

New Zealand Police Workplace Survey 2014

Summary of Findings Policy, Performance & Legal 2014



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1. Executive Summary

- Overall, scores across the four key indices (Performance, Engagement, Change and Enablement) have seen positive shifts since 2013 with the Engagement Index seeing a statistically significant increase of 16.4 points. When the key indices are compared to NZ Police overall, the Policy, Performance & Legal service centre has higher scores across all indices with a statistically significantly higher Engagement Index.
- Auckland Legal has the highest scores across all four indices with three of the four (Engagement, Change and Enablement) having 100% agreement. PNHQ (FAI) has the lowest scores across all indices with the lowest around the Change Index (24%).
- Although the proportion of engaged employees stayed similar between 2013 and 2014, there has been a large decrease in the proportion of disengaged employees (-11.0). Compared to NZ Police overall, the Policy, Performance & Legal service centre has more engaged and far fewer disengaged employees. It is positive to see that all groups within this service centre sit within the upper quartile when compared to the rest of NZ Police based on Engagement Index scores.
- Legal Auckland and Legal PNHQ have no employees classified as disengaged and over half of the employees in each of these areas are engaged. PNHQ (FAI) only has a third of its employees categorised as engaged and over half are ambivalent.
- Within the Policy, Performance & Legal service centre, engaged people differ from disengaged people in three main ways.
 - **They feel the organisation has a strong focus on high performance:** Highly engaged people are more likely to believe that the organisation expects high standards of performance from its employees and that the decisions made on a day-to-day basis reflect an emphasis on quality service to customers. At the team level, they also feel that poor performance is dealt with effectively and people are held accountable for their performance. Scores have largely remained the same since 2013, with the only significant increase around expectations of high performance (although it still sits close to 9 points below the NZ Police average). Only 47% of people agree that poor performance is dealt with effectively in this service centre (7 points below the NZ Police average). Although people in Policy, Performance & Legal hold a more favourable view towards the recognition of outstanding performance, still over 40% of staff do not feel that outstanding performance is appropriately recognised. Overall, this is an area for further improvement within this service centre.
 - **They feel the organisation and their team are effective:** Engaged people are more likely to feel they are working for an effective organisation and within an effective team. They are also more likely to feel that roles and responsibilities are clearly defined at the team level. There has been a significant increase since last year around roles and responsibilities being clearly defined at the team level within this service centre. Compared to NZ Police overall, employees feel significantly more positive that they are working for a successful organisation. These areas are strengths within this service centre that should be maintained.
 - **They feel looked after:** People who are engaged are more likely to say that they feel NZ Police care for their employees and believe that, overall NZ Police is an enjoyable place to work. Compared to last year, the perception that NZ Police cares for the well-being of its people has significantly increased so that this service centre is now outperforming the NZ Police average by over 20 points. Over 85% of people in this service centre also feel that NZ Police is an enjoyable place to work (13 points above NZ Police average). Overall we see this as an area of strength for the Policy, Performance & Legal service centre
- Perceptions of respect and integrity within this service centre have remained largely the same since 2013 except for significant increases in the areas of feeling confident about raising concerns without fear of reprisal.
- This service centre has seen a large number of significant increases in individual questions scores since last year with the largest increases in the areas of overall engagement, job satisfaction, teamwork, fair performance assessment and work distribution and teamwork. A number of questions also scored significantly above NZ Police overall. Interestingly, although people feel that they are encouraged to further develop themselves and can see learning opportunities (more so compared to others in NZ Police), only 43% of them see any career progression within NZ Police. This is the only area that this service centre is scoring below the NZ Police average, indicating an area to be looked into further.
- Although only 28% of employees within this service centre agree that positive changes have occurred since the last survey, almost half of them were actively involved in making changes which is a significant improvement on last year and significantly higher than the NZ Police average. There is also a strong belief by almost half of the employees that positive change will occur as a result of this survey, indicating the need to continue using survey results to drive positive changes.

