

# **New Zealand Police Workplace Survey 2012**

## **Summary of Findings: Northland District**

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**April 2012**

**KeneXa® | JRA**



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

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An Analysis of Employee Engagement – Northland District  
April, 2012  
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## RESPONSE RATE

	Northland District 2012	Northland District 2011	NZ Police 2012 (Total Org)
Number of Responses	291	289	9393
Response Rate	74.6%	76.1%	77.1%

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 2011 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2011 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 THE NORTHLAND DISTRICT AS A PLACE TO WORK

Section	Northland District 2012	Northland District 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	65.3	62.1 (+3.2)	67.7 (-2.4)
1. Vision and Purpose + Communication and Cooperation	59.9	55.4 (+4.5)	63.9 (-4.0)
2. My Supervisor	74.1	72.7 (+1.4)	75.6 (-1.5)
3. My Work Group	75.2	73.1 (+2.1)	76.7 (-1.5)
4. My Job	63.1	60.3 (+2.8)	65.7 (-2.6)
5. Respect & Integrity in the Workplace	69.9	66.7 (+3.2)	71.2 (-1.3)
6. Learning and Development	61.5	59.0 (+2.5)	62.7 (-1.2)
7. Performance and Feedback	68.7	66.0 (+2.7)	69.4 (-0.7)
8. Recognition	56.3	50.6 (+5.7)	58.0 (-1.7)
9. Final Thoughts (Engagement)	70.2	67.4 (+2.8)	73.3 (-3.1)
10. The Survey - Your Views	44.1	37.8 (+6.3)	49.6 (-5.5)

## HIGHEST RATED AREAS WITHIN THE NORTHLAND DISTRICT

Question	Northland District 2012	Northland District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	86.7	86.5 (+0.2)	85.8 (+0.9)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	78.6	76.5 (+2.1)	80.0 (-1.4)
3.1: Staff in my work group work well together	78.6	76.3 (+2.3)	79.1 (-0.5)
3.2: I can rely on the support of others in my work group	78.4	76.7 (+1.7)	80.0 (-1.6)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	78.4	77.3 (+1.1)	79.2 (-0.8)
7.1: NZ Police expects high standards of performance from its people	78.1	75.9 (+2.2)	79.3 (-1.2)
2.4: My supervisor treats staff with respect	78.0	76.4 (+1.6)	80.0 (-2.0)
2.6: I have confidence in my supervisor	77.2	76.2 (+1.0)	77.1 (+0.1)
5.1: Staff in my workgroup respect employee diversity	76.0	71.4 (+4.6)	76.2 (-0.2)
3.4: I have confidence in the ability of others in my work group	76.0	74.5 (+1.5)	77.5 (-1.5)

## LOWEST RATED AREAS WITHIN THE NORTHLAND DISTRICT

Question	Northland District 2012	Northland District 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	42.9	36.1 (+6.8)	47.8 (-4.9)
10.1: I believe actions will be taken based on the results of this survey	45.3	39.5 (+5.8)	51.5 (-6.2)
1.10: NZ Police is interested in the views and opinions of its staff	46.3	37.8 (+8.5)	51.3 (-5.0)
8.5: People here are appointed to positions based on merit	48.6	44.4 (+4.2)	48.2 (+0.4)
1.4: NZ Police cares about the well-being of its staff	49.7	45.2 (+4.5)	56.9 (-7.2)
1.11: Work groups in NZ Police work well together	51.5	49.2 (+2.3)	56.0 (-4.5)
1.8: Communication in my District or my Service Centre is open and honest	51.9	45.1 (+6.8)	57.4 (-5.5)
4.9: The pay and benefits I receive are fair for the work I do	53.9	48.6 (+5.3)	53.0 (+0.9)
8.2: We celebrate success in NZ Police	55.7	49.9 (+5.8)	59.7 (-4.0)
8.4: I feel my contribution is valued in NZ Police	55.8	51.6 (+4.2)	59.0 (-3.2)

