

New Zealand Police Workplace Survey 2015

Summary of Findings OFCANZ 2015

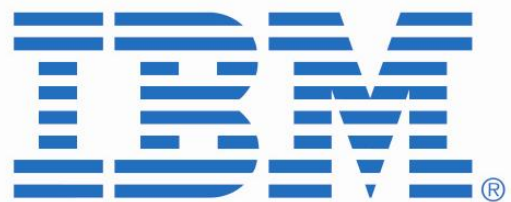


Table of Contents

1.	Executive Summary	3
2.	Section Summary.....	4
2.1	Across the District.....	4
2.2	Interpretation.....	4
3.	Engagement	5
3.1	Fulfilment, motivation and commitment towards work	5
3.2	Engagement with New Zealand Police.....	5
3.3	District and Area Engagement Profile 2015.....	5
3.4	What drives our employee's engagement within the District?.....	6
4.	Respect & Integrity reporting.....	7
5.	Biggest Differences 2014 - 2015.....	7
5.1	Top five biggest differences within the District since 2014 - POSITIVE	7
5.2	Top five biggest differences within the District since 2014 - NEGATIVE.....	7
6.	Employee Comments Theme Analysis.....	8
6.1	One thing that makes this a great place to work.....	8
6.2	One thing that needs to change to make this a great place to work	8
7.	Appendix 1 – All Question Results	9
8.	Appendix 2 – Notes on taking action.....	12
9.	Appendix 3 – Glossary	13

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 OFCANZ to the 2015 survey of 84.3% was very good, and comparable to that obtained in 2014. It is 15% higher than the NZ Police Overall response rate, and we can be confident that the results presented in this report are an accurate indication of employee attitude and opinion towards OFCANZ.

	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
Number of Responses	75	74	8361
Response Rate	84.3%	86.0%	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

	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
Performance Index	67.4	69.3	63.2
Engagement Index	72.3	76.0	72.1
Work Engagement Index	85.3	88.3	84.0
Change Index	25.0	35.3	26.4

Engagement Profile

Group	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
OFCANZ 2015	32.4%	58.1%	9.5%
OFCANZ 2014	28.4%	64.8%	6.8%

Summary of Findings

People's perceptions in OFCANZ have remained similar to 2014, however there some declines at the question level. OFCANZ people are less confident this year that their views and opinions have had (and will have) an effect. Overall engagement is similar to that of 2014 and comparable to NZ Police. A strength for OFCANZ is the perception around work conditions, which is driven by positive perceptions around the level of stress they are under at work and their ability to maintain a work-life balance. The key drivers of engagement show that the areas which are important to building and sustaining engagement within OFCANZ often relate to a sense that overall as a team and as an organisation they are currently effective, and continuously improving; and that NZ Police cares about the well-being of its people.

Where to from here

As one of the key drivers of engagement relates to continuous improvement, and as people seem less confident that they have been included and involved in driving positive change over the past year, we suggest making continuous improvement a focus for the OFCANZ group. Action plan with staff on how best to keep them involved as part of the continuous improvement process. Keep communications going so that they feel informed on progress made based on their feedback. Explore with staff what sits behind the drop in their perception around care of well-being demonstrated by the organisation and in what ways this can be improved.

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

	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	67.4	69.3	63.2
1. The Work I Do	73.8	76.4	70.8
2. Learning and Development	53.2	60.7	52.6
3. Work Conditions	64.0	65.2	52.8
4. My Team	76.4	77.0	75.7
5. Respect & Integrity in the Workplace	80.5	82.2	72.7
6. My Supervisor	80.4	82.6	80.7
7. Recognition	52.3	54.6	44.6
8. Vision and Purpose + Communication and Cooperation	65.6	63.5	58.0
9. Quality and Excellence	65.7	66.1	58.7
10. Final Thoughts (Employee Engagement)	72.3	76.0	72.1
11. The Survey - Your Views (Change Index)	25.0	35.3	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 Interpretation

Overall OFCANZ scores very similarly to NZ Police overall, and its results have remained much the same as in 2014. The exception is that this year fewer people answered questions in the Change Index positively, suggesting that they are less confident that their views and opinions are listened to than they have been in the past. A strength for OFCANZ is more of its people feel positively about their work conditions than is typically the case within NZ Police, which is driven by positive perceptions around the level of stress they are under at work and their ability to maintain a work-life balance.