2. Key Measures

2.1 Response Rate

Question	PPL		NZ Police
	2014	2013	2014
Number of Responses	56	61	8707
Response Rate	91.8%	96.8%	73.0%

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

2.2 Summary of Key Measures for Policy, Performance & Legal

Question	PPL		NZ Police
	2014	2013	2014
Performance Index	72.8	+9.0	+8.9
Engagement Index	87.2	+16.4	+13.9
Change Index	40.4	+4.9	+9.9
Enablement Index	67.2	+4.4	+8.7

2.3 Summary of Key Measures By Area

Question	Legal Auckland	Legal PNHQ	PNHQ (FAI)
Response Rate	83.3%	100.0%	90.2%
Performance Index	98.2	83.0	69.8
Engagement Index	100.0	95.8	84.2
Change Index	100.0	75.0	24.1
Enablement Index	100.0	79.0	59.9

Please note there were insufficient responses to display the results for Legal Canterbury and Legal Wellington

3. Engagement

3.1 Fulfilment, Motivation and Commitment towards Work

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

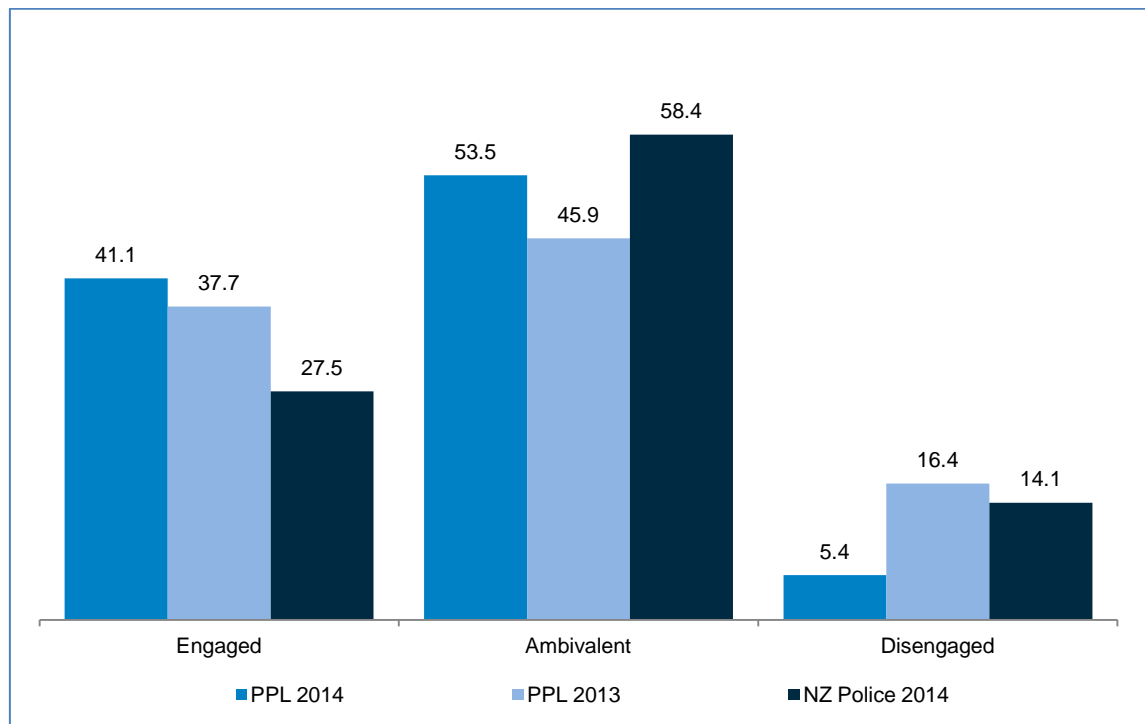
Question	PPL		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	91.1	+17.3	+12.8
I am strongly committed to the work I do	94.5	NA	+5.9
I am motivated to do the best I can in my job everyday	94.6	NA	+9.5