## BIGGEST DIFFERENCES WITHIN THE NORTHLAND DISTRICT SINCE 2011 - POSITIVE

Question	Northland District 2012	Northland District 2011	NZ Police 2012 (Total Org)
4.4: I have the tools and resources I need to do my job	56.1	46.7 (+9.4)	59.0 (-2.9)
1.10: NZ Police is interested in the views and opinions of its staff	46.3	37.8 (+8.5)	51.3 (-5.0)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	59.0	51.1 (+7.9)	58.8 (+0.2)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	42.9	36.1 (+6.8)	47.8 (-4.9)
1.8: Communication in my District or my Service Centre is open and honest	51.9	45.1 (+6.8)	57.4 (-5.5)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	65.6	58.9 (+6.7)	67.8 (-2.2)
8.1: I get recognition when I do a good job	62.3	55.8 (+6.5)	64.2 (-1.9)
1.9: I feel informed about NZ Police and its activities	58.6	52.7 (+5.9)	62.8 (-4.2)
8.2: We celebrate success in NZ Police	55.7	49.9 (+5.8)	59.7 (-4.0)
10.1: I believe actions will be taken based on the results of this survey	45.3	39.5 (+5.8)	51.5 (-6.2)

NOTE: all questions showed an improvement in score since the 2011 survey

## SCORES ACROSS THE NORTHLAND DISTRICT

Section	Northland District HQ	Far North Area	Whangarei Area	Northland District
Performance Index	66.6	64.2	65.6	65.3
1. Vision and Purpose + Communication and Cooperation	60.9	58.8	60.5	59.9
2. My Supervisor	76.5	73.0	74.0	74.1
3. My Work Group	75.4	75.5	74.8	75.2
4. My Job	65.5	62.2	62.8	63.1
5. Respect & Integrity in the Workplace	67.6	71.6	69.5	69.9
6. Learning and Development	60.4	58.4	64.6	61.5
7. Performance and Feedback	67.7	70.5	67.6	68.7
8. Recognition	58.8	52.6	58.2	56.3
9. Final Thoughts	73.9	68.2	70.2	70.2
10. The Survey - Your Views	50.2	41.9	43.5	44.1

Weighted Mean Scores (%)

Note that for the table above, red scores indicate the lowest performing area within the District 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.

## RESPECT AND INTEGRITY WITHIN THE NORTHLAND DISTRICT

Question	Northland District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	79.6	81.0 (-1.4)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.1	80.9 (+0.2)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	68.3	69.4 (-1.1)
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)	65.2	67.1 (-1.9)
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	61.2	63.5 (-2.3)

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?

	Northland District	NZ Police (Total Org)
Not Applicable	86.6	83.4 (+3.2)
Yes	3.4	4.6 (-1.2)
No	10.0	12.0 (-2.0)

## HOW ENGAGED ARE STAFF WITHIN THE NORTHLAND DISTRICT?

**Engagement Index** (average of all six engagement questions)

Northland District 2012	Northland District 2011	NZ Police (Total Org)
70.2	67.4 (+2.8)	73.3 (-3.1)









Weighted Mean Score (%)

### Engagement Profile

Engagement Group	Northland District 2012	Northland District 2011	NZ Police (Total Org)
Engaged	20.7	15.9 (+4.8)	27.8 (-7.1)
Ambivalent	64.1	66.5 (-2.4)	59.7 (+4.4)
Disengaged	15.2	17.6 (-2.4)	12.5 (+2.7)

Proportion of Employees (%)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE NORTHLAND DISTRICT?

	Rank from 2011	Key Driver Questions	Northland District 2012	Northland District 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	67.1	64.9 (+2.2)	71.1 (-4.0)
	NA	4.3: My job gives me a sense of personal achievement	75.4	73.6 (+1.8)	78.0 (-2.6)
	NA	4.11: My performance is fairly assessed	60.7	60.5 (+0.2)	63.6 (-2.9)
	NA	1.10: NZ Police is interested in the views and opinions of its staff	46.3	37.8 (+8.5)	51.3 (-5.0)
	NA	4.2: I know how my work contributes to the effectiveness of NZ Police	74.6	72.9 (+1.7)	76.9 (-2.3)
	NA	4.4: I have the tools and resources I need to do my job	56.1	46.7 (+9.4)	59.0 (-2.9)
	NA	1.6: I feel a sense of belonging to my District or my Service Centre	62.9	57.8 (+5.1)	65.5 (-2.6)
	NA	4.9: The pay and benefits I receive are fair for the work I do	53.9	48.6 (+5.3)	53.0 (+0.9)

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 the District. 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 2011 is shown in the column headed "Rank from 2011".

