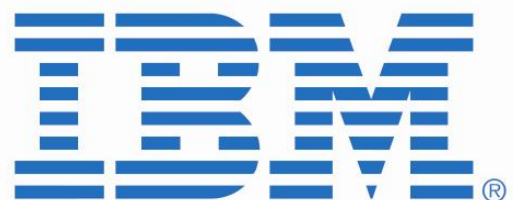# New Zealand Police Workplace Survey 2015

Summary of Findings
Upper North Investigations Support 2015

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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

The response rate for Upper North Investigations Support has dropped by just over 26% since 2014 and is now approximately 10% lower than NZ Police's overall response rate. Consequently, some caution should be exercised when interpreting the results, as they may not be fully reflective of the wider group's views.

	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
Number of Responses	54	98	8361
Response Rate	58.1%	84.5%	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

	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
Performance Index	63.9	67.6	63.2
Engagement Index	69.9	77.9	72.1
Work Engagement Index	87.7	89.2	84.0
Change Index	19.7	**30.2**	26.4

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
Upper North Investigations Support 2015	18.5%	64.8%	16.7%
Upper North Investigations Support 2014	27.1%	64.6%	8.3%

■ Engaged ■ Ambivalent ■ Disengaged

Summary of Findings

Although perceptions generally remain similar to 2014, there have been significant decreases in two sections: Recognition and the Change Index (i.e. perceptions of post-survey actions). Compared to NZ Police overall, Upper North Investigations Support has similar results. At the question level, the biggest improvements related to behaviours associated with respect, integrity, values alignment and performance management; while the most notable declines were tied to the clarity around NZ Police's future direction, feeling valued and being given due recognition, which are also behind NZ Police overall.

Where to from here

We recommend that post-survey efforts focus on: 1) strengthening communication about NZ Police's future direction, 2) reinforcing consistent performance-recognition practices, starting at the team and Service Centre level and 3) consulting with people to find out where the systems and process bottlenecks are occurring, as well as possible workarounds or solutions. Particularly given the significant drop in the response rate and the Change Index, demonstrating the value of the employee feedback gathered through grassroots involvement in the action planning process is vital. This will help close the feedback loop and facilitate the development of solutions that will make a difference employees' day-to-day experience within Upper North Investigations Support.

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

	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	63.9	67.6	63.2
1. The Work I Do	74.6	79.3	70.8
2. Learning and Development	46.3	49.3	52.6
3. Work Conditions	61.1	67.2	52.8
4. My Team	82.9	73.4	75.7
5. Respect & Integrity in the Workplace	81.5	71.9	72.7
6. My Supervisor	84.6	78.6	80.7
7. Recognition	36.3	**52.5**	44.6
8. Vision and Purpose + Communication and Cooperation	55.3	64.6	58.0
9. Quality and Excellence	57.3	66.9	58.7
10. Final Thoughts (Employee Engagement)	69.9	77.9	72.1
11. The Survey - Your Views (Change Index)	19.7	**30.2**	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

Perceptions in Upper North Investigations Support have generally remained unchanged since 2014. The only significant movements are the declines on the sections relating to recognition and post-survey actions. There are no significant differences in perceptions when compared against the wider organisation.

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

Compared to 2014, there has been little change in the connection that people have with their work, but there have been some significant declines on questions relating to connection with the organisation. Specifically, there are significantly lower proportions of people who agree that they feel inspired to go the extra mile, or feel a sense of commitment to NZ Police. Despite these declines, work-related and organisational engagement levels within Upper North Investigations Support are comparable to the NZ Police overall.

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	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	83.3	87.5	77.9
1.8 I am strongly committed to the work I do	92.6	92.7	89.1
1.9 I am motivated to do the best I can in my job every day	87.0	87.5	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.

Question	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
Engagement Index	69.9	77.9	72.1
10.1 Overall, I'm satisfied with my job	77.8	85.4	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	66.0	69.8	66.6
10.3 I take an active interest in what happens in NZ Police	72.2	78.9	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	69.8	**80.2**	71.5
10.5 I feel a sense of commitment to NZ Police	77.8	**88.5**	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	55.6	64.6	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.

The Upper North Investigations Support shares a similar engagement profile to NZ Police overall, though it is worth noting that the proportions of engaged and disengaged staff are much more similar within Upper North Investigations Support than NZ Police overall.
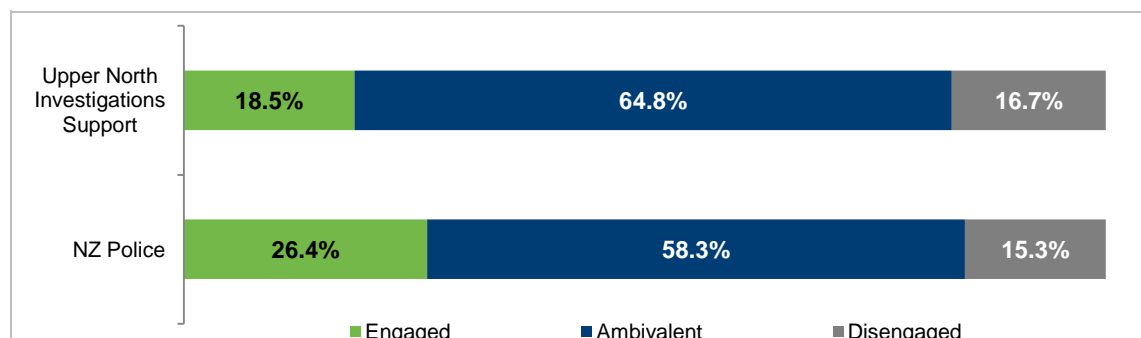
3.4 What drives our employee's engagement within the District?