3.2 Engagement with NZ Police

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

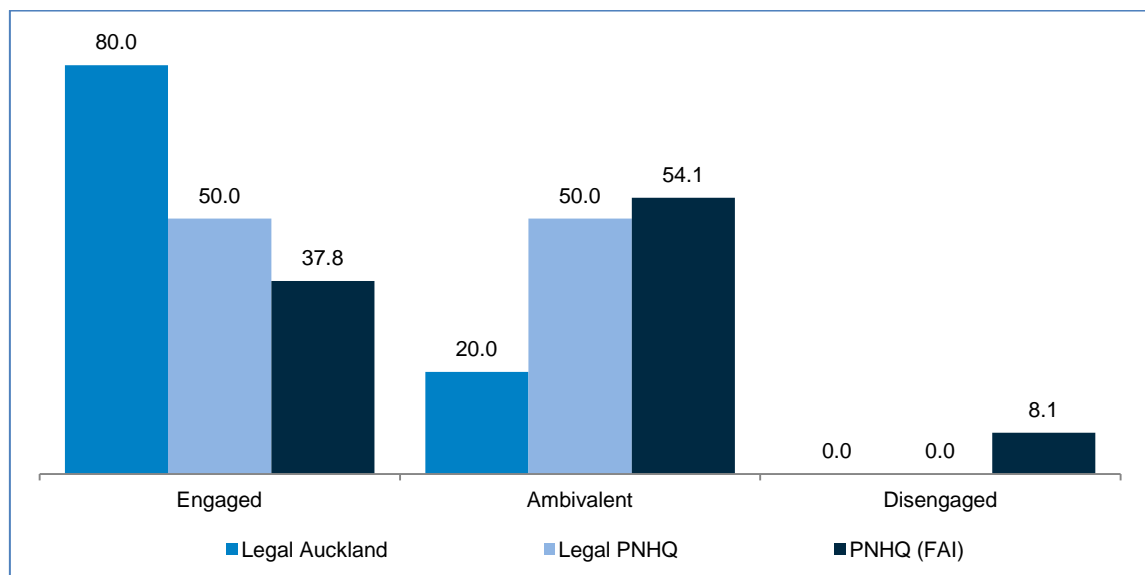
Question	PPL		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	87.5	+23.6	+12.6
Overall, I would recommend NZ Police as a great place to work	82.1	+21.4	+13.8
I take an active interest in what happens in NZ Police	94.6	+6.1	+13.0
I feel inspired to go the extra mile to help NZ Police succeed	92.9	+17.5	+20.4
I feel a sense of commitment to NZ Police	91.1	+15.7	+9.3
NZ Police inspires me to do the best I can in my job every day	75.0	+14.3	+14.4

3.3 Engagement Profile for Policy, Performance & Legal



Proportion of employees (%)

3.4 Engagement Profile by Area



Proportion of employees (%)

3.5 What drives our employees' engagement within Policy, Performance & Legal?

Question	PPL		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	85.7	+7.0	+13.3
9.2: NZ Police expects high standards of performance from its people	78.6	+14.7	-8.7
4.2: Roles and responsibilities are clearly defined in my team	82.1	+18.2	+5.2
4.6: I feel part of an effective team	80.4	+5.0	-0.8
4.8: Poor performance is dealt with effectively in my team	47.3	+9.6	-7.1
8.8: NZ Police cares about the well-being of its staff	71.4	+12.4	+20.5
8.10: I feel I am working for an effective organisation	75.0	+7.8	+10.8
7.1: NZ Police has appropriate ways of recognising outstanding achievement	55.6	-2.7	+9.3
4.7: People are held accountable for their performance in my team	66.1	+5.4	-0.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.6	+6.4	+0.5

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

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

4. High Level Results

4.1 Section Summary Across Policy, Performance & Legal

Question	PPL		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	72.8	+9.0	+8.9
1. The Work I Do	75.4	+10.1	+7.7
2. Learning and Development	63.4	+9.7	+10.2
3. Work Conditions	75.4	+7.0	+19.2
4. My Team	77.8	+9.8	+1.4
5. Respect & Integrity in the Workplace	77.5	+8.2	+4.1
6. My Supervisor	84.2	+6.9	+3.6
7. Recognition	58.8	+3.5	+12.5
8. Vision and Purpose + Communication and Cooperation	71.0	+10.2	+11.9
9. Quality and Excellence	69.0	+7.5	+8.1
10. Final Thoughts (Engagement Index)	87.2	+16.4	+13.9
11. The Survey - Your Views (Change Index)	40.4	+4.9	+9.9

