

New Zealand Police Workplace Survey 2013

Summary of Findings National Intelligence Centre



April 2013

Kenexa[®]
an IBM Company

RESPONSE RATE

	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
Number of Responses	52	56	8863
Response Rate	92.9%	94.9%	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 NATIONAL INTELLIGENCE CENTRE AS A PLACE TO WORK

Section	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	73.1	68.7 (+4.4)	63.6 (+9.5)
1. Vision and Purpose + Communication and Cooperation	67.9	64.4 (+3.5)	54.9 (+13.0)
2. Quality and Excellence	58.0	NA	48.1 (+9.9)
3. My Supervisor	83.0	75.2 (+7.8)	76.6 (+6.4)
4. My Work Group	77.7	76.8 (+0.9)	79.9 (-2.2)
5. My Job	72.2	65.8 (+6.4)	62.4 (+9.8)
6. Respect & Integrity in the Workplace	76.0	75.2 (+0.8)	73.4 (+2.6)
7. Learning and Development	69.7	67.4 (+2.3)	58.9 (+10.8)
8. Performance and Feedback	70.5	74.9 (-4.4)	69.7 (+0.8)
9. Recognition	70.8	56.6 (+14.2)	48.1 (+22.7)
10. Final Thoughts (Engagement Index)	84.6	82.7 (+1.9)	71.1 (+13.5)
11. The Survey - Your Views (Change Index)	39.7	33.9 (+5.8)	28.9 (+10.8)

HOW ENGAGED ARE STAFF WITHIN THE NATIONAL INTELLIGENCE CENTRE?

Engagement Index (average of all six engagement questions)

National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
84.6	82.7 (+1.9)	71.1 (+13.5)

Engagement Profile

Engagement Group	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
Engaged	32.7	35.7 (-3.0)	24.5 (+8.2)
Ambivalent	61.5	57.2 (+4.3)	59.9 (+1.6)
Disengaged	5.8	7.1 (-1.3)	15.6 (-9.8)
Engagement Ratio	5.6:1	5:1	1.6:1

Proportion of Employees (%)

PERFORMANCE ENABLEMENT WITHIN THE THE NATIONAL INTELLIGENCE CENTRE?

Performance Enablement Index (average of all eight enablement questions)

National Intelligence Centre 2013	NZ Police 2013 (Total Org)
67.0	54.3 (+12.7)

Enablement Questions

Concept	Question	National Intelligence Centre 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	65.4	52.9 (+12.5)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	48.1	42.5 (+5.6)
	I am sufficiently involved in decisions that affect my work	67.3	52.5 (+14.8)
Resource access	I have the tools and resources I need to do my job	75.0	52.6 (+22.4)
	NZ Police's systems and processes enable me to do my job well	50.0	42.8 (+7.2)
Training	NZ Police provides adequate training for the work I do	69.2	49.7 (+19.5)
Collaboration	People I work with cooperate to get the job done	92.3	87.1 (+5.2)
Customer Service	NZ Police delivers on the promises it makes to its customers	68.6	54.2 (+14.4)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE NATIONAL INTELLIGENCE CENTRE?

	Key Driver Questions	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
	5.3: My job gives me a sense of personal achievement	75.0	85.7 (-10.7)	79.7 (-4.7)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	67.3	58.9 (+8.4)	52.5 (+14.8)
	1.3: NZ Police is an enjoyable place to work	84.3	80.4 (+3.9)	66.8 (+17.5)
	9.4: I feel my contribution is valued in NZ Police	69.2	58.9 (+10.3)	48.0 (+21.2)
	7.2: The work I do makes good use of my knowledge and skills	76.9	73.2 (+3.7)	75.3 (+1.6)
	7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	67.3	75.0 (-7.7)	56.9 (+10.4)
	7.4: I am encouraged to try new ways of doing things	65.4	67.9 (-2.5)	53.9 (+11.5)
	5.2: I know how my work contributes to the effectiveness of NZ Police	86.5	83.6 (+2.9)	81.7 (+4.8)
	1.6: I feel a sense of belonging to my District or my Service Centre	76.9	64.3 (+12.6)	57.9 (+19.0)
	1.8: Communication in my District or my Service Centre is open and honest	57.7	57.1 (+0.6)	43.2 (+14.5)

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 Service Centre. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

TAKING ACTION WITHIN THE NATIONAL INTELLIGENCE CENTRE?

