New Zealand Police Workplace Survey 2013

Summary of Findings Tactical Groups

April 2013

	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
Number of Responses	63	67	8863
Response Rate	76.8%	62.0%	74.8%

Note: For tables in this report where comparisons are made between the Service Centre's 2013 and 2012 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.

OVERALL PERCEPTIONS OF TACTICAL GROUPS AS A PLACE TO WORK

Section	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	72.8	64.7 (+8.1)	63.6 (+9.2)
1. Vision and Purpose + Communication and Cooperation	68.5	51.6 (+16.9)	54.9 (+13.6)
2. Quality and Excellence	56.3	NA	48.1 (+8.2)
3. My Supervisor	85.7	80.3 (+5.4)	76.6 (+9.1)
4. My Work Group	85.3	87.8 (-2.5)	79.9 (+5.4)
5. My Job	74.7	67.6 (+7.1)	62.4 (+12.3)
6. Respect & Integrity in the Workplace	78.1	75.4 (+2.7)	73.4 (+4.7)
7. Learning and Development	67.5	64.2 (+3.3)	58.9 (+8.6)
8. Performance and Feedback	77.8	71.1 (+6.7)	69.7 (+8.1)
9. Recognition	57.7	42.2 (+15.5)	48.1 (+9.6)
10. Final Thoughts (Engagement Index)	75.9	73.9 (+2.0)	71.1 (+4.8)
11. The Survey - Your Views (Change Index)	34.9	10.5 (+24.4)	28.9 (+6.0)

SCORES ACROSS TACTICAL GROUPS

Section	Diplomatic Protection Squad	Special Tactics Group Area	Specialist Search Group Area	Tactical Groups
Performance Index	44.8	86.2	73.5	71.4
1. Vision and Purpose + Communication and Cooperation	37.3	84.8	75.0	68.5
2. Quality and Excellence	21.3	75.7	59.4	56.3
3. My Supervisor	64.2	97.6	87.5	85.7
4. My Work Group	69.2	97.6	83.3	86.7
5. My Job	47.3	90.4	75.0	74.7
6. Respect & Integrity in the Workplace	56.0	88.6	87.5	78.1
7. Learning and Development	37.5	83.8	58.3	65.9
8. Performance and Feedback	60.0	89.5	70.8	77.8
9. Recognition	28.0	72.0	70.0	57.7
10. Final Thoughts	46.7	92.9	75.0	75.9
11. The Survey - Your Views (Change Index)	13.3	51.4	45.8	38.6

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.

HOW ENGAGED ARE STAFF WITHIN TACTICAL GROUPS?

Engagement Index (average of all six engagement questions)

Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
75.9	73.9 (+2.0)	71.1 (+4.8)

Engagement Profile

Engagement Group	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
Engaged	44.4	26.9 (+17.5)	24.5 (+19.9)
Ambivalent	41.3	61.2 (-19.9)	59.9 (-18.6)
Disengaged	14.3	11.9 (+2.4)	15.6 (-1.3)
Engagement Ratio	3.1:1	2.3:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	Diplomatic Protection Squad	Special Tactics Group Area	Specialist Search Group Area	Tactical Groups
Engaged	10.0	65.7	37.5	44.4
Ambivalent	45.0	34.3	62.5	41.3
Disengaged	45.0	0.0	0.0	14.3
Engagement Index	46.7	92.9	75.0	75.9
Engagement Ratio	0.2:1	-	-	3.1:1

PERFORMANCE ENABLEMENT WITHIN TACTICAL GROUPS?

Performance Enablement Index (average of all eight enablement questions)

Tactical Groups 2013	NZ Police 2013 (Total Org)
62.3	54.3 (+8.0)

Enablement Questions

Concept	Question	Tactical Groups 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	54.0	52.9 (+1.1)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	57.1	42.5 (+14.6)
	I am sufficiently involved in decisions that affect my work	68.3	52.5 (+15.8)
Resource access	I have the tools and resources I need to do my job	54.0	52.6 (+1.4)
	NZ Police's systems and processes enable me to do my job well	50.8	42.8 (+8.0)
Training	NZ Police provides adequate training for the work I do	57.1	49.7 (+7.4)
Collaboration	People I work with cooperate to get the job done	93.7	87.1 (+6.6)
Customer Service	NZ Police delivers on the promises it makes to its customers	63.5	54.2 (+9.3)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN TACTICAL GROUPS?

