.5	82.1	56.0
9.7: NZ Police delivers on the promises it makes to its customers	61.9	74.1	51.5

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 District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District 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 District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. Respect & Integrity reporting

There have been no sizeable changes from 2014 in how people have rated 'Respect & Integrity' within National Intel. National Intel is very similar in this area to the rest of NZ Police.

Question		National Intel 2015	National Intel 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		88.6	89.1	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		75.0	87.3	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		69.8	75.0	69.2
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)		76.7	75.0	68.4
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		73.8	76.8	63.0
<i>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?</i>	Not Applicable	86.4	87.5	81.7
	Yes	4.5	1.8	4.5
	No	9.1	10.7	13.8

5. Biggest Differences 2014 - 2015

There have been no significant improvements, although it is worth noting that some of the questions in the 'biggest positive differences' table are very close to having 100% of National Intel people agree to them. There have, however, been some sizeable declines since 2014, and two key drivers (working for an effective organisation and feeling my contribution is valued) are among the five largest declines. Markedly fewer people agree that they have been involved in making positive change in the past year, along with a significant drop in their perception that the survey has led to positive impact since last year.

5.1 Top five biggest differences within the District since 2014 - POSITIVE

Question	National Intel 2015	National Intel 2014	NZ Police 2015
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	97.7	89.3	87.5
1.8: I am strongly committed to the work I do	90.9	83.3	89.1
3.3: I am able to maintain a balance between my personal and working life	90.9	83.9	64.9
1.9: I am motivated to do the best I can in my job everyday	93.2	87.3	85.1
10.6: NZ Police inspires me to do the best I can in my job every day	74.4	69.6	59.8

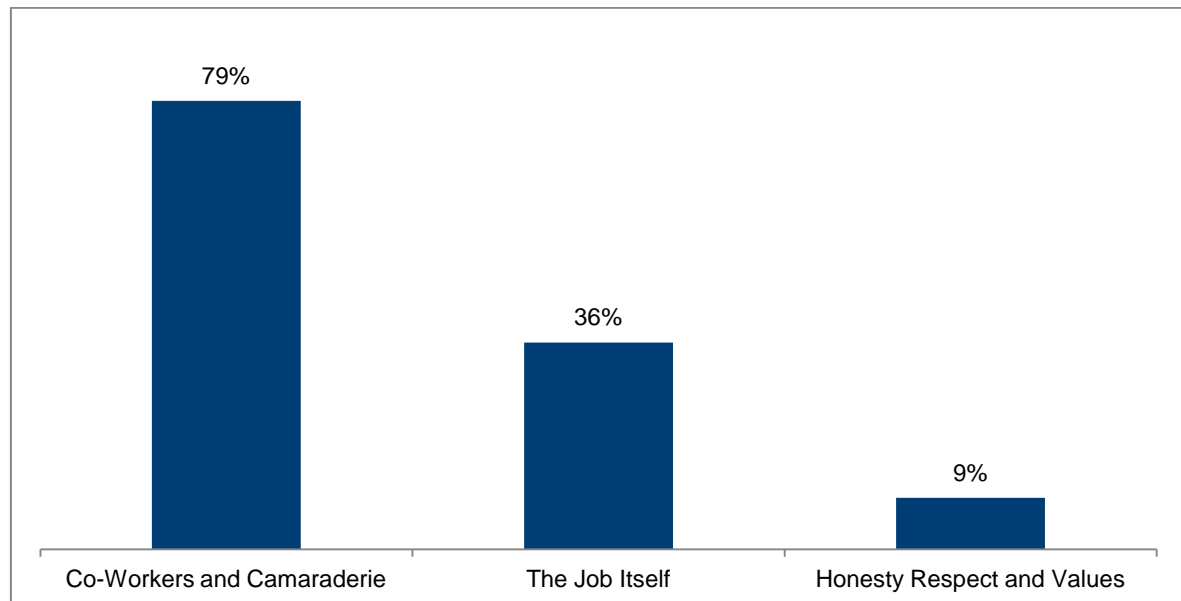
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	National Intel 2015	National Intel 2014	NZ Police 2015
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	34.9	60.8	30.9
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	18.6	44.2	19.0
8.10: I feel I am working for an effective organisation	65.1	89.3	62.8
7.5: I feel my contribution is valued in NZ Police	48.8	71.4	49.2
7.3: We celebrate success in NZ Police	48.8	71.4	47.5

6. Employee Comments Theme Analysis

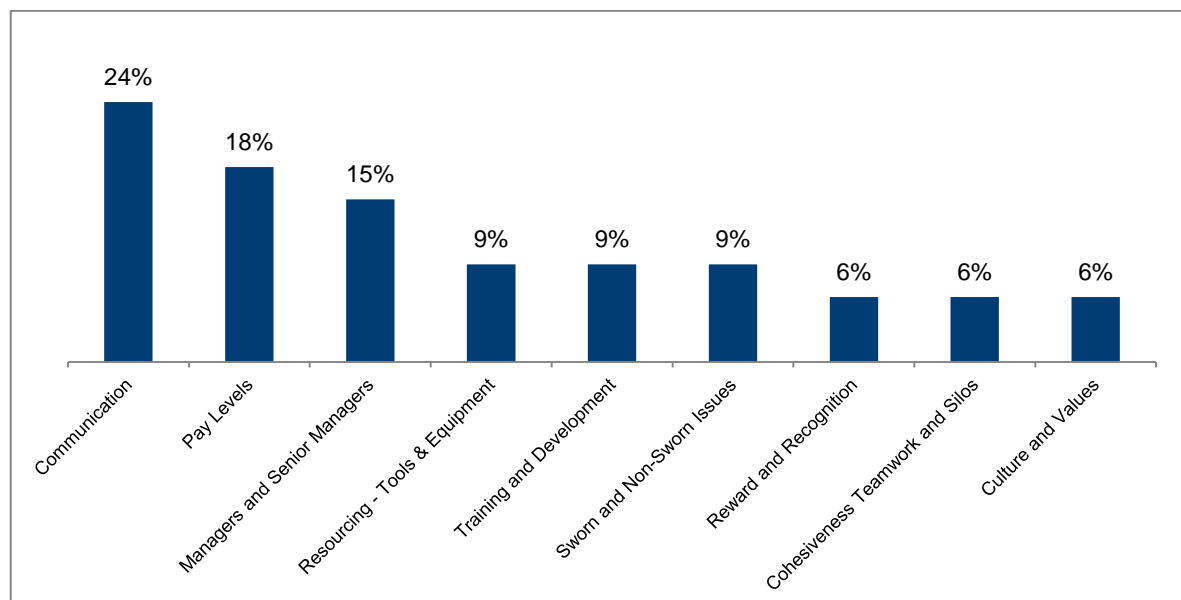
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