Question	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	50.0	46.4 (+3.6)	34.9 (+15.1)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	29.4	21.4 (+8.0)	22.9 (+6.5)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	45.1	NA	34.0 (+11.1)

BIGGEST DIFFERENCES WITHIN THE NATIONAL INTELLIGENCE CENTRE SINCE 2012 - POSITIVE

Question	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
1.5: There is a sense of 'common purpose' in NZ Police	73.1	51.8 (+21.3)	53.5 (+19.6)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	69.2	50.0 (+19.2)	48.1 (+21.1)
5.6: I am satisfied with my physical work environment	88.5	71.4 (+17.1)	63.5 (+25.0)
9.2: We celebrate success in NZ Police	75.0	58.9 (+16.1)	50.8 (+24.2)
7.1: NZ Police provides adequate training for the work I do	69.2	53.6 (+15.6)	49.7 (+19.5)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	82.7	67.3 (+15.4)	67.4 (+15.3)
9.1: I get recognition when I do a good job	80.8	66.1 (+14.7)	60.7 (+20.1)
5.4: I have the tools and resources I need to do my job	75.0	60.7 (+14.3)	52.6 (+22.4)
5.10: I understand how my performance is measured	71.2	57.1 (+14.1)	58.5 (+12.7)
1.6: I feel a sense of belonging to my District or my Service Centre	76.9	64.3 (+12.6)	57.9 (+19.0)

BIGGEST DIFFERENCES WITHIN THE NATIONAL INTELLIGENCE CENTRE SINCE 2012 - NEGATIVE

Question	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
5.3: My job gives me a sense of personal achievement	75.0	85.7 (-10.7)	79.7 (-4.7)
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	67.3	75.0 (-7.7)	56.9 (+10.4)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	80.8	87.5 (-6.7)	65.8 (+15.0)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.6	76.8 (-6.2)	70.2 (+0.4)
8.2: People are held accountable for their performance in my work group	67.3	73.2 (-5.9)	69.2 (-1.9)
8.3: Poor performance is dealt with effectively in my work group	53.8	58.5 (-4.7)	52.6 (+1.2)
10.6: NZ Police inspires me to do the best I can in my job every day	67.3	71.4 (-4.1)	58.5 (+8.8)
10.2: Overall, I would recommend NZ Police as a great place to work	80.8	83.9 (-3.1)	65.5 (+15.3)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	84.6	87.5 (-2.9)	86.8 (-2.2)
8.1: NZ Police expects high standards of performance from its people	90.4	92.9 (-2.5)	87.3 (+3.1)
7.4: I am encouraged to try new ways of doing things	65.4	67.9 (-2.5)	53.9 (+11.5)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	National Intelligence Centre 2013	NZ Police Top 25%
5.6: I am satisfied with my physical work environment	88.5	70.6 (+17.9)
9.5: People here are appointed to positions based on merit	59.6	45.7 (+13.9)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	82.7	70.5 (+12.2)
5.4: I have the tools and resources I need to do my job	75.0	63.4 (+11.6)
9.2: We celebrate success in NZ Police	75.0	63.6 (+11.4)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	69.2	58.6 (+10.6)
9.1: I get recognition when I do a good job	80.8	70.9 (+9.9)
10.4: I feel inspired to go the extra mile to help NZ Police succeed	92.3	82.8 (+9.5)
7.1: NZ Police provides adequate training for the work I do	69.2	59.8 (+9.4)
7.5: There are career development opportunities for me in NZ Police	67.3	58.4 (+8.9)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	National Intelligence Centre 2013	NZ Police Top 25%
1.11: Work groups in NZ Police work well together	32.7	53.3 (-20.6)
5.1: The responsibilities of my job are clearly defined	59.6	79.6 (-20.0)
4.3: Roles and responsibilities are clearly defined in my work group	67.3	79.3 (-12.0)
5.3: My job gives me a sense of personal achievement	75.0	86.4 (-11.4)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.9	85.1 (-8.2)
8.2: People are held accountable for their performance in my work group	67.3	75.0 (-7.7)
4.5: The way work is allocated in my workgroup is fair	69.2	76.7 (-7.5)
10.6: NZ Police inspires me to do the best I can in my job every day	67.3	73.3 (-6.0)
4.4: I feel part of an effective work group	78.8	84.6 (-5.8)
1.7: I intend to continue working at NZ Police for at least the next 12 months	80.8	86.4 (-5.6)

RESPECT AND INTEGRITY WITHIN THE NATIONAL INTELLIGENCE CENTRE

Question	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	90.4	91.1 (-0.7)	82.9 (+7.5)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.9	78.6 (-1.7)	81.4 (-4.5)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.6	76.8 (-6.2)	70.2 (+0.4)
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)	73.1	67.9 (+5.2)	68.4 (+4.7)
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	69.2	61.8 (+7.4)	64.2 (+5.0)

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?