	Key Driver Questions	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	68.3	65.7 (+2.6)	52.5 (+15.8)
	1.10: NZ Police is interested in the views and opinions of its staff	55.6	28.4 (+27.2)	34.8 (+20.8)
	5.4: I have the tools and resources I need to do my job	54.0	43.3 (+10.7)	52.6 (+1.4)
	1.3: NZ Police is an enjoyable place to work	82.5	76.1 (+6.4)	66.8 (+15.7)
	9.5: People here are appointed to positions based on merit	55.6	36.4 (+19.2)	32.9 (+22.7)
	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	54.0	NA	52.9 (+1.1)
	5.1: The responsibilities of my job are clearly defined	79.4	85.1 (-5.7)	76.0 (+3.4)
	4.4: I feel part of an effective work group	85.7	91.0 (-5.3)	78.3 (+7.4)
	9.4: I feel my contribution is valued in NZ Police	52.4	40.3 (+12.1)	48.0 (+4.4)
	7.2: The work I do makes good use of my knowledge and skills	82.5	83.6 (-1.1)	75.3 (+7.2)

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. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the Service Centre on the key drivers of employee engagement – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective key driver.

Question	Diplomatic Protection Squad	Special Tactics Group Area	Specialist Search Group Area	Tactical Groups
5.5: I am sufficiently involved in decisions that affect the way I do my job	15.0	97.1	75.0	68.3
1.10: NZ Police is interested in the views and opinions of its staff	20.0	74.3	62.5	55.6
5.4: I have the tools and resources I need to do my job	5.0	82.9	50.0	54.0
1.3: NZ Police is an enjoyable place to work	50.0	100.0	87.5	82.5
9.5: People here are appointed to positions based on merit	30.0	71.4	50.0	55.6
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	20.0	74.3	50.0	54.0
5.1: The responsibilities of my job are clearly defined	45.0	100.0	75.0	79.4
4.4: I feel part of an effective work group	65.0	100.0	75.0	85.7
9.4: I feel my contribution is valued in NZ Police	15.0	71.4	62.5	52.4
7.2: The work I do makes good use of my knowledge and skills	65.0	94.3	75.0	82.5

TAKING ACTION WITHIN TACTICAL GROUPS?

Question	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	39.7	13.4 (+26.3)	34.9 (+4.8)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	30.2	7.6 (+22.6)	22.9 (+7.3)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	46.0	NA	34.0 (+12.0)

Taking Action within the Service Centre

Area	Change Index	Tactical Groups
Diplomatic Protection Squad	13.3	38.6 (-25.3)
Special Tactics Group Area	51.4	38.6 (+12.8)
Specialist Search Group Area	45.8	38.6 (+7.2)

BIGGEST DIFFERENCES WITHIN TACTICAL GROUPS SINCE 2012 - POSITIVE

Question	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
1.8: Communication in my District or my Service Centre is open and honest	69.8	37.3 (+32.5)	43.2 (+26.6)
1.10: NZ Police is interested in the views and opinions of its staff	55.6	28.4 (+27.2)	34.8 (+20.8)
11.1: I believe actions will be taken based on the results of this survey	39.7	13.4 (+26.3)	34.9 (+4.8)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	74.2	50.7 (+23.5)	65.8 (+8.4)
1.4: NZ Police cares about the well-being of its staff	65.1	41.8 (+23.3)	40.1 (+25.0)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	30.2	7.6 (+22.6)	22.9 (+7.3)
1.9: I feel informed about NZ Police and its activities	66.7	46.3 (+20.4)	54.2 (+12.5)
9.2: We celebrate success in NZ Police	57.1	37.3 (+19.8)	50.8 (+6.3)
9.5: People here are appointed to positions based on merit	55.6	36.4 (+19.2)	32.9 (+22.7)
5.9: The pay and benefits I receive are fair for the work I do	55.6	37.3 (+18.3)	41.9 (+13.7)
5.8: I am able to maintain a balance between my personal and working life	81.0	62.7 (+18.3)	67.8 (+13.2)