2.2.1 Notes on Change Index

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

3. Engagement

Within OFCANZ, people's engagement with the organisation and their connection with the work they perform have remained consistent since 2014, and are comparable to that of NZ Police. Do note however that 'NZ Police inspires me to do the best I can in my job every day' is scoring nearly 10 percentage points lower than it did in 2014.

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	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	81.3	82.4	77.9
1.8 I am strongly committed to the work I do	89.3	94.6	89.1
1.9 I am motivated to do the best I can in my job every day	85.3	87.8	85.1

3.2 Engagement with New Zealand Police

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

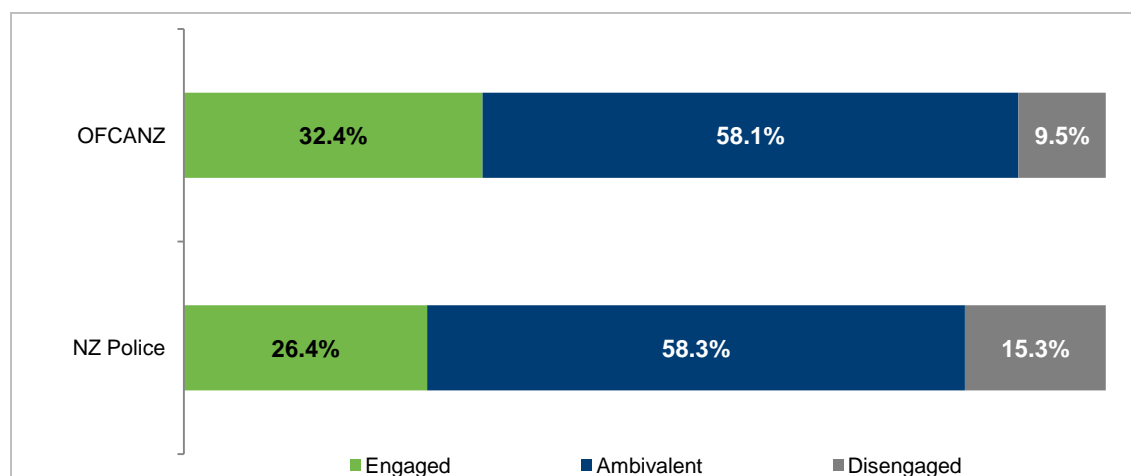
The Engagement Index is the average of all six engagement questions and measures employees engagement with NZ Police as an organisation as a whole.

Question	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
Engagement Index	72.3	76.0	72.1
10.1 Overall, I'm satisfied with my job	77.3	78.4	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	73.0	70.3	66.6
10.3 I take an active interest in what happens in NZ Police	73.0	79.7	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	73.0	78.4	71.5
10.5 I feel a sense of commitment to NZ Police	83.8	86.5	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	54.1	63.0	59.8

3.3 District and Area Engagement Profile 2015

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

OFCANZ overall has a stronger engagement profile than NZ Police, with a third of its people considered engaged and just under 10% considered disengaged.



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

OFCANZ' key drivers have had small improvements and decreases since 2014, but the only one which is significant is 'NZ Police cares about the well-being of its staff', which has declined in the past year and is now comparable to the NZ Police average.

OFCANZ outscores NZ Police on four out of the ten key drivers of engagement. Markedly more OFCANZ people (compared to NZ Police) feel that communication is open and honest, that they have confidence in the process for reporting inappropriate workplace conduct, that systems and processes help them to do their jobs, and that overall NZ Police is an effective organisation.

