New Zealand Police Workplace Survey 2014

Summary of Findings
RNZPC 2014

IBM

Table of Contents

1. Executive Summary

- Overall, scores across the four key indices (Performance, Engagement, Change and Enablement) have remained on par with those from both 2013 and the NZ Police average for 2014.

- The proportion of Engaged, Ambivalent and Disengaged employees have remained largely the same as 2013 and are very much on par with the NZ Police average.

- It is positive to note that over half of the employees within Field Learning and Development, the School of Initial Training and the School of Investigations are engaged. It is also positive to see that Field Learning and Development, the School of Investigations and the School of Leadership, Management Command have no disengaged employees. When compared to the rest of NZ Police based on Engagement Index scores, RNZPC has four groups in the upper quartile and the remaining groups spread across the mid to lower quartile.

- Perceptions of respect and integrity within this service centre have remained largely the same as 2013. However, compared to NZ Police average, people in RNZPC feel less positive around the respect towards diversity.

- A number of survey questions have shown significant increases since last year. In particular people feel more encouraged to contribute ideas and suggestions. There is a stronger sense that employee well-being is cared for and people's contributions are valued – two key drivers of employee engagement for RNZPC which now outperforms the NZ Police average. People feel that teams are working more effectively together and the sense of 'common purpose' has also improved - another key driver of employee engagement within RNZPC.

- Of particular note is the increase in people's perception related to team dynamics. Over 80% of staff believe that their team mates demonstrate value-aligned behaviours (significant improvement from 2013). Significant improvements were also found in the clarity of team member roles and responsibilities, fair allocation of work, as well as the overall perception of team effectiveness. However, this is still an area lagging behind the NZ Police average, an area to continue build on.

- RNZPC outperforms the NZ Police average in the areas of open and honest communication and keeping people informed, nevertheless, only 50% of staff believe communication is open and honest and less than 50% feel that the organisation is interested in their views and opinions. It will be important for RNZPC to maintain the good practices they currently have in this area and work on improving them where they can.

- There have been significant decreases since 2013 in employee opinion around existing learning and development opportunities, trying new ways of doing things and developing knowledge, skills and abilities – which is a key driver of engagement within the RNZPC service centre. Compared to the NZ Police total, RNZPC also has a significantly lower score for learning and development opportunities. With levels of agreement sitting around 45-51% across these items, it will be important for RNZPC to focus on addressing people's perceptions around learning and development.

- Scores around taking action have remained on par with those from last year, with the exception of anticipation of action based on survey results, which has seen significant decline since last year. Only 33.8% of employees within RNZPC believe that positive change will occur after this survey. It will be important for groups within RNZPC to ensure they include employees in the development and sharing of action plans following this year's survey. Following this, communication regarding any changes should always be linked back to the survey so employees can see that their feedback has been listened to.

2. Key Measures

2.1 Response Rate

Question	RNZPC		NZ Police
	2014	**2013**	**2014**
Number of Responses	208	189	8707
Response Rate	85.6%	79.7%	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 RNZPC

Question	RNZPC		NZ Police
	2014	**2013**	**2014**
Performance Index	63.5	+0.5	-0.4
Engagement Index	74.0	-1.7	+0.7
Change Index	28.7	-2.6	-1.8
Enablement Index	56.6	+0.4	-1.9

2.3 Summary of Key Measures By Area

	Corporate Services Group	Field Learning and Development	School of Initial Training	School of Investigations	School of Leadership, Mgmt Command	School of Prevention	School of Response	Teaching and Learning
Response Rate	63.4%	91.7%	73.7%	93.3%	87.5%	90.9%	92.7%	92.3%
Performance Index	62.2	87.4	69.9	77.5	66.2	65.5	58.5	61.1
Engagement Index	76.9	97.0	85.7	90.5	85.7	70.0	65.5	73.6
Change Index	21.8	71.8	33.3	28.6	38.1	26.0	22.1	31.9
Enablement Index	61.5	80.7	61.6	77.7	58.9	59.0	47.5	56.4

