New Zealand Police
Workplace Survey 2015

Summary of Findings
Northland District 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 Northland District has improved this year and is very similar to the response rate achieved by NZ Police overall. This gives us greater confidence that the survey results provide a good reflection of employee attitudes and opinions for the District as a whole.

	Northland District 2015	Northland District 2014	NZ Police 2015
Number of Responses	260	237	8361
Response Rate	67.7%	63.4%	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

	Northland District 2015	Northland District 2014	NZ Police 2015
Performance Index	53.3	50.8	**63.2**
Engagement Index	60.3	56.1	**72.1**
Work Engagement Index	76.6	73.1	**84.0**
Change Index	17.6	18.3	**26.4**

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
Northland District 2015	18.1%	58.4%	23.5%
Northland District 2014	13.1%	56.4%	30.5%

Summary of Findings

For Northland District as a whole, perceptions remain comparable to 2014 and there continues to be significant gaps to close to NZ Police overall. Notably, the two Areas within Northland District appear to have had quite different journeys since 2014, with Far North maintaining similar perceptions and Whangarei having seen more marked improvements. The most notable increases for both the Northland District as a whole and Whangarei have come from areas relating to the immediate supervisor, as well as vision & purpose, and communication & cooperation. At the question level, the biggest declines were observed for items relating to team effectiveness.

Where to from here

Based on the areas identified as being strongly related to organisational engagement for Northland District, we recommend that Northland District focus on 1) continuing with the efforts directed at strengthening the sense of common purpose since the last survey, 2) growing a culture that supports open, two-way communication between staff and various levels of the organisation and 3) exploring the underlying reasons for the significant decrease in perceptions related to team effectiveness. With regards to communication, a natural avenue to demonstrate that staff opinions have been heard and considered will be to share the survey results with employees. Involving them in post-survey consultation and action planning will build on that further, particularly when looking to identify root causes and solutions that will have an impact on the day-to-day work being done. It is also best practice to consistently and regularly link post-survey actions with employee feedback, as a reminder of the role their feedback has played in ongoing activities.

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

	Northland District 2015	Northland District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	53.3	50.8	**63.2**
1. The Work I Do	61.5	59.7	**70.8**
2. Learning and Development	44.5	42.9	**52.6**
3. Work Conditions	41.3	40.2	**52.8**
4. My Team	66.6	68.7	**75.7**
5. Respect & Integrity in the Workplace	58.8	59.6	**72.7**
6. My Supervisor	80.0	**72.5**	80.7
7. Recognition	35.1	31.7	**44.6**
8. Vision and Purpose + Communication and Cooperation	45.4	**38.9**	**58.0**
9. Quality and Excellence	47.4	46.4	**58.7**
10. Final Thoughts (Employee Engagement)	60.3	56.1	**72.1**
11. The Survey - Your Views (Change Index)	17.6	18.3	**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 Across the Areas

Section	Far North		Whangarei	
	2015	**2014**	**2015**	**2014**
Performance Index	50.1	53.1	54.8	49.8
1. The Work I Do	58.4	64.1	62.8	57.8
2. Learning and Development	41.5	47.1	45.9	41.1
3. Work Conditions	32.9	36.4	45.2	41.8
4. My Team	67.0	72.0	66.4	67.2
5. Respect & Integrity in the Workplace	59.7	69.1	58.4	55.6
6. My Supervisor	75.6	76.7	82.1	70.7
7. Recognition	30.1	29.7	37.4	32.5
8. Vision and Purpose + Communication and Cooperation	42.4	41.0	46.8	37.9
9. Quality and Excellence	41.1	44.9	50.2	47.1
10. Final Thoughts	58.7	59.0	61.0	54.9
11. The Survey - Your Views	12.2	15.9	20.0	19.4

2.3 Interpretation

For Northland District as a whole, perceptions remain largely unchanged since 2014 and continue to be significantly less favourable than NZ Police as a whole. However, it is worth noting that Northland District has reduced the gap in perceptions since last year, particularly in the areas where significant improvements have been noted: 'My Supervisor' and 'Vision and Purpose + Communication and Cooperation'. These increases have largely been driven by Whangarei at the Area level, as perceptions within Far North remain comparable to 2014 (with the most notable drop coming from the 'Respect and Integrity' section).

2.3.1   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.

3. Engagement

Connection to the work being done remains comparable to 2014, though this is significantly lower than NZ Police overall. While the same general pattern has been observed for organisational engagement, two particular elements – job satisfaction and advocacy – have had significant improvements. At the Area level, connection to the work and organisation has strengthened significantly in Whangarei, while things remain largely unchanged for Far North. For Far North, the only exception is the significant decline in terms of feeling inspired to do one's best on the job.