## 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 the District'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
<b>Organisation level</b>	1.10: NZ Police is interested in the views and opinions of its staff	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
<b>Team level</b>				
<b>Individual level</b>	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 or my Service Centre	4.3: My job gives me a sense of personal achievement	4.11: My performance is fairly assessed 4.4: I have the tools and resources I need to do my job

## PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the District 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	Northland District HQ	Far North Area	Whangarei Area	Northland District	Total Organisation
1.3: NZ Police is an enjoyable place to work	68.8	68.5	65.3	67.1	71.1
4.3: My job gives me a sense of personal achievement	77.2	73.8	76.0	75.4	78.0
4.11: My performance is fairly assessed	62.5	61.2	59.4	60.7	63.6
1.10: NZ Police is interested in the views and opinions of its staff	48.2	44.4	47.0	46.3	51.3
4.2: I know how my work contributes to the effectiveness of NZ Police	72.8	75.2	74.8	74.6	76.9
4.4: I have the tools and resources I need to do my job	61.6	51.6	57.5	56.1	59.0
1.6: I feel a sense of belonging to my District or my Service Centre	65.0	60.7	63.8	62.9	65.5
4.9: The pay and benefits I receive are fair for the work I do	64.7	49.8	52.6	53.9	53.0

Weighted Mean Score (%)

## SUMMARY AND KEY OBSERVATIONS – NORTHLAND DISTRICT

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

### Response Rate

There was a good response to the 2012 staff survey from within the Northland District. Of 390 employees asked to participate, 291 responded, representing a response rate of 74.6.1%. This high response rate ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the District.

### How Employees Perceive Northland District as a Place to Work

In terms of how staff perceive the Northland District as a place to work, the average score across all survey questions (the Performance Index) is less than that of NZ Police overall (65.3% compared to 67.7%) however it has shown a 3.2% increase in score since 2012 (a significant shift). When looking at scores across the different sections of the survey, employees within the Northland District are significantly less positive than the NZ Police average in the areas of 'The Survey – Your Views', 'Vision and Purpose + Communication and Cooperation', 'Final Thoughts (Engagement)' and 'My Job'. However, the District has seen improvements in all survey sections, with the majority of the shifts since 2011 considered significant.

Examining the scores across the various Areas within the District, we can see that the Northland District HQ emerges as a potential 'best practice' group, having scored the highest on the majority of the survey sections. Notably however, the District HQ's scores in the areas of 'Respect & Integrity in the Workplace' and 'Performance and Feedback' are somewhat lower than those provided by the other Areas. The Far North Area has provided the majority of the lowest scores across the survey, with staff in this Area providing relatively low scores for the section 'The Survey – Your Views'.

Digging further, we can examine item level scores to determine what is driving the positive shifts in results. Staff perceptions that they have the tools and resources to do their job have improved 9.4% since 2011. Other notable significant improvements to questions influenced at the local level are 'Communication in my District or my Service Centre is open and honest' (an increase from 2011 of 6.8%), 'I get recognition when I do a good job' (+6.5%), 'We celebrate success in NZ Police' (+5.8%), 'I believe actions will be taken based on the results of this survey' (+5.8%), and 'I feel a sense of belonging to my District or my Service Centre' (+5.1%).

The highest rated questions show the strong team dynamic that exists in the District with four of the ten questions coming from the 'My Work Group' section. Staff are also particularly positive about continuing to work at NZ Police for the next 12 months, however the score for this question, as well as the scores for the remaining nine highest rated questions are all on par with the average for the organisation as a whole.

When examining the District's lowest rated questions we note that the District is scoring significantly below the NZ Police overall score for all but two items. However, once again the District is showing strong improvement since 2011 with all of the lowest rated questions showing marked improvement. The 'Vision and Purpose + Communication and Cooperation' area is overrepresented in the lowest scoring questions with 4 of the 10 questions coming from that part of the survey.

It is important to recognise that not all low scoring areas in a survey are necessarily engaging to employees. This report includes the result of a key driver analysis that highlights what areas assessed in the survey have a greater impact on what engages staff members in the workplace.