Note that the top two key drivers relate directly to quality and continuous improvement, each has seen small (non-significant) declines, and are both scoring similarly to NZ Police.

Key Driver Questions	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.6	52.1	52.9
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	60.8	67.6	57.5
8.8: NZ Police cares about the well-being of its staff	52.8	64.9	48.7
8.9: NZ Police is an enjoyable place to work	79.7	84.9	71.2
3.1: I am satisfied with my physical work environment	68.0	68.9	60.1
8.2: Communication in my District or my Service Centre is open and honest	68.5	64.9	45.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	78.4	85.1	69.2
9.5: Systems and processes I use enable me to do my job well	70.3	63.5	59.1
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	75.7	77.0	63.0
8.10: I feel I am working for an effective organisation	76.0	71.6	62.8

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

OFCANZ tends to outscore NZ police on the questions related to the safe reporting and effective handling of inappropriate workplace conduct.

Question		OFCANZ 2015	OFCANZ 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		89.2	87.8	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		79.7	79.7	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		78.4	85.1	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)		79.7	81.1	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		75.7	77.0	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	86.7	87.8	81.7
	Yes	1.3	2.7	4.5
	No	12.0	9.5	13.8

5. Biggest Differences 2014 - 2015

Just one question has significantly improved since 2014 – ‘There is a sense of ‘common purpose’ in NZ Police’. However, some questions have improved slightly if not significantly. Most notably is the question on systems and processes enabling people to do their jobs well, which is significantly higher than that obtained by NZ Police. More questions have declined by a significant amount since 2014. Two of the five greatest declines relate to people’s perception that their survey feedback has made (and will make) a difference.

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

Question	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
8.4: There is a sense of 'common purpose' in NZ Police	66.2	47.9	57.2
8.5: NZ Police is interested in the views and opinions of its staff	47.3	39.2	38.9
7.3: We celebrate success in NZ Police	55.4	48.6	47.5
9.5: Systems and processes I use enable me to do my job well	70.3	63.5	59.1
8.6: Teams within NZ Police work well together	62.7	56.2	54.1

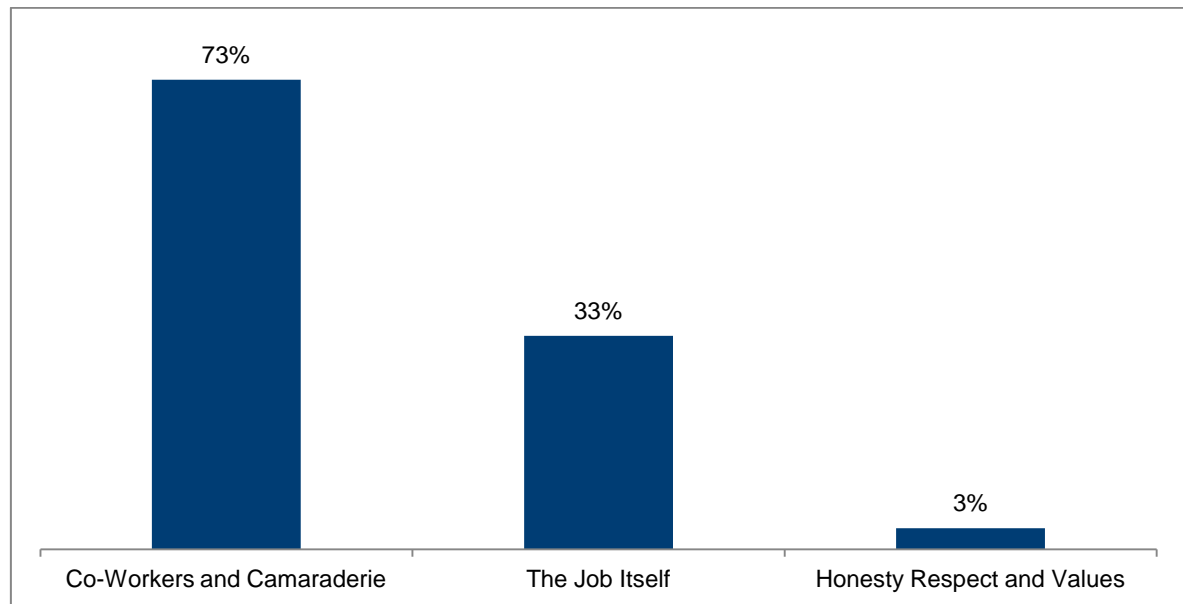
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	OFCANZ 2015	OFCANZ 2014	NZ Police 2015
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	49.3	63.0	52.3
11.3: I believe actions will be taken based on the results of this survey	30.6	43.8	29.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	41.9	54.1	44.9
8.8: NZ Police cares about the well-being of its staff	52.8	64.9	48.7
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	13.9	25.7	19.0