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.

Question	Northland District 2015	Northland District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	70.9	66.5	**77.9**
1.8 I am strongly committed to the work I do	81.9	80.0	**89.1**
1.9 I am motivated to do the best I can in my job every day	76.9	72.9	**85.1**

	Far North		Whangarei	
	2015	**2014**	**2015**	**2014**
1.7	69.5	72.9	71.6	63.9
1.8	81.7	81.4	82.0	79.4
1.9	74.4	74.3	78.1	72.3

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.

Question	Northland District 2015	Northland District 2014	NZ Police 2015
Engagement Index	60.3	56.1	**72.1**
10.1 Overall, I'm satisfied with my job	64.2	**55.9**	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	58.1	**47.9**	**66.6**
10.3 I take an active interest in what happens in NZ Police	68.5	69.1	**80.7**
10.4 I feel inspired to go the extra mile to help NZ Police succeed	56.9	52.1	**71.5**
10.5 I feel a sense of commitment to NZ Police	69.2	68.2	**80.9**
10.6 NZ Police inspires me to do the best I can in my job every day	44.6	43.6	**59.8**

	Far North		Whangarei	
	2015	**2014**	**2015**	**2014**
Index	58.7	59.0	61.0	54.9
10.1	62.2	55.7	65.2	56.0
10.2	59.8	50.0	57.3	47.0
10.3	69.5	68.6	68.0	69.3
10.4	57.3	60.0	56.7	48.8
10.5	67.1	70.0	70.2	67.5
10.6	36.6	50.0	48.3	41.0

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.

Compared to NZ Police overall, Northland District's engagement profile is less favourable. However, it is worth noting that improvements have been made since 2014: Northland District had more than double the proportion of disengaged to engaged staff last year, but the proportions are much more equal this year. Both Areas have fairly similar engagement profiles, with larger proportions of disengaged to engaged staff, particularly Far North.
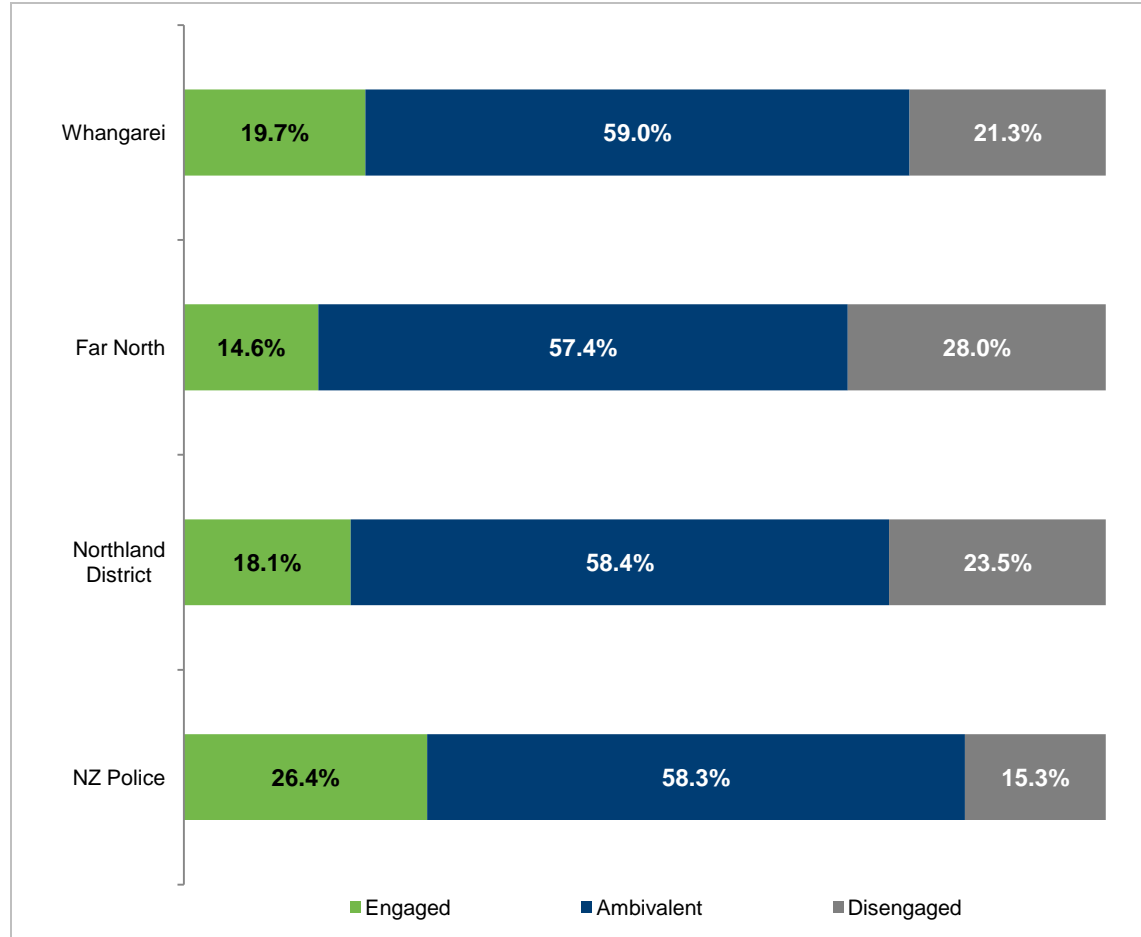
3.4 District and Area Engagement Profile Trend 2014-15

