

New Zealand Police Workplace Survey 2014

Summary of Findings National Tactics 2014



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1. Executive Summary

- Since 2013, there have been no meaningful changes to any of the key indices (Performance, Engagement, Change and Enablement) for National Tactics, and all remain on par with the NZ Police average. However, the proportion of 'engaged' employees has decreased by 12 percentage points since last year and is now at a similar level to the NZ Police average.
- Special Tactics Group is scoring significantly more positively across all areas of the survey than Diplomatic Protection Squad and Specialist Search Group. Compared to other groups in NZ Police, Special Tactics Group is one of the most engaged while the others are among the least engaged. It is important to take this large variation into account when looking at the survey scores for National Tactics overall.
- Two survey items increased significantly for National Tactics since 2013. A much larger proportion of people now feel that teams within NZ Police work well together and more people feel that poor performance is dealt with effectively in their teams.
- Fourteen survey items declined significantly since last year, with the greatest decreases being around perceptions of two-way communication, clarity of NZ Police's vision and strategy, celebration of success, recognition and staff involvement.
- People in National Tactics feel less positive compared to others in NZ Police about the ways in which outstanding achievement is recognised and the clarity of the vision and strategy.
- Within National Tactics, engaged people differ from disengaged people in four main ways.
 - **They believe there is a focus on performance:** Engaged people within National Tactics tend to agree that they are part of an effective team where people are held accountable for their performance and poor performance is dealt with effectively. 90% of people in National Tactics do feel part of an effective team yet less than 75% believe that people in their team are held accountable for their performance. However, there has been a significant increase in people agreeing that poor performance is dealt with effectively in their team and this is now higher than the NZ Police average.
 - **They feel valued and cared for:** People who are engaged are also more likely to say that they feel NZ Police values their contributions, cares about staff well-being and would appropriately deal with any issues of inappropriate conduct if they were raised. Since 2013, there has been a significant drop in the proportion of people from National Tactics who feel their contribution is valued. Just over 50% of people across the total organisation agree to this yet in National Tactics it is closer to just 40% of people. There has also been a very large decline in the proportion of people from National Tactics who believe that NZ Police cares about the well-being of its staff. Finally, while it is unusual that the question 'I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately' has come up as a key driver of engagement, it is scoring more favourably for National Tactics than the NZ Police average. However the fact that it has been identified as a key driver shows that there is large variation in how people are responding to this question across National Tactics and that this is likely a factor in how engaged they are.
 - **They feel encouraged to innovate:** People who are engaged within National Tactics are more likely to believe that employees are encouraged to provide ideas and suggestions to improve the way things are done and to try new ways of doing things. While there are no significant differences in responses to these questions compared to NZ Police overall, fewer than 60% of people from National Tactics feel encouraged to suggest improvements and encouraged to try new ways of doing things (with a 9 point drop since 2013), suggesting potential room for improvement here.
 - The key priority areas for National Tactics to focus efforts over the next 12 months should be supporting people to feel valued and cared for as both of these areas have declined since 2013 and are important drivers of engagement for National Tactics. Aspects that can impact people's sense that their contribution is valued have also declined, including recognition of achievement and celebration of success. In addition, while not a key driver of engagement for National Tactics, it is recommended that perceptions around NZ Police's vision and strategy are explored further with this group due to the large drop in perceptions since 2013 and negative gap to the NZ Police average.
- A quarter of people in National Tactics believe that changes in response to the 2013 survey have had a positive impact on their team and a third believe that actions will be taken based on the results of this survey. There is still a large proportion of people left to convince that National Tactics is committed to improving the workplace based on the results of this survey. Helping people see that their feedback makes a difference is an ongoing area of opportunity for the National Tactics.

2. Key Measures

2.1 Response Rate

Question	National Tactics		NZ Police
	2014	2013	2014
Number of Responses	80	63	8707
Response Rate	68.4%	76.8%	73.0%

Note: For tables in this report where comparisons are made between the Service Centre's 2014 and 2013 scores, as well as between the Service Centre and NZ Police (Total Org), green font indicates that the Service Centre's score is statistically higher than the comparison point, while red font indicates the score is statistically lower. The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

2.2 Summary of Key Measures for National Tactics

Question	National Tactics		NZ Police
	2014	2013	2014
Performance Index	67.1	-4.6	+3.2
Engagement Index	77.5	+1.6	+4.2
Change Index	33.3	-5.3	+2.8
Enablement Index	57.1	-6.8	-1.4