6. Employee Comments Theme Analysis

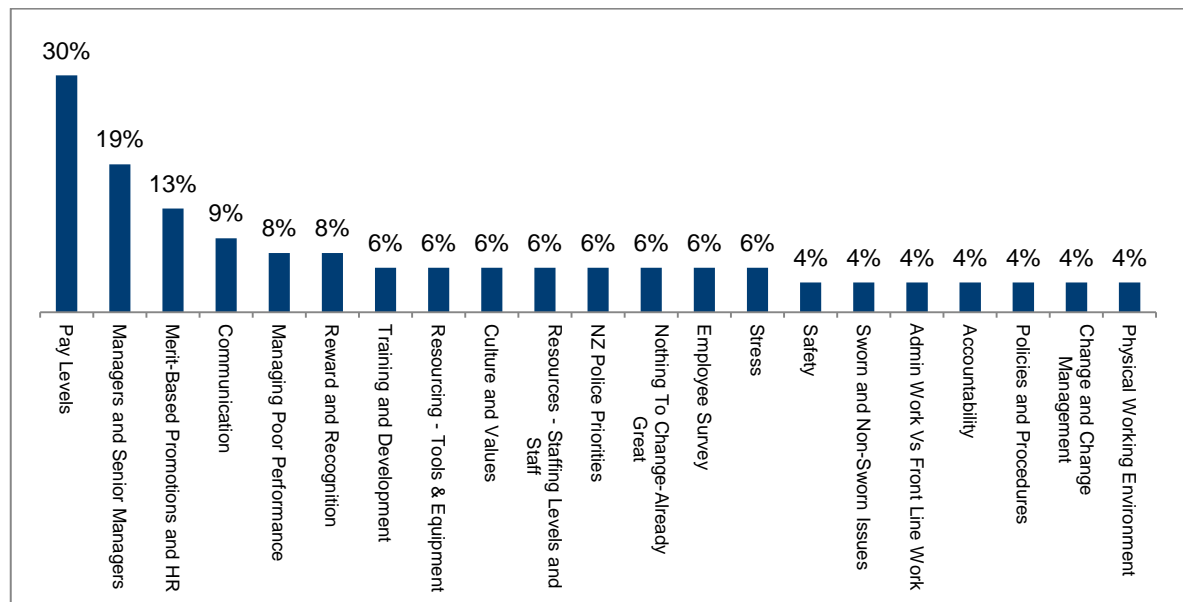
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



People's responses suggest that the thing most top-of-mind regarding what makes NZ Police a great place to work is their colleagues and the camaraderie they share. A third of responses also mentioned the work people do as contributing to this perception of NZ Police.

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



Comments on what most needs to change in order to make NZ Police a great place to work were more varied, but the most common responses related to pay. Just under 20% of comments also referred to managers and senior managers.