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

4.2 Section Summary Across Area

	Legal Auckland	Legal PNHQ	PNHQ (FAI)	PPL
Performance Index (average of all survey questions)	98.2	83.0	69.8	73.3
1. The Work I Do	100.0	86.9	76.0	79.7
2. Learning and Development	100.0	75.0	58.1	63.4
3. Work Conditions	75.0	84.4	75.7	75.4
4. My Team	97.5	85.9	75.8	77.8
5. Respect & Integrity in the Workplace	100.0	80.0	79.5	77.5
6. My Supervisor	100.0	95.8	82.0	84.2
7. Recognition	100.0	52.5	59.3	58.8
8. Vision and Purpose + Communication and Cooperation	100.0	84.1	66.2	71.0
9. Quality and Excellence	100.0	82.1	61.6	68.3
10. Final Thoughts (Engagement Index)	100.0	95.8	84.2	87.2
11. The Survey - Your Views (Change Index)	100.0	75.0	24.1	40.4

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

4.3 Employee perceptions of respect & integrity in the workplace

Question	PPL		NZ Police
	2014	2013	2014
Staff in my team respect employee diversity	89.3	+2.4	+5.9
I know who to contact to report instances of workplace harassment, bullying or discrimination	89.3	+7.3	+9.6
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	71.4	+11.4	+1.0
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	73.2	+15.6	+4.1
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.3	+4.3	-0.1
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	78.6	1.6
	Yes	7.1	3.8
	No	14.3	-5.4

4.4 Biggest differences within Policy, Performance & Legal since 2013 – POSITIVE

Question	PPL		NZ Police
	2014	2013	2014
10.1: Overall, I'm satisfied with my job	87.5	+23.6	+12.6
10.2: Overall, I would recommend NZ Police as a great place to work	82.1	+21.4	+13.8
8.6: Teams within NZ Police work well together	53.6	+20.8	-0.7
1.4: My performance is fairly assessed	71.4	+18.9	+16.8
4.2: Roles and responsibilities are clearly defined in my team	82.1	+18.2	+5.2
4.3: The way work is allocated in my team is fair	82.1	+18.2	+9.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	92.9	+17.5	+20.4
1.7: My job gives me a sense of personal achievement	91.1	+17.3	+12.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	67.9	+17.1	+8.8
8.7: I feel a sense of belonging to my District or my Service Centre	74.5	+16.2	+14.2

4.5 Biggest differences within Policy, Performance & Legal since 2013 – NEGATIVE

Question	PPL		NZ Police
	2014	2013	2014
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	63.6	-6.9	+1.3
1.5: NZ Police provides adequate training for the work I do	49.1	-6.6	+4.3
3.1: I am satisfied with my physical work environment	73.2	-5.5	+10.7
9.7: NZ Police delivers on the promises it makes to its customers	67.3	-4.8	+12.2
7.1: NZ Police has appropriate ways of recognising outstanding achievement	55.6	-2.7	+9.3
7.4: I get recognition when I do a good job	64.3	-1.3	+11.6
9.3: I have the tools and resources I need to do my job	71.4	-0.7	+14.2

5. Appendix

5.1 Question Level Results

Question			NZ Police
	2014	2013	2014
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	78.6	+14.7	+2.5
1.2: I know how my work contributes to the effectiveness of NZ Police	85.7	+5.4	+1.8
1.3: I understand how my performance is measured	58.9	+8.1	-2.2
1.4: My performance is fairly assessed	71.4	+18.9	+16.8
1.5: NZ Police provides adequate training for the work I do	49.1	-6.6	+4.3
1.6: The work I do makes good use of my knowledge and skills	92.9	+12.6	+17.9
1.7: My job gives me a sense of personal achievement	91.1	+17.3	+12.8
1.8: I am strongly committed to the work I do	94.5	NA	+5.9
1.9: I am motivated to do the best I can in my job everyday	94.6	NA	+9.5
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	73.2	+12.5	+20.0
2.2: I am encouraged to try new ways of doing things	71.4	+5.8	+20.2
2.3: There are learning and development opportunities for me in NZ Police	66.1	+12.0	+11.1
2.4: There are career development opportunities for me in NZ Police	42.9	+8.5	-10.5
3. Work Conditions			
3.1: I am satisfied with my physical work environment	73.2	-5.5	+10.7
3.2: The level of work-related stress I experience in my job is acceptable	67.9	+15.4	+13.0
3.3: I am able to maintain a balance between my personal and working life	75.0	+6.1	+7.8
3.4: The pay and benefits I receive are fair for the work I do	85.7	+11.9	+45.6
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	91.1	+2.6	+4.9
4.2: Roles and responsibilities are clearly defined in my team	82.1	+18.2	+5.2
4.3: The way work is allocated in my team is fair	82.1	+18.2	+9.6
4.4: People I work with cooperate to get the job done	85.7	+7.0	-0.8
4.5: I can rely on the support of others in my team	87.3	+11.9	+0.4
4.6: I feel part of an effective team	80.4	+5.0	-0.8
4.7: People are held accountable for their performance in my team	66.1	+5.4	-0.8
4.8: Poor performance is dealt with effectively in my team	47.3	+9.6	-7.1
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	89.3	+2.4	+5.9
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.3	+7.3	+9.6
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	71.4	+11.4	+1.0
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)	73.2	+15.6	+4.1
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	64.3	+4.3	-0.1