2.3 Summary of Key Measures By Area

	Diplomatic Protection Squad	Special Tactics Group	Specialist Search Group
Response Rate	53.6%	92.1%	85.7%
Performance Index	56.8	83.2	52.5
Engagement Index	64.4	93.8	63.9
Change Index	18.9	52.4	11.1
Enablement Index	41.4	79.0	52.1

3. Engagement

3.1 Fulfilment, Motivation and Commitment towards Work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions were included in the 2014 survey designed to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

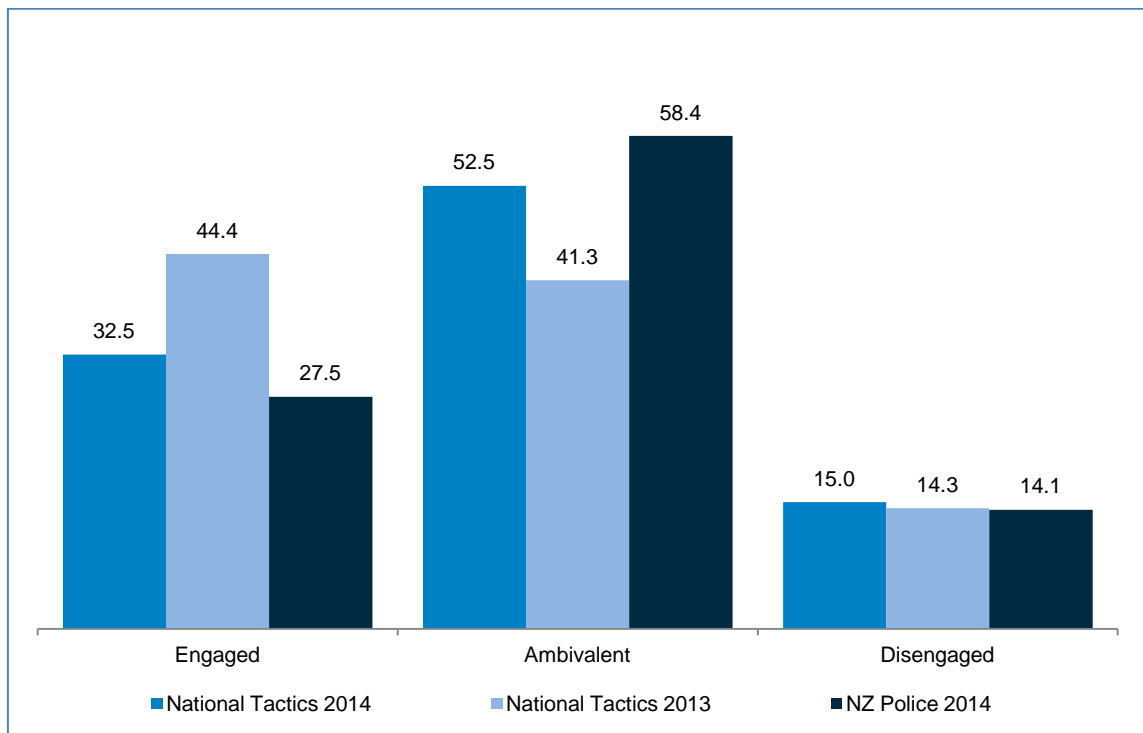
Question	National Tactics		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	87.3	-6.4	+9.0
I am strongly committed to the work I do	94.9	NA	+6.3
I am motivated to do the best I can in my job everyday	92.4	NA	+7.3