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.
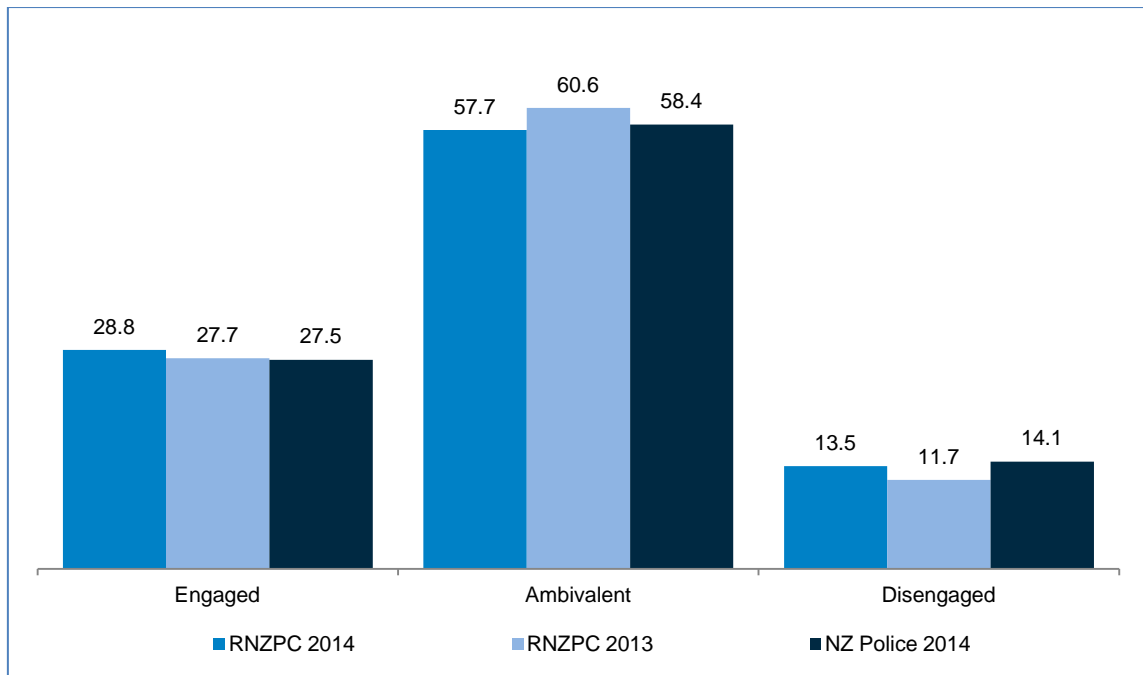
Question	RNZPC		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	81.6	-1.3	+3.3
I am strongly committed to the work I do	94.2	NA	+5.6
I am motivated to do the best I can in my job everyday	88.5	NA	+3.4

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	RNZPC		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	74.0	+1.1	-0.9
Overall, I would recommend NZ Police as a great place to work	68.8	+2.3	+0.5
I take an active interest in what happens in NZ Police	85.1	-3.2	+3.5
I feel inspired to go the extra mile to help NZ Police succeed	74.5	-3.7	+2.0
I feel a sense of commitment to NZ Police	80.3	-4.3	-1.5
NZ Police inspires me to do the best I can in my job every day	61.5	-2.3	+0.9

3.3 Engagement Profile for RNZPC

Engaged: RNZPC 2014 = 28.8, RNZPC 2013 = 27.7, NZ Police 2014 = 27.5
Ambivalent: RNZPC 2014 = 57.7, RNZPC 2013 = 60.6, NZ Police 2014 = 58.4
Disengaged: RNZPC 2014 = 13.5, RNZPC 2013 = 11.7, NZ Police 2014 = 14.1

■ RNZPC 2014   ■ RNZPC 2013   ■ NZ Police 2014

Proportion of employees (%)

3.4   Engagement Profile by Area

Engaged: 23.1, 54.5, 57.1, 50.0, 28.6, 25.0, 22.5, 20.8
Ambivalent: 69.2, 45.5, 35.8, 50.0, 71.4, 60.0, 58.4, 58.4
Disengaged: 7.7, 0.0, 7.1, 0.0, 0.0, 15.0, 19.1, 20.8