'Co-workers and camaraderie' experienced in daily work-life are the most important things contributing towards NZ Police being considered a great place to work by National Intel people. Approximately a third of comments related to aspects of the job itself as being of primary importance to their positive perception of this organisation. Somewhat unusually, honesty, respect and values were referenced in nearly 10% of comments – this is not typically one of the most common themes among responses to this survey question.

6.2 One thing that needs to change to make this a great place to work



Perceptions regarding the one thing that most needs to change were more varied, with the most common theme being 'communication'. Pay levels was the second most popular theme, followed by references to managers and senior managers.

7. Appendix 1 – All Question Results

Question	National Intel		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	69.7	76.8	70.8	71.9
1.1: The responsibilities of my job are clearly defined	60.5	78.2	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	75.0	83.6	82.8	83.9
1.3: I understand how my performance is measured	52.3	69.8	59.4	61.1
1.4: My performance is fairly assessed	58.1	76.5	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	54.5	61.8	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	70.5	74.5	74.4	75.0
1.7: My job gives me a sense of personal achievement	72.7	76.4	77.9	78.3
1.8: I am strongly committed to the work I do	90.9	83.3	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	93.2	87.3	85.1	85.1
2. Learning and Development	58.5	70.1	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	63.6	67.9	52.3	53.2
2.2: I am encouraged to try new ways of doing things	70.5	69.6	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	52.3	73.2	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	47.7	69.6	53.5	53.4
3. Work Conditions	73.9	77.7	52.8	56.2
3.1: I am satisfied with my physical work environment	77.3	92.9	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	77.3	76.8	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	90.9	83.9	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	50.0	57.1	33.7	40.1
4. My Team	68.5	77.3	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	90.9	87.5	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	54.5	66.1	76.4	76.9
4.3: The way work is allocated in my team is fair	58.1	73.2	71.5	72.5
4.4: People I work with cooperate to get the job done	84.1	89.3	86.1	86.5
4.5: I can rely on the support of others in my team	79.5	87.5	86.4	86.9
4.6: I feel part of an effective team	65.9	85.7	80.3	81.2
4.7: People are held accountable for their performance in my team	69.8	73.2	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	45.2	55.6	53.3	54.4
5. Respect & Integrity in the Workplace	76.8	80.6	72.7	73.4
5.1: Staff in my team respect employee diversity	88.6	89.1	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.0	87.3	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.8	75.0	69.2	70.4
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)	76.7	75.0	68.4	69.1
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	73.8	76.8	63.0	64.4

Question	National Intel		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	88.1	86.8	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	97.7	89.3	87.5	87.4
6.2: My supervisor treats staff with respect	100.0	96.4	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	76.7	80.0	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	90.9	87.5	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	76.7	78.6	68.5	68.8
6.6: I have confidence in my supervisor	86.4	89.3	80.9	80.8
7. Recognition	50.7	66.7	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	53.5	61.1	44.9	46.3
7.2: People here are appointed to positions based on merit	32.6	52.7	31.3	34.5
7.3: We celebrate success in NZ Police	48.8	71.4	47.5	47.0
7.4: I get recognition when I do a good job	69.8	76.8	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	48.8	71.4	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	63.6	74.4	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.8	83.3	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	58.1	69.6	45.1	46.3
8.3: I feel informed about NZ Police and its activities	60.5	82.1	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	59.1	78.6	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	55.8	52.7	38.9	39.9
8.6: Teams within NZ Police work well together	40.9	37.5	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	65.1	76.8	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	72.1	78.6	48.7	50.9
8.9: NZ Police is an enjoyable place to work	79.1	83.9	71.2	72.4
8.10: I feel I am working for an effective organisation	65.1	89.3	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	81.4	85.5	84.6	85.2
9. Quality and Excellence	68.6	77.5	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	65.1	72.7	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	90.7	89.3	87.6	87.3
9.3: I have the tools and resources I need to do my job	69.8	83.9	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	65.1	69.6	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	65.1	76.8	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	62.8	76.4	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	61.9	74.1	51.5	55.1
10. Final Thoughts	80.8	85.4	72.1	73.3
10.1: Overall, I'm satisfied with my job	75.0	80.4	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	76.7	83.9	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	84.1	92.9	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	81.8	91.1	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	93.0	94.6	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	74.4	69.6	59.8	60.6

Question	National Intel		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	28.7	52.9	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	18.6	44.2	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	34.9	60.8	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	32.6	53.7	29.3	33.8

Question	National Intel	NZ Police
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	86.4	81.7
Yes	4.5	4.5
No	9.1	13.8

8. Appendix 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 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.

9. Appendix 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'

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 2015 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.