3.2 Engagement with NZ Police

On the other hand, organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

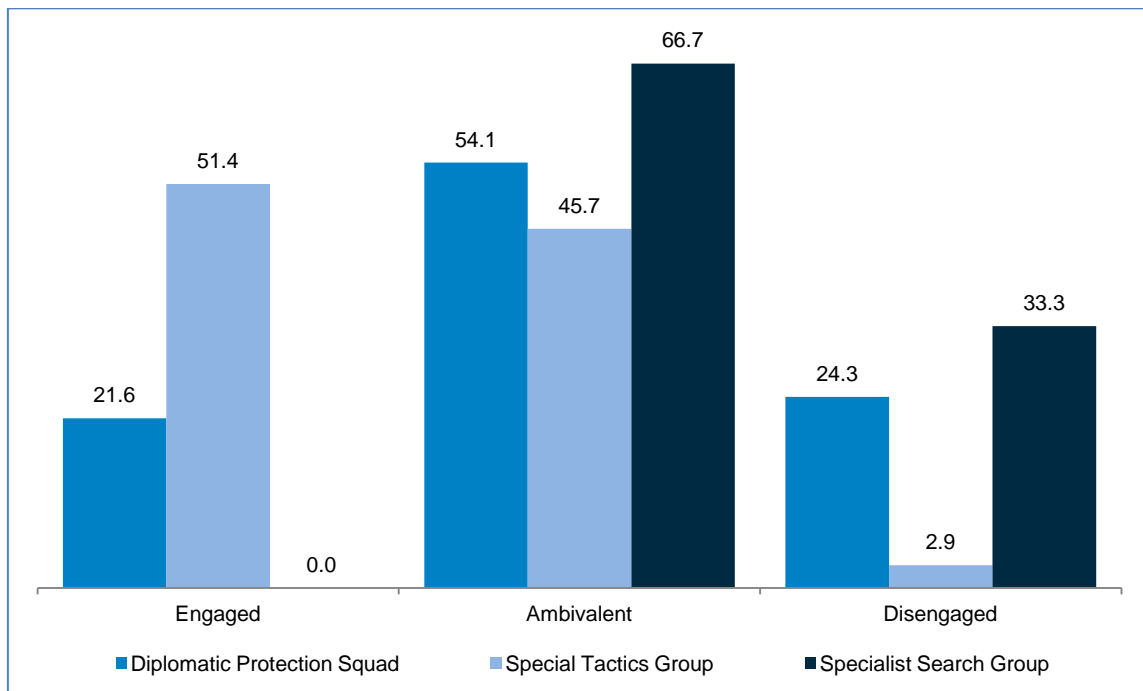
Question			NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	81.3	+1.9	+6.4
Overall, I would recommend NZ Police as a great place to work	72.5	-0.5	+4.2
I take an active interest in what happens in NZ Police	82.5	-3.2	+0.9
I feel inspired to go the extra mile to help NZ Police succeed	78.8	+2.6	+6.3
I feel a sense of commitment to NZ Police	86.3	+6.9	+4.5
NZ Police inspires me to do the best I can in my job every day	63.8	+1.9	+3.2

3.3 Engagement Profile for National Tactics



Proportion of employees (%)

3.4 Engagement Profile by Area



Proportion of employees (%)

3.5 What drives our employees' engagement within National Tactics?

Question			NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	86.3	+3.8	+13.9
4.8: Poor performance is dealt with effectively in my team	67.5	+10.4	+13.1
4.6: I feel part of an effective team	90.0	+4.3	+8.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	58.8	+1.7	-0.3
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	75.0	-6.0	+10.6
2.2: I am encouraged to try new ways of doing things	59.5	-8.8	+8.3
7.5: I feel my contribution is valued in NZ Police	41.3	-11.1	-9.7
8.8: NZ Police cares about the well-being of its staff	51.3	-13.8	+0.4
4.7: People are held accountable for their performance in my team	73.8	-7.2	+6.9
1.7: My job gives me a sense of personal achievement	87.3	-6.4	+9.0

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the Service Centre. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the Service Centre and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the Service Centre is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. High Level Results

4.1 Section Summary Across National Tactics

Question	National Tactics		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	67.1	-4.6	+3.2
1. The Work I Do	76.5	-1.5	+8.8
2. Learning and Development	60.3	-3.6	+7.1
3. Work Conditions	64.6	-8.8	+8.4
4. My Team	82.7	+0.4	+6.3
5. Respect & Integrity in the Workplace	79.5	+1.4	+6.1
6. My Supervisor	83.3	-2.4	+2.7
7. Recognition	41.5	-16.2	-4.8
8. Vision and Purpose + Communication and Cooperation	59.7	-8.8	+0.6
9. Quality and Excellence	56.8	-8.5	-4.1
10. Final Thoughts (Engagement Index)	77.5	+1.6	+4.2
11. The Survey - Your Views (Change Index)	33.3	-5.3	+2.8

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

4.2 Section Summary Across Area

Section	Diplomatic Protection Squad	Special Tactics Group	Specialist Search Group	National Tactics
Performance Index (average of all survey questions)	56.8	83.2	52.5	67.9
1. The Work I Do	70.1	93.3	74.1	80.3
2. Learning and Development	44.4	84.2	25.0	60.3
3. Work Conditions	54.9	77.9	37.5	64.6
4. My Team	70.6	98.2	79.2	82.7
5. Respect & Integrity in the Workplace	69.7	90.2	76.7	79.5
6. My Supervisor	72.1	99.5	63.9	83.3
7. Recognition	34.6	53.7	20.0	41.5
8. Vision and Purpose + Communication and Cooperation	52.6	72.9	33.3	59.7
9. Quality and Excellence	41.8	78.1	52.4	57.9
10. Final Thoughts (Engagement Index)	64.4	93.8	63.9	77.5
11. The Survey - Your Views (Change Index)	18.9	52.4	11.1	33.3