Compared to 2014, Far North has a fairly similar engagement profile. Whangarei has had more changes, with a marked increase in the proportion of engaged staff, as well as a considerable reduction in the proportion of disengaged staff by about a third.

Engagement Profile	Far North		Whangarei	
	2015	2014	2015	2014
Engaged	14.6	11.4	19.7	13.9
Ambivalent	57.4	57.2	59.0	56.0
Disengaged	28.0	31.4	21.3	30.1

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

Based on the areas identified as being strongly related to organisational engagement below, we recommend that Northland District focus on 1) continuing to strengthen the sense of common purpose (an area where perceptions have improved the most since 2014) and 2) growing a culture that supports open, two-way communication between staff and various levels of the organisation.

Compared to 2014, Northland District has had significant improvements on the majority of the key driver items, though there are still significant gaps to close to NZ Police overall. The negative gaps are most notable for questions relating to two-way conversations occurring at the organisation and District levels.

Key Driver Questions	Northland District 2015	Northland District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	58.5	52.5	71.2
8.10: I feel I am working for an effective organisation	47.1	39.1	62.8
8.8: NZ Police cares about the well-being of its staff	34.4	26.3	48.7
8.7: I feel a sense of belonging to my District or my Service Centre	49.4	43.2	59.8
8.4: There is a sense of 'common purpose' in NZ Police	44.8	29.4	57.2
1.7: My job gives me a sense of personal achievement	70.9	66.5	77.9
7.5: I feel my contribution is valued in NZ Police	36.9	32.2	49.2
8.2: Communication in my District or my Service Centre is open and honest	30.1	21.3	45.1
8.5: NZ Police is interested in the views and opinions of its staff	22.1	25.0	38.9
8.3: I feel informed about NZ Police and its activities	38.6	33.5	56.0

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 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

Perceptions related to Respect and Integrity remain similar to 2014. However, these are all scoring significantly below NZ Police overall, suggesting that there is room for improvement.

Question		Northland District 2015	Northland District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		69.5	72.8	**83.6**
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		67.7	68.2	**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		55.8	55.1	**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)		54.8	53.6	**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		46.1	48.3	**63.0**
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?	Not Applicable	74.6	77.2	81.7
	Yes	8.5	5.1	4.5
	No	16.9	17.7	13.8

5. Biggest Differences 2014 - 2015

Compared to 2014, the biggest increases that Northland District has had relates to the sense of common purpose, prioritisation of quality, recommending NZ Police as a great place to work as well as patterns of communication involving the immediate supervisor. While perceptions have significantly improved in relation to encouraging ideas and suggestions at the team level, perceptions of similar practices at the organisational level have had the biggest decline since 2014. Questions relating to team effectiveness (being held accountable for performance, reliance on team member support and feeling part of an effective team) have also had notable decreases.

Relative to NZ Police overall, Northland District generally has significantly lower scores, apart from the questions about the immediate manager.

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

| Question	Northland District 2015	Northland District 2014	NZ Police 2015
8.4: There is a sense of 'common purpose' in NZ Police	44.8	**29.4**	**57.2**
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	41.7	**31.5**	**52.9**
10.2: Overall, I would recommend NZ Police as a great place to work	58.1	**47.9**	**66.6**
6.3: My supervisor communicates the goals and objectives of our team effectively	78.8	**69.1**	78.8
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	80.7	**71.2**	81.0

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

| Question	Northland District 2015	Northland District 2014	NZ Police 2015
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	44.0	**52.1**	**57.5**
4.7: People are held accountable for their performance in my team	57.1	**62.6**	**65.7**
4.5: I can rely on the support of others in my team	77.2	**82.6**	**86.4**
4.6: I feel part of an effective team	68.0	**72.9**	**80.3**
9.3: I have the tools and resources I need to do my job	38.5	**41.9**	**53.4**