	National Intelligence Centre 2013	National Intelligence Centre 2012	NZ Police 2013 (Total Org)
Not Applicable	90.4	87.5 (+2.9)	84.0 (+6.4)
Yes	0.0	0.0 (0.0)	3.9 (-3.9)
No	9.6	12.5 (-2.9)	12.1 (-2.5)

Gender Differences Within the Service Centre

Question	National Intelligence Centre - Female	National Intelligence Centre - Male
6.1: Staff in my workgroup respect employee diversity	84.8	100.0
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	66.7	94.7
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	56.3	94.7
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)	60.6	94.7
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	57.6	89.5
Respect & Integrity in the Workplace (Overall Section Score)	65.2	94.7

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 Intelligence Centre - Female	National Intelligence Centre - Male
Not Applicable	87.9	94.7
Yes	0.0	0.0
No	12.1	5.3

SUMMARY AND KEY OBSERVATIONS – THE NATIONAL INTELLIGENCE CENTRE

This year, 52 people from the National Intelligence Centre participated in the NZ Police Workplace Survey, constituting an excellent response rate of 92.9%. When taking into account all responses within the National Intelligence Centre to all survey questions, the Performance Index score is not statistically significantly different from the NZ Police average.. When looking at the scores achieved across the different sections of the survey, however, staff in the National Intelligence Centre responded significantly more positively in the areas of 'Vision and Purpose + Communication and Cooperation' (+13.0), 'Learning and Development' (+10.8), 'Recognition' (+22.7), and overall engagement (+13.5). They were also much more positive about the impact that surveys have within NZ Police, responding 10.8 points above average in the 'The Survey – Your Views' section.

The areas in which National Intelligence Centre has improved the most since 2012 lie in the 'Recognition' section of the survey, which has seen an increase of 14.2 since the last survey. This shift is largely driven by a change in perception to the survey items "NZ Police has appropriate ways of recognising outstanding achievement" (+19.2 since 2012), "We celebrate success in NZ Police" (+16.1 points since 2012), and "I get recognition when I do a good job" (+14.7 since 2012). On average more than half of staff in this Service Centre now agree to the questions in the 'Recognition' section of the survey.

The National Intelligence Centre has only seen a single survey item achieve a lower score since 2012: "My job gives me a sense of personal achievement" (-10.7 since 2012, and now sitting at 75.0%). With three-quarters of people agree to this survey item, this is similar to that seen in the rest of NZ Police on average. This question is also the most important key driver, and one of the four questions currently sitting significantly below the NZ Police Top 25% benchmark.

The other three questions currently sitting below the NZ Police Top 25% benchmark relate to collaboration across work groups, clear roles and responsibilities within the work group, and clearly defined responsibilities within in the job.

In terms of overall employee engagement levels, National Intelligence Centre staff are more engaged than the NZ Police on average. When we break this down to look at the proportion of engaged vs disengaged employees, almost a third of National Intelligence Centre staff can be considered engaged, while approximately 6% can be considered disengaged. This has resulted in the strong engagement ratio of 5.6:1, meaning that for every 11 engaged staff members there are approximately 2 disengaged personnel. This is a much stronger ratio than the NZ Police average of 1.6:1.

The National Intelligence Centre already has high scores in most areas, so the focus is on ensuring the key driver areas are as strong as possible, and closing any remaining gaps to the Top 25% group.

Looking at the key drivers, a strong theme relates to people feeling that the work they do has value. This is seen in the sense of personal achievement resulting from the work done, feeling that their contribution is valued, and knowing how their work contributes to the effectiveness of NZ Police. It's important to people in this Service Centre that they are able to see the impact of the effort they invest (which they generally do). Continuing to find ways to track and show these effects is likely to support continued growth in employee engagement.

Another strong theme among the key drivers relates to opportunities for staff to develop in their roles, find new and improved ways of working, and do what they do best each day. Results in this area are ahead of the NZ Police average, but have dipped slightly since 2012 and consequently are worth monitoring. As this is important to staff in this Service Centre, continued efforts in this area are likely to be beneficial.

An examination of the 'Respect and Integrity' section of the survey shows that of those that witnessed or experienced some form of harassment, not a single respondent was able to agree that the incident had been dealt with appropriately. Looking at the gender breakdown of this section, it is evident that fewer females are confident that they can report a situation involving inappropriate behaviour in the workplace without fear of reprisal. Given this discrepancy, this is an area worth attention over the coming year.

Finally, although people in the National Intelligence Centre are more positive than the NZ Police average about the impact of the survey, still only about 30% of people agree that changes in response to the 2012 Workplace Survey have had a positive impact on their work group. This is at odds with the fact that scores have increased in a number of areas, particularly in Recognition. It is possible that people are not making the link between the feedback they provided in 2012 and changes to the workplace. Group-based discussion may help investigate this further.

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.