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

4.3 Employee perceptions of respect & integrity in the workplace

Question	National Tactics		NZ Police
	2014	2013	2014
Staff in my team respect employee diversity	82.3	-1.8	-1.1
I know who to contact to report instances of workplace harassment, bullying or discrimination	78.8	+4.2	-0.9
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	81.3	+6.7	+10.9
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)	80.0	+3.8	+10.9
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	75.0	-6.0	+10.6
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?	Not Applicable	97.5	+2.3
	Yes	1.3	-0.3
	No	1.3	-1.9

4.4 Biggest differences within National Tactics since 2013 – POSITIVE

Question	National Tactics		NZ Police
	2014	2013	2014
8.6: Teams within NZ Police work well together	76.3	+23.9	+22.0
4.8: Poor performance is dealt with effectively in my team	67.5	+10.4	+13.1
10.5: I feel a sense of commitment to NZ Police	86.3	+6.9	+4.5
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	81.3	+6.7	+10.9
2.4: There are career development opportunities for me in NZ Police	62.0	+6.4	+8.6
4.2: Roles and responsibilities are clearly defined in my team	83.5	+5.7	+6.6
1.3: I understand how my performance is measured	73.4	+5.1	+12.3
4.6: I feel part of an effective team	90.0	+4.3	+8.8
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.8	+4.2	-0.9
1.1: The responsibilities of my job are clearly defined	83.5	+4.1	+7.4

4.5 Biggest differences within National Tactics since 2013 – NEGATIVE

Question	National Tactics		NZ Police
	2014	2013	2014
8.2: Communication in my District or my Service Centre is open and honest	43.8	-26.0	-2.5
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	48.8	-25.4	-13.5
7.3: We celebrate success in NZ Police	37.5	-19.6	-9.5
9.4: I am sufficiently involved in decisions that affect the way I do my job	48.8	-19.5	-2.5
7.4: I get recognition when I do a good job	56.3	-17.9	+3.6
8.5: NZ Police is interested in the views and opinions of its staff	38.0	-17.6	-1.9
7.2: People here are appointed to positions based on merit	38.8	-16.8	+4.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	33.8	-15.4	-12.5
8.3: I feel informed about NZ Police and its activities	51.3	-15.4	-5.2
3.4: The pay and benefits I receive are fair for the work I do	40.5	-15.1	+0.4

5. Appendix

5.1 Question Level Results

Question			NZ Police
	2014	2013	2014
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	83.5	+4.1	+7.4
1.2: I know how my work contributes to the effectiveness of NZ Police	83.5	-2.2	-0.4
1.3: I understand how my performance is measured	73.4	+5.1	+12.3
1.4: My performance is fairly assessed	72.2	-7.2	+17.6
1.5: NZ Police provides adequate training for the work I do	51.9	-5.2	+7.1
1.6: The work I do makes good use of my knowledge and skills	83.3	+0.8	+8.3
1.7: My job gives me a sense of personal achievement	87.3	-6.4	+9.0
1.8: I am strongly committed to the work I do	94.9	NA	+6.3
1.9: I am motivated to do the best I can in my job everyday	92.4	NA	+7.3
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	59.5	-2.4	+6.3
2.2: I am encouraged to try new ways of doing things	59.5	-8.8	+8.3
2.3: There are learning and development opportunities for me in NZ Police	60.3	-9.5	+5.3
2.4: There are career development opportunities for me in NZ Police	62.0	+6.4	+8.6
3. Work Conditions			
3.1: I am satisfied with my physical work environment	65.8	-7.2	+3.3
3.2: The level of work-related stress I experience in my job is acceptable	82.3	-1.8	+27.4
3.3: I am able to maintain a balance between my personal and working life	69.6	-11.4	+2.4
3.4: The pay and benefits I receive are fair for the work I do	40.5	-15.1	+0.4
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	96.2	+1.0	+10.0
4.2: Roles and responsibilities are clearly defined in my team	83.5	+5.7	+6.6
4.3: The way work is allocated in my team is fair	67.1	-7.1	-5.4
4.4: People I work with cooperate to get the job done	95.0	+1.3	+8.5
4.5: I can rely on the support of others in my team	88.6	-5.1	+1.7
4.6: I feel part of an effective team	90.0	+4.3	+8.8
4.7: People are held accountable for their performance in my team	73.8	-7.2	+6.9
4.8: Poor performance is dealt with effectively in my team	67.5	+10.4	+13.1
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	82.3	-1.8	-1.1
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.8	+4.2	-0.9
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	81.3	+6.7	+10.9
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)	80.0	+3.8	+10.9
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	75.0	-6.0	+10.6