7. Appendix 1 – All Question Results

Question	OFCANZ		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	73.8	76.4	70.8	71.9
1.1: The responsibilities of my job are clearly defined	80.0	81.1	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	85.3	86.5	82.8	83.9
1.3: I understand how my performance is measured	58.7	68.9	59.4	61.1
1.4: My performance is fairly assessed	63.5	64.9	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	44.6	50.0	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	76.0	71.6	74.4	75.0
1.7: My job gives me a sense of personal achievement	81.3	82.4	77.9	78.3
1.8: I am strongly committed to the work I do	89.3	94.6	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	85.3	87.8	85.1	85.1
2. Learning and Development	53.2	60.7	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	49.3	63.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	51.4	55.4	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	58.7	62.2	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	53.3	62.2	53.5	53.4
3. Work Conditions	64.0	65.2	52.8	56.2
3.1: I am satisfied with my physical work environment	68.0	68.9	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	73.3	70.3	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	81.3	77.0	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	33.3	44.6	33.7	40.1
4. My Team	76.4	77.0	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	90.5	87.7	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	73.3	75.7	76.4	76.9
4.3: The way work is allocated in my team is fair	73.0	68.9	71.5	72.5
4.4: People I work with cooperate to get the job done	86.5	90.4	86.1	86.5
4.5: I can rely on the support of others in my team	91.9	87.8	86.4	86.9
4.6: I feel part of an effective team	84.0	85.1	80.3	81.2
4.7: People are held accountable for their performance in my team	62.7	66.2	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	49.3	54.1	53.3	54.4
5. Respect & Integrity in the Workplace	80.5	82.2	72.7	73.4
5.1: Staff in my team respect employee diversity	89.2	87.8	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.7	79.7	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	78.4	85.1	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)	79.7	81.1	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	75.7	77.0	63.0	64.4

Question	OFCANZ		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	80.4	82.6	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	89.3	90.5	87.5	87.4
6.2: My supervisor treats staff with respect	86.7	84.9	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	75.7	78.4	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	80.0	89.2	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	63.0	64.9	68.5	68.8
6.6: I have confidence in my supervisor	88.0	87.8	80.9	80.8
7. Recognition	52.3	54.6	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	41.9	54.1	44.9	46.3
7.2: People here are appointed to positions based on merit	46.6	51.4	31.3	34.5
7.3: We celebrate success in NZ Police	55.4	48.6	47.5	47.0
7.4: I get recognition when I do a good job	58.1	59.5	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	59.5	59.5	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	65.6	63.5	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	55.4	58.1	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	68.5	64.9	45.1	46.3
8.3: I feel informed about NZ Police and its activities	59.5	63.5	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	66.2	47.9	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	47.3	39.2	38.9	39.9
8.6: Teams within NZ Police work well together	62.7	56.2	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	66.7	66.2	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	52.8	64.9	48.7	50.9
8.9: NZ Police is an enjoyable place to work	79.7	84.9	71.2	72.4
8.10: I feel I am working for an effective organisation	76.0	71.6	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	86.7	81.1	84.6	85.2
9. Quality and Excellence	65.7	66.1	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.6	52.1	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	86.3	85.1	87.6	87.3
9.3: I have the tools and resources I need to do my job	70.3	67.6	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	67.6	63.5	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	70.3	63.5	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	60.8	67.6	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	58.3	63.5	51.5	55.1
10. Final Thoughts (Employee Engagement)	72.3	76.0	72.1	73.3
10.1: Overall, I'm satisfied with my job	77.3	78.4	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	73.0	70.3	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	73.0	79.7	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	73.0	78.4	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	83.8	86.5	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	54.1	63.0	59.8	60.6

Question	OFCANZ		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	25.0	35.3	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	13.9	25.7	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	30.6	36.5	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	30.6	43.8	29.3	33.8

Question	OFCANZ		NZ Police	
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?				
Not Applicable	86.7		81.7	
Yes	1.3		4.5	
No	12.0		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.