Question			NZ Police
	2014	2013	2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	92.9	+4.4	+5.5
6.2: My supervisor treats staff with respect	92.9	+7.7	+6.2
6.3: My supervisor communicates the goals and objectives of our team effectively	75.0	+6.1	-4.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	82.1	+3.4	+1.0
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	76.8	+12.9	+8.0
6.6: I have confidence in my supervisor	85.7	+7.0	+4.9
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	55.6	-2.7	+9.3
7.2: People here are appointed to positions based on merit	45.5	+12.7	+11.0
7.3: We celebrate success in NZ Police	62.5	+3.5	+15.5
7.4: I get recognition when I do a good job	64.3	-1.3	+11.6
7.5: I feel my contribution is valued in NZ Police	66.1	+5.4	+15.1
8. Vision and Purpose + Communication and Cooperation			
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	63.6	-6.9	+1.3
8.2: Communication in my District or my Service Centre is open and honest	62.5	+11.7	+16.2
8.3: I feel informed about NZ Police and its activities	71.4	+9.1	+14.9
8.4: There is a sense of 'common purpose' in NZ Police	76.8	+6.3	+18.6
8.5: NZ Police is interested in the views and opinions of its staff	64.3	+11.8	+24.4
8.6: Teams within NZ Police work well together	53.6	+20.8	-0.7
8.7: I feel a sense of belonging to my District or my Service Centre	74.5	+16.2	+14.2
8.8: NZ Police cares about the well-being of its staff	71.4	+12.4	+20.5
8.9: NZ Police is an enjoyable place to work	85.7	+7.0	+13.3
8.10: I feel I am working for an effective organisation	75.0	+7.8	+10.8
8.11: I intend to continue working at NZ Police for at least the next 12 months	82.1	+16.0	-3.1
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.6	+6.4	+0.5
9.2: NZ Police expects high standards of performance from its people	78.6	+14.7	-8.7
9.3: I have the tools and resources I need to do my job	71.4	-0.7	+14.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	73.2	+12.5	+21.9
9.5: Systems and processes I use enable me to do my job well	64.3	NA	+3.5
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	67.9	+17.1	+8.8
9.7: NZ Police delivers on the promises it makes to its customers	67.3	-4.8	+12.2
10. Final Thoughts (Engagement Index)			
10.1: Overall, I'm satisfied with my job	87.5	+23.6	+12.6
10.2: Overall, I would recommend NZ Police as a great place to work	82.1	+21.4	+13.8
10.3: I take an active interest in what happens in NZ Police	94.6	+6.1	+13.0
10.4: I feel inspired to go the extra mile to help NZ Police succeed	92.9	+17.5	+20.4
10.5: I feel a sense of commitment to NZ Police	91.1	+15.7	+9.3
10.6: NZ Police inspires me to do the best I can in my job every day	75.0	+14.3	+14.4
11. The Survey - Your Views (Change Index)			
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	27.8	+1.1	+5.2
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	47.2	+11.6	+12.0
11.3: I believe actions will be taken based on the results of this survey	46.3	+2.0	+12.5

5.2 Notes on Taking Action

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

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

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

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

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

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

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

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

5.3 Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