BIGGEST DIFFERENCES WITHIN TACTICAL GROUPS SINCE 2012 - NEGATIVE

Question	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
4.3: Roles and responsibilities are clearly defined in my work group	77.8	89.6 (-11.8)	76.2 (+1.6)
5.1: The responsibilities of my job are clearly defined	79.4	85.1 (-5.7)	76.0 (+3.4)
4.4: I feel part of an effective work group	85.7	91.0 (-5.3)	78.3 (+7.4)
10.5: I feel a sense of commitment to NZ Police	79.4	83.6 (-4.2)	79.2 (+0.2)
5.6: I am satisfied with my physical work environment	73.0	76.1 (-3.1)	63.5 (+9.5)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.6	77.6 (-3.0)	81.4 (-6.8)
10.3: I take an active interest in what happens in NZ Police	85.7	88.1 (-2.4)	81.1 (+4.6)
4.2: I can rely on the support of others in my work group	93.7	95.5 (-1.8)	86.4 (+7.3)
7.2: The work I do makes good use of my knowledge and skills	82.5	83.6 (-1.1)	75.3 (+7.2)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Tactical Groups 2013	NZ Police Top 25%
5.7: The level of work-related stress I experience in my job is acceptable	84.1	66.4 (+17.7)
5.11: My performance is fairly assessed	79.4	63.6 (+15.8)
1.8: Communication in my District or my Service Centre is open and honest	69.8	56.1 (+13.7)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	81.0	70.3 (+10.7)
9.5: People here are appointed to positions based on merit	55.6	45.7 (+9.9)
1.4: NZ Police cares about the well-being of its staff	65.1	55.8 (+9.3)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	77.8	70.5 (+7.3)
5.3: My job gives me a sense of personal achievement	93.7	86.4 (+7.3)
1.7: I intend to continue working at NZ Police for at least the next 12 months	93.7	86.4 (+7.3)
5.8: I am able to maintain a balance between my personal and working life	81.0	73.9 (+7.1)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Tactical Groups 2013	NZ Police Top 25%
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	54.0	65.4 (-11.4)
10.6: NZ Police inspires me to do the best I can in my job every day	61.9	73.3 (-11.4)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.6	85.1 (-10.5)
10.5: I feel a sense of commitment to NZ Police	79.4	89.6 (-10.2)
9.4: I feel my contribution is valued in NZ Police	52.4	62.4 (-10.0)
11.1: I believe actions will be taken based on the results of this survey	39.7	49.4 (-9.7)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	49.2	58.6 (-9.4)
5.4: I have the tools and resources I need to do my job	54.0	63.4 (-9.4)
1.6: I feel a sense of belonging to my District or my Service Centre	60.3	69.3 (-9.0)
10.2: Overall, I would recommend NZ Police as a great place to work	73.0	79.7 (-6.7)

RESPECT AND INTEGRITY WITHIN TACTICAL GROUPS

Question	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	84.1	79.1 (+5.0)	82.9 (+1.2)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.6	77.6 (-3.0)	81.4 (-6.8)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.6	70.1 (+4.5)	70.2 (+4.4)
6.4: 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)	76.2	74.2 (+2.0)	68.4 (+7.8)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	81.0	75.8 (+5.2)	64.2 (+16.8)

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?

	Tactical Groups 2013	Tactical Groups 2012	NZ Police 2013 (Total Org)
Not Applicable	95.2	95.5 (-0.3)	84.0 (+11.2)
Yes	1.6	3.0 (-1.4)	3.9 (-2.3)
No	3.2	1.5 (+1.7)	12.1 (-8.9)

Gender differences within the Service Centre were unable to be displayed due to insufficient responses from female staff within Tactical Groups

SUMMARY AND KEY OBSERVATIONS – TACTICAL GROUPS

When taking into account all responses from Tactical Groups to all survey questions, the Performance Index score for this Service Centre is not statistically significantly different from the NZ Police average. However, when looking at the scores achieved across the different sections of the survey, staff in Tactical Groups responded significantly more positively than the NZ Police average in the areas of 'Vision and Purpose + Communication and Cooperation' (+13.6) and 'My Job' (+12.3). Improvement for Tactical Groups since 2012 occurred in the sections related to 'Vision and Purpose + Communication and Cooperation' (+16.9), 'Recognition' (+15.5) and 'The Survey – Your Views (Change Index)' (+24.4).

Looking at individual survey items, Tactical Groups has seen significant increases in questions related to communication, feeling involved and informed, clarity of vision and direction, work-life balance and wellbeing, celebrating success, and fairness in pay and benefits as well as position appointment. They are also feeling more optimistic about the likelihood of positive change occurring as a result of the survey. The only significant decrease since 2012 was in feeling that roles and responsibilities are clearly defined in their work group (-11.8). This would be interesting to investigate further, however this score is still high (77.8%) and is on par with NZ Police average.