■ Corporate Services Group   ■ Field Learning and Development
■ School of Initial Training   ■ School of Investigations
■ School of Leadership, Mgmt Command   ■ School of Prevention
■ School of Response   ■ Teaching and Learning
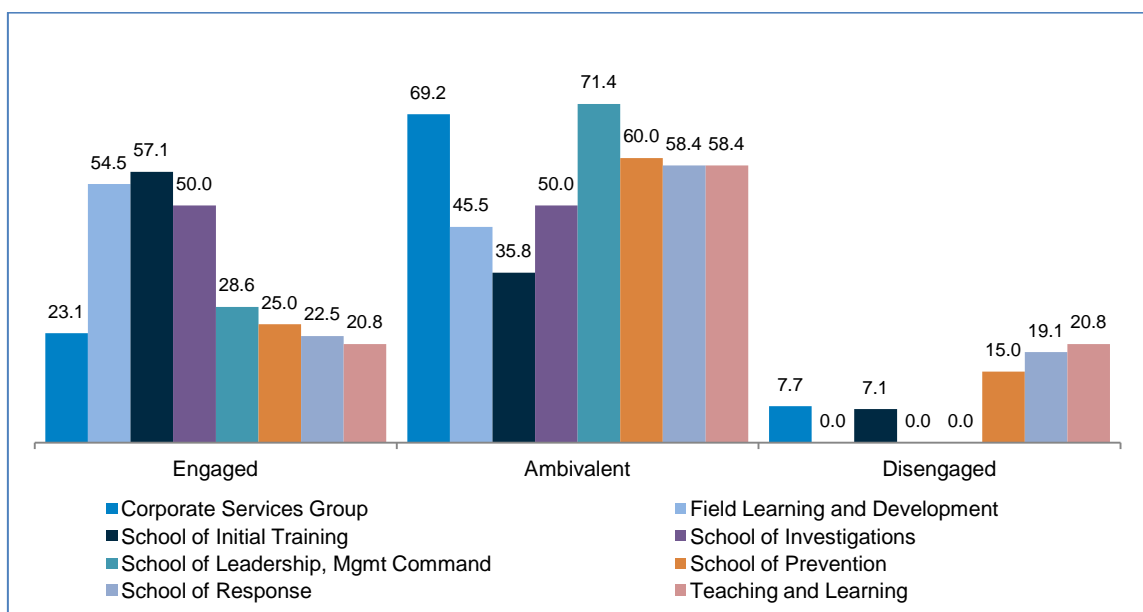
Proportion of employees (%)

3.5 What drives our employees' engagement within RNZPC?

Question	RNZPC		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	72.0	+3.0	-0.4
8.7: I feel a sense of belonging to my District or my Service Centre	66.0	+6.9	+5.7
8.10: I feel I am working for an effective organisation	67.6	-3.5	+3.4
8.8: NZ Police cares about the well-being of its staff	56.3	+9.8	+5.4
7.5: I feel my contribution is valued in NZ Police	59.4	+9.9	+8.4
8.5: NZ Police is interested in the views and opinions of its staff	44.7	+2.8	+4.8
8.4: There is a sense of 'common purpose' in NZ Police	58.9	+5.9	+0.7
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.0	-6.4	-2.2
8.2: Communication in my District or my Service Centre is open and honest	52.9	+2.1	+6.6
8.3: I feel informed about NZ Police and its activities	64.9	-1.4	+8.4

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 RNZPC

Question	RNZPC		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	63.5	+0.5	-0.4
1. The Work I Do	70.1	-1.4	+2.4
2. Learning and Development	47.7	-5.5	-5.5
3. Work Conditions	62.2	-3.4	+6.0
4. My Team	71.2	+4.8	-5.2
5. Respect & Integrity in the Workplace	71.3	+1.0	-2.1
6. My Supervisor	72.2	+2.4	-8.4
7. Recognition	51.5	-1.2	+5.2
8. Vision and Purpose + Communication and Cooperation	62.4	+3.3	+3.3
9. Quality and Excellence	60.1	+0.7	-0.8
10. Final Thoughts (Engagement Index)	74.0	-1.7	+0.7
11. The Survey - Your Views (Change Index)	28.7	-2.6	-1.8