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
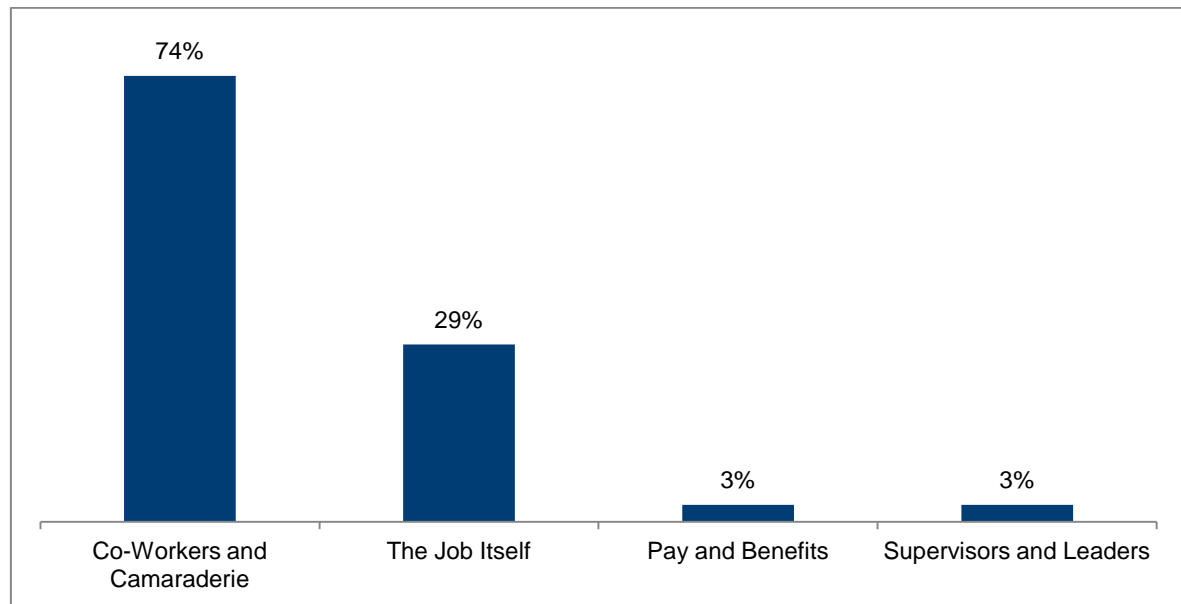
For close to three quarters of people in the Northland District, it is their colleagues and the sense of camaraderie that make NZ Police a great place to work.

6.2 One thing that needs to change to make this a great place to work
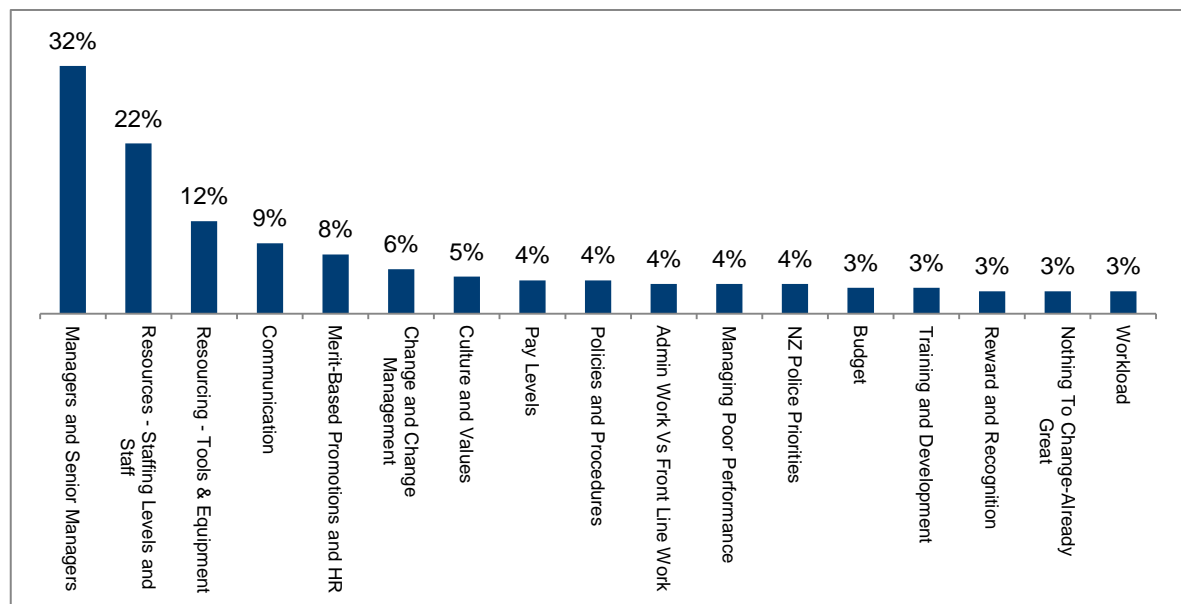
Of the range of areas identified by people in the Northland District as needing to change to make NZ Police a great place to work, managers and senior managers as well as resourcing (both in terms of staffing levels and tools/equipment) are the top concerns.