There are some areas where Tactical Groups are outperforming the top 25% of NZ Police groups. People from Tactical Groups are more likely to agree that the level of work-related stress they experience is acceptable (+17.7), their performance is fairly assessed (+15.8), and that communication within their Service Centre is open and honest (+13.7). They also feel more confident that any concerns they may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately (+10.7).

Overall Engagement levels have not changed significantly for Tactical Groups since 2012 and are on par with the NZ Police average, however the proportion of 'engaged' people has increased (+17.5) and is now much higher than the NZ Police average (+19.9).

It should be noted that a large difference in engagement levels is visible between Diplomatic Protection Squad (DPS) and Special Tactics Group Area (STGA) where DPS has a significantly lower proportion of 'engaged' employees (-55.7) and higher proportion of 'disengaged' employees (+45.0). DPS are also feeling more negatively towards the workplace climate overall, with all survey sections being rated less favourably than for other employees in Tactical Groups. This warrants further investigation into what the differences are between these sub-units that could explain these variations in perceptions.

Four of the top five key drivers of engagement for Tactical Groups (feeling sufficiently involved in decisions that affect their job, NZ Police is interested in the views and opinions of its staff, NZ Police is an enjoyable place to work, and people are appointed to positions based on merit) are substantially higher than the NZ Police average. With 82.5% of people from Tactical Groups agreeing that NZ Police is an enjoyable place to work, this is a particularly great strength to maintain.

The third most important key driver of engagement for Tactical groups is 'I have the tools and resources required to do my job'. This is also an enabler of performance, indicating that improvement in this area would not only increase feelings of engagement but would also improve on the job performance. Although Tactical Groups has improved in this area since 2012 (+10.7), the overall level of agreement for the Service Centre is still just 54% which suggests it should remain a priority focus area over the next 12 months. This item also reflects the variation in scores between the different sub-units with only 5% of DPS employees agreeing that they have the tools and resources they need to do their jobs, compared to 82.9% of STGA.

Another low scoring key driver that is also an enabler of performance is 'Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police'. Although on par with the NZ Police average, it's an area showing a significant gap to the top 25% of NZ Police groups, with half the people in Tactical Groups disagreeing with this statement. This indicates that it should be another important focus area. The key driver items around clearly defined job responsibilities and feeling part of an effective work group are currently scoring on par with the NZ Police average, however they have decreased slightly since 2012 so would be worth looking into now before they slip any further.

We observe that great strides have been made over the past year in the key driver areas of feeling that NZ Police is interested in the views and opinions of its staff (+27.2), people are appointed to positions based on merit (+19.2), and feeling their contribution is valued (+12.1). However, despite the increase in feeling valued, further stretch can be made in this area to bring it closer to the top 25%.

Overall, Tactical Groups are performing well relative to the NZ Police average and have made some significant improvements over the past year. The focus for the year ahead should be on enabling people to perform well in their jobs by ensuring they have the tools and resources they need to do their jobs effectively and that day-to-day decisions are demonstrating that quality of services is a top priority.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Service Centres 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.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

	NZ Police 2013	NZ Police 2012
Number of Responses	8863	9393
Response Rate	74.8%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2013	NZ Police 2012
Performance Index	63.6	64.7 (-1.1)
1. Vision and Purpose + Communication and Cooperation	54.9	58.2 (-3.3)
2. Quality and Excellence	48.1	NA
3. My Supervisor	76.6	76.4 (+0.2)
4. My Work Group	79.9	79.2 (+0.7)
5. My Job	62.4	63.3 (-0.9)
6. Respect & Integrity in the Workplace	73.4	72.4 (+1.0)
7. Learning and Development	58.9	59.6 (-0.7)
8. Performance and Feedback	69.7	68.9 (+0.8)
9. Recognition	48.1	48.3 (-0.2)
10. Final Thoughts (Engagement Index)	71.1	74.4 (-3.3)
11. The Survey - Your Views (Change Index)	28.9	31.9 (-3.0)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2013	NZ Police 2012
Engaged	24.5	27.8 (-3.3)
Ambivalent	59.9	59.7 (+0.2)
Disengaged	15.6	12.5 (+3.1)
Engagement Ratio	1.6:1	2.2:1

Proportion of Employees (%)

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.

Engagement Ratio: the proportion of engaged to disengaged employees

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

Performance 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 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
- NZ Police encourages ideas and suggestions from employees on how to improve the way things are done
- I am sufficiently involved in decisions that affect my work
- I have the tools and resources I need to do my job
- NZ Police's systems and processes 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 2013 New Zealand Police Workplace Survey contained 66 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues.

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.