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

4.2 Section Summary Across Area

Section	Corporate Services Group	Field Learning and Development	School of Initial Training	School of Investigations	School of Leadership, Mgmt Command	School of Prevention	School of Response	Teaching and Learning	RNZPC
Performance Index (average of all survey questions)	62.2	87.4	69.9	77.5	66.2	65.5	58.5	61.1	64.2
1. The Work I Do	67.9	92.9	71.4	83.3	84.1	74.4	74.7	67.1	74.8
2. Learning and Development	32.2	93.2	60.7	71.4	50.0	41.3	43.0	41.7	47.7
3. Work Conditions	61.5	77.3	60.7	76.8	60.7	67.5	53.9	71.6	62.2
4. My Team	61.1	85.2	67.0	72.3	44.6	78.5	74.5	64.6	71.2
5. Respect & Integrity in the Workplace	60.8	85.5	82.9	90.0	85.7	82.0	70.1	48.3	71.3
6. My Supervisor	59.0	83.3	88.1	65.5	69.0	82.5	70.7	70.1	72.2
7. Recognition	63.6	90.9	58.6	68.6	54.3	42.0	40.6	50.0	51.5
8. Vision and Purpose + Communication and Cooperation	71.6	89.3	70.0	87.0	63.6	60.9	49.7	64.8	62.4
9. Quality and Excellence	65.9	83.1	67.3	82.7	71.4	63.2	48.4	60.1	60.3
10. Final Thoughts (Engagement Index)	76.9	97.0	85.7	90.5	85.7	70.0	65.5	73.6	74.0
11. The Survey - Your Views (Change Index)	21.8	71.8	33.3	28.6	38.1	26.0	22.1	31.9	28.7

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		RNZPC		NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		77.4	-4.3	-6.0
I know who to contact to report instances of workplace harassment, bullying or discrimination		82.7	+0.9	+3.0
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		70.2	+3.2	-0.2
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		65.9	+1.7	-3.2
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		60.6	+3.9	-3.8
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	80.3	+6.8	-3.9
	Yes	5.3	-3.7	+1.4
	No	14.4	-3.1	+2.5

4.4 Biggest differences within RNZPC since 2013 – POSITIVE

Question	RNZPC		NZ Police
	2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	62.0	+12.8	+2.9
7.5: I feel my contribution is valued in NZ Police	59.4	+9.9	+8.4
4.2: Roles and responsibilities are clearly defined in my team	71.6	+9.9	-5.3
8.8: NZ Police cares about the well-being of its staff	56.3	+9.8	+5.4
4.6: I feel part of an effective team	75.0	+9.6	-6.2
8.6: Teams within NZ Police work well together	51.7	+9.5	-2.6
8.7: I feel a sense of belonging to my District or my Service Centre	66.0	+6.9	+5.7
4.3: The way work is allocated in my team is fair	65.9	+6.3	-6.6
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	83.2	+6.3	-3.0
8.4: There is a sense of 'common purpose' in NZ Police	58.9	+5.9	+0.7

4.5 Biggest differences within RNZPC since 2013 – NEGATIVE

Question	RNZPC		NZ Police
	2014	2013	2014
2.3: There are learning and development opportunities for me in NZ Police	45.4	-9.4	-9.6
1.4: My performance is fairly assessed	57.7	-9.3	+3.1
7.4: I get recognition when I do a good job	57.5	-6.9	+4.8
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.0	-6.4	-2.2
2.2: I am encouraged to try new ways of doing things	51.4	-6.0	+0.2
11.3: I believe actions will be taken based on the results of this survey	33.8	-5.8	0.0
7.3: We celebrate success in NZ Police	55.3	-4.8	+8.3
1.5: NZ Police provides adequate training for the work I do	41.5	-4.8	-3.3
9.4: I am sufficiently involved in decisions that affect the way I do my job	51.4	-4.7	+0.1
3.4: The pay and benefits I receive are fair for the work I do	55.3	-4.6	+15.2