Question			NZ Police
	2014	2013	2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	91.1	+0.6	+3.7
6.2: My supervisor treats staff with respect	87.5	-3.0	+0.8
6.3: My supervisor communicates the goals and objectives of our team effectively	81.3	-2.8	+2.3
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	83.8	-0.3	+2.7
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	72.5	-5.3	+3.7
6.6: I have confidence in my supervisor	83.8	-3.5	+3.0
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	33.8	-15.4	-12.5
7.2: People here are appointed to positions based on merit	38.8	-16.8	+4.3
7.3: We celebrate success in NZ Police	37.5	-19.6	-9.5
7.4: I get recognition when I do a good job	56.3	-17.9	+3.6
7.5: I feel my contribution is valued in NZ Police	41.3	-11.1	-9.7
8. Vision and Purpose + Communication and Cooperation			
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	48.8	-25.4	-13.5
8.2: Communication in my District or my Service Centre is open and honest	43.8	-26.0	-2.5
8.3: I feel informed about NZ Police and its activities	51.3	-15.4	-5.2
8.4: There is a sense of 'common purpose' in NZ Police	55.0	-9.5	-3.2
8.5: NZ Police is interested in the views and opinions of its staff	38.0	-17.6	-1.9
8.6: Teams within NZ Police work well together	76.3	+23.9	+22.0
8.7: I feel a sense of belonging to my District or my Service Centre	57.5	-2.8	-2.8
8.8: NZ Police cares about the well-being of its staff	51.3	-13.8	+0.4
8.9: NZ Police is an enjoyable place to work	86.3	+3.8	+13.9
8.10: I feel I am working for an effective organisation	58.8	-9.5	-5.4
8.11: I intend to continue working at NZ Police for at least the next 12 months	90.0	-3.7	+4.8
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	48.7	-5.3	-6.4
9.2: NZ Police expects high standards of performance from its people	87.5	-7.7	+0.2
9.3: I have the tools and resources I need to do my job	47.5	-6.5	-9.7
9.4: I am sufficiently involved in decisions that affect the way I do my job	48.8	-19.5	-2.5
9.5: Systems and processes I use enable me to do my job well	65.0	NA	+4.2
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	58.8	+1.7	-0.3
9.7: NZ Police delivers on the promises it makes to its customers	49.4	-14.1	-5.7
10. Final Thoughts (Engagement Index)			
10.1: Overall, I'm satisfied with my job	81.3	+1.9	+6.4
10.2: Overall, I would recommend NZ Police as a great place to work	72.5	-0.5	+4.2
10.3: I take an active interest in what happens in NZ Police	82.5	-3.2	+0.9
10.4: I feel inspired to go the extra mile to help NZ Police succeed	78.8	+2.6	+6.3
10.5: I feel a sense of commitment to NZ Police	86.3	+6.9	+4.5
10.6: NZ Police inspires me to do the best I can in my job every day	63.8	+1.9	+3.2
11. The Survey - Your Views (Change Index)			
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	25.0	-5.2	+2.4
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	41.3	-4.7	+6.1
11.3: I believe actions will be taken based on the results of this survey	33.8	-5.9	0.0

5.2 Notes on Taking Action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the [Police Intranet](#) and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off event, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the different it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

5.3 Glossary

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: the average score across the six engagement questions, across all employees.

Engagement Profile: employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

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

Enablement is the organisation's ability to harness engagement by creating an environment in which staff are enabled to do their job to the best of their ability. Enabled employees are well equipped to do their job, are adequately trained, work cooperatively with others to get the job done, and have appropriate channels to voice themselves. Quality of service is prioritised by these staff, and as a result, they can be expected to display greater customer focus.

Performance enablement index: the average score across the below eight enablement questions

- Day to day decisions demonstrate that quality of services is a top priority for NZ Police
- Employees are encouraged to provide ideas and suggestions to improve the way things are done
- I am sufficiently involved in decisions that affect the way I do my job
- I have the tools and resources I need to do my job
- Systems and processes I use enable me to do my job well
- NZ Police provides adequate training for the work I do
- People I work with cooperate to get the job done
- NZ Police delivers on the promises it makes to its customers

Key Driver Analysis: is a statistical technique (correlation) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents.

So if your District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey Sample.

Very large survey Samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

The Questionnaire: The 2014 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.