7. Appendix 1 – All Question Results

Question	Northland District		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	61.5	59.7	70.8	71.9
1.1: The responsibilities of my job are clearly defined	65.8	59.7	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	68.5	68.6	82.8	83.9
1.3: I understand how my performance is measured	53.1	52.5	59.4	61.1
1.4: My performance is fairly assessed	38.6	40.0	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	31.8	32.8	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	65.6	64.1	74.4	75.0
1.7: My job gives me a sense of personal achievement	70.9	66.5	77.9	78.3
1.8: I am strongly committed to the work I do	81.9	80.0	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	76.9	72.9	85.1	85.1
2. Learning and Development	44.5	42.9	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	40.2	42.8	52.3	53.2
2.2: I am encouraged to try new ways of doing things	37.1	37.7	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	50.2	45.3	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	50.6	45.8	53.5	53.4
3. Work Conditions	41.3	40.2	52.8	56.2
3.1: I am satisfied with my physical work environment	48.8	46.8	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	37.7	35.7	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	50.0	49.8	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	28.8	28.5	33.7	40.1
4. My Team	66.6	68.7	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	79.5	81.4	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	66.8	67.8	76.4	76.9
4.3: The way work is allocated in my team is fair	60.6	58.3	71.5	72.5
4.4: People I work with cooperate to get the job done	80.3	77.5	86.1	86.5
4.5: I can rely on the support of others in my team	77.2	82.6	86.4	86.9
4.6: I feel part of an effective team	68.0	72.9	80.3	81.2
4.7: People are held accountable for their performance in my team	57.1	62.6	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	43.4	46.2	53.3	54.4
5. Respect & Integrity in the Workplace	58.8	59.6	72.7	73.4
5.1: Staff in my team respect employee diversity	69.5	72.8	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	67.7	68.2	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	55.8	55.1	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)	54.8	53.6	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	46.1	48.3	63.0	64.4

Question	Northland District		NZ Police	
	2015	**2014**	**2015**	**2014**
6. My Supervisor	80.0	72.5	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	86.1	80.5	87.5	87.4
6.2: My supervisor treats staff with respect	88.5	82.6	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	78.8	69.1	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	80.7	71.2	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	65.4	58.9	68.5	68.8
6.6: I have confidence in my supervisor	80.8	72.5	80.9	80.8
7. Recognition	35.1	31.7	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	39.2	36.4	44.9	46.3
7.2: People here are appointed to positions based on merit	21.7	19.9	31.3	34.5
7.3: We celebrate success in NZ Police	39.0	33.1	47.5	47.0
7.4: I get recognition when I do a good job	38.8	36.9	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	36.9	32.2	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	45.4	38.9	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	46.7	40.2	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	30.1	21.3	45.1	46.3
8.3: I feel informed about NZ Police and its activities	38.6	33.5	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	44.8	29.4	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	22.1	25.0	38.9	39.9
8.6: Teams within NZ Police work well together	43.0	41.3	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	49.4	43.2	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	34.4	26.3	48.7	50.9
8.9: NZ Police is an enjoyable place to work	58.5	52.5	71.2	72.4
8.10: I feel I am working for an effective organisation	47.1	39.1	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	84.8	75.7	84.6	85.2
9. Quality and Excellence	47.4	46.4	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	41.7	31.5	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	81.9	81.8	87.6	87.3
9.3: I have the tools and resources I need to do my job	38.5	41.9	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	39.2	39.4	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	46.7	44.9	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	44.0	52.1	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	39.5	33.5	51.5	55.1
10. Final Thoughts	60.3	56.1	72.1	73.3
10.1: Overall, I'm satisfied with my job	64.2	55.9	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	58.1	47.9	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	68.5	69.1	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	56.9	52.1	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	69.2	68.2	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	44.6	43.6	59.8	60.6

Question	Northland District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	17.6	18.3	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	13.6	13.6	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	22.6	22.2	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	16.7	19.1	29.3	33.8

Question	Northland District	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	74.6	81.7
Yes	8.5	4.5
No	16.9	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.