5. Appendix

5.1 Question Level Results

Question	RNZPC		NZ Police
	2014	2013	2014
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	76.0	+3.7	-0.1
1.2: I know how my work contributes to the effectiveness of NZ Police	90.4	-1.1	+6.5
1.3: I understand how my performance is measured	66.3	+0.9	+5.2
1.4: My performance is fairly assessed	57.7	-9.3	+3.1
1.5: NZ Police provides adequate training for the work I do	41.5	-4.8	-3.3
1.6: The work I do makes good use of my knowledge and skills	77.4	+2.4	+2.4
1.7: My job gives me a sense of personal achievement	81.6	-1.3	+3.3
1.8: I am strongly committed to the work I do	94.2	NA	+5.6
1.9: I am motivated to do the best I can in my job everyday	88.5	NA	+3.4
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.0	-6.4	-2.2
2.2: I am encouraged to try new ways of doing things	51.4	-6.0	+0.2
2.3: There are learning and development opportunities for me in NZ Police	45.4	-9.4	-9.6
2.4: There are career development opportunities for me in NZ Police	43.0	-0.1	-10.4
3. Work Conditions			
3.1: I am satisfied with my physical work environment	62.5	-4.0	0.0
3.2: The level of work-related stress I experience in my job is acceptable	59.1	-1.0	+4.2
3.3: I am able to maintain a balance between my personal and working life	72.0	-4.1	+4.8
3.4: The pay and benefits I receive are fair for the work I do	55.3	-4.6	+15.2
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	83.2	+6.3	-3.0
4.2: Roles and responsibilities are clearly defined in my team	71.6	+9.9	-5.3
4.3: The way work is allocated in my team is fair	65.9	+6.3	-6.6
4.4: People I work with cooperate to get the job done	82.2	-0.2	-4.3
4.5: I can rely on the support of others in my team	81.3	+5.2	-5.6
4.6: I feel part of an effective team	75.0	+9.6	-6.2
4.7: People are held accountable for their performance in my team	60.1	-1.4	-6.8
4.8: Poor performance is dealt with effectively in my team	50.2	+2.3	-4.2
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	77.4	-4.3	-6.0
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.7	+0.9	+3.0
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.2	+3.2	-0.2
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)	65.9	+1.7	-3.2
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	60.6	+3.9	-3.8

Question	2014	2013	NZ Police 2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	78.8	+3.3	-8.6
6.2: My supervisor treats staff with respect	78.4	+0.7	-8.3
6.3: My supervisor communicates the goals and objectives of our team effectively	68.3	+1.5	-10.7
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	70.4	+1.3	-10.7
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	65.7	+4.0	-3.1
6.6: I have confidence in my supervisor	71.6	+3.5	-9.2
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	48.1	-3.0	+1.8
7.2: People here are appointed to positions based on merit	37.0	-1.5	+2.5
7.3: We celebrate success in NZ Police	55.3	-4.8	+8.3
7.4: I get recognition when I do a good job	57.5	-6.9	+4.8
7.5: I feel my contribution is valued in NZ Police	59.4	+9.9	+8.4
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	65.9	-2.7	+3.6
8.2: Communication in my District or my Service Centre is open and honest	52.9	+2.1	+6.6
8.3: I feel informed about NZ Police and its activities	64.9	-1.4	+8.4
8.4: There is a sense of 'common purpose' in NZ Police	58.9	+5.9	+0.7
8.5: NZ Police is interested in the views and opinions of its staff	44.7	+2.8	+4.8
8.6: Teams within NZ Police work well together	51.7	+9.5	-2.6
8.7: I feel a sense of belonging to my District or my Service Centre	66.0	+6.9	+5.7
8.8: NZ Police cares about the well-being of its staff	56.3	+9.8	+5.4
8.9: NZ Police is an enjoyable place to work	72.0	+3.0	-0.4
8.10: I feel I am working for an effective organisation	67.6	-3.5	+3.4
8.11: I intend to continue working at NZ Police for at least the next 12 months	85.5	+3.7	+0.3
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	50.5	-4.0	-4.6
9.2: NZ Police expects high standards of performance from its people	88.0	-3.5	+0.7
9.3: I have the tools and resources I need to do my job	52.9	+2.4	-4.3
9.4: I am sufficiently involved in decisions that affect the way I do my job	51.4	-4.7	+0.1
9.5: Systems and processes I use enable me to do my job well	61.5	NA	+0.7
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	62.0	+12.8	+2.9
9.7: NZ Police delivers on the promises it makes to its customers	55.6	+1.3	+0.5
10. Final Thoughts (Engagement Index			
10.1: Overall, I'm satisfied with my job	74.0	+1.1	-0.9
10.2: Overall, I would recommend NZ Police as a great place to work	68.8	+2.3	+0.5
10.3: I take an active interest in what happens in NZ Police	85.1	-3.2	+3.5
10.4: I feel inspired to go the extra mile to help NZ Police succeed	74.5	-3.7	+2.0
10.5: I feel a sense of commitment to NZ Police	80.3	-4.3	-1.5
10.6: NZ Police inspires me to do the best I can in my job every day	61.5	-2.3	+0.9
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	21.2	-3.8	-1.4
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	31.1	+1.9	-4.1
11.3: I believe actions will be taken based on the results of this survey	33.8	-5.8	0.0

5.2 Notes on Taking Action

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

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

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

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

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

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

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

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

5.3 Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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