Two of the District's lowest rated questions were found to have a strong impact upon employee engagement levels i.e. are key drivers of employee engagement within the Northland District. These are: 'NZ Police is interested in the views and opinions of its staff' and 'The pay and benefits I receive are fair for the work I do'. If an intervention or improvement strategy is going to be based solely around the District's lowest rated questions, strong consideration should be afforded to these two issues – they have been shown statistically to have a strong and predictable connection to employee attitudes and behaviour (i.e., 'employee engagement').

When we examine the District's key drivers by Area we see that the Far North Area is has provided the majority of the lower scores, with particular concern regarding having the tools and resources to do their

job and the fairness of pay and benefits. In comparison, Northland District HQ has provided the majority of the highest scores, and even scoring above the NZ Police average for two of the eight drivers.

### **Employee Engagement within Northland District**

Employee engagement levels within the District are higher than in 2011 however the engagement index score is still significantly lower than the average for the organisation. Below we provide the results of an analysis that identifies what engages the District's employees the most – information which serves as a means for increasing current engagement levels.

### **Key Drivers of Employee Engagement – Leverage Points for Performance Improvement**

Possible leverage points are those key drivers of employee engagement identified via statistical analysis. The strongest theme to emerge from the analysis is that related to 'My Job', with five of the eight drivers coming from this section of the survey. All of the key drivers are scoring either on par with or below the average for the organisation, suggesting that there is therefore significant scope for improvement in these areas.

It is worth noting that the number one key driver (that which has the strongest impact on Engagement levels for the District) is the same as the one from 2011. This particular question relates to NZ Police being an enjoyable place to work, and whilst the score has improved since the last survey it is still significantly below the average for the organisation.

The eighth key driver for the Northland District relates to the fairness of pay and benefits, which is unusual as we very rarely see pay impacting on engagement levels. As Police budgets are set externally and therefore beyond the immediate control of the District it may be worth acknowledging this with staff.

### **Employee Comments**

Examining the comments made by staff we see that many comments refer to camaraderie, teamwork and the sense of personal achievement they get from working in the District. Staff are also positive about the ability they have to make a difference in the community as well as the variety that the job offers.

A number of issues were raised as things that needed to change. However by far the two most common themes mentioned were related to staffing levels in the District and the need for more effective two way communication.

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

### **Summary**

There is a very strong sense of camaraderie within the District and staff have a lot of passion for their jobs. On the whole, staff are significantly more positive that they were in 2011 which is very encouraging. Key driver analysis reveals that a significant leverage point exists for the District through the creation of an enjoyable work environment (the number one key driver for the past two years). Potentially impacting this is the issue of staffing levels which was identified through the comments as an area requiring change.

As the majority of the key drivers were questions from the 'My Job' section of the survey, this suggests that further investigation and analysis should be carried out around this area.

Within the District the Northern HQ stands out as a possible best practice group, while in comparison the Far North Area may require greater attention post-survey. There would be benefit in investigating what the DHQ is doing that the Areas are not and seeing what can be implemented within the other Areas.



## 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. 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 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 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

### OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2012	NZ Police 2011
Performance Index	67.7	64.2 (+3.5)
1. Vision and Purpose + Communication and Cooperation	63.9	59.2 (+4.7)
2. My Supervisor	75.6	72.3 (+3.3)
3. My Work Group	76.7	74.7 (+2.0)
4. My Job	65.7	62.7 (+3.0)
5. Respect & Integrity in the Workplace	71.2	68.1 (+3.1)
6. Learning and Development	62.7	60.1 (+2.6)
7. Performance and Feedback	69.4	66.7 (+2.7)
8. Recognition	58.0	53.1 (+4.9)
9. Final Thoughts	73.3	70.5 (+2.8)
10. The Survey - Your Views	49.6	42.8 (+6.8)

Weighted Mean Score (%)

### ENGAGEMENT PROFILE

Engagement Group	NZ Police 2012	NZ Police 2011
Engaged	27.8	21.3 (+6.5)
Ambivalent	59.7	63.2 (-3.5)
Disengaged	12.5	15.5 (-3.0)

Proportion of Employees (%)

## GLOSSARY

**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 2012 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.