Compared to 2014, Upper North Investigations Support has had significant declines in a number of key driver questions, two of which are also significantly less favourable than NZ Police overall – perceived clarity of NZ Police's future direction and feeling their contribution is valued. There has been a lift in perceptions relating to intra-team co-operation and effectiveness, which are also relative strengths for Upper North Investigations Support when compared against NZ Police overall.

Key Driver Questions	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	75.5	82.3	71.2
8.10: I feel I am working for an effective organisation	68.5	74.7	62.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.3	52.6	52.9
1.7: My job gives me a sense of personal achievement	83.3	87.5	77.9
4.6: I feel part of an effective team	90.7	82.3	**80.3**
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	46.3	**67.0**	**60.0**
7.5: I feel my contribution is valued in NZ Police	38.9	**58.3**	**49.2**
9.5: Systems and processes I use enable me to do my job well	59.3	**72.9**	59.1
8.3: I feel informed about NZ Police and its activities	46.3	**58.9**	56.0
4.4: People I work with cooperate to get the job done	96.3	**85.4**	**86.1**

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

Relative to 2014, there have been significant improvements in perceptions related to intra-workgroup respect for employee diversity and perceived safety of raising concerns related to unacceptable or inappropriate workplace conduct. With this increase, there is now a significantly higher proportion of people who are confident that they can raise their concerns without fear of reprisal within Upper North Investigations Support compared to overall NZ Police.

Question		Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		90.7	**76.0**	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		77.8	76.8	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		85.2	**69.1**	**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)		83.3	**69.1**	**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		70.4	68.1	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	83.3	76.5	81.7
	Yes	7.4	9.2	4.5
	No	9.3	14.3	13.8

5. Biggest Differences 2014 - 2015

Compared to 2014, the biggest improvements in perceptions within Upper North Investigations Support relates to team member behaviour, as well as aspects of respect and integrity. The biggest declines since 2014 generally relate to the clarity of NZ Police's future direction, feeling valued and being given due recognition. Upper North Investigations Support also has significantly lower scores on most of these questions compared to NZ Police as a whole, apart from the one relating to perceived fairness of pay and benefits.

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

Question	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	96.3	**77.1**	**86.0**
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	85.2	**69.1**	**69.2**
4.8: Poor performance is dealt with effectively in my team	63.0	**47.4**	53.3
5.1: Staff in my team respect employee diversity	90.7	**76.0**	83.6
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)	83.3	**69.1**	**68.4**

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

Question	Upper North Investigations Support 2015	Upper North Investigations Support 2014	NZ Police 2015
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	46.3	**67.0**	**60.0**
7.5: I feel my contribution is valued in NZ Police	38.9	**58.3**	**49.2**
7.4: I get recognition when I do a good job	38.9	**58.3**	**50.3**
8.5: NZ Police is interested in the views and opinions of its staff	24.1	**41.9**	**38.9**
3.4: The pay and benefits I receive are fair for the work I do	33.3	**51.0**	33.7

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
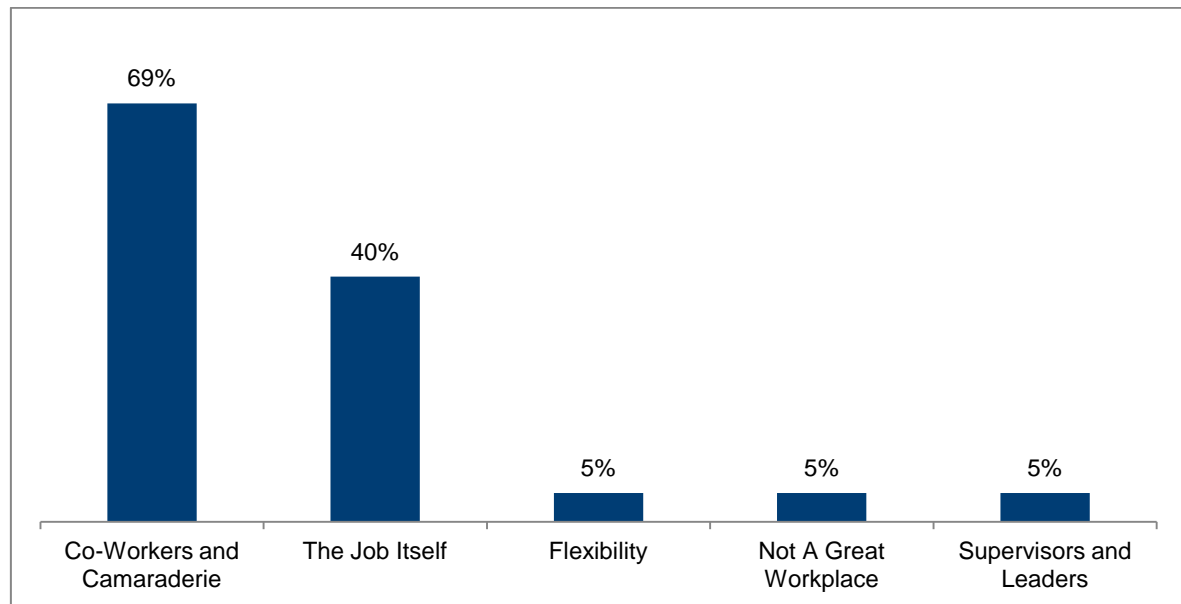
In relation to the one thing that makes NZ Police a great place to work, more than half of the comments made reference to co-workers and camaraderie. Aspects of the job itself were highlighted in 40% of the comments.

6.2 One thing that needs to change to make this a great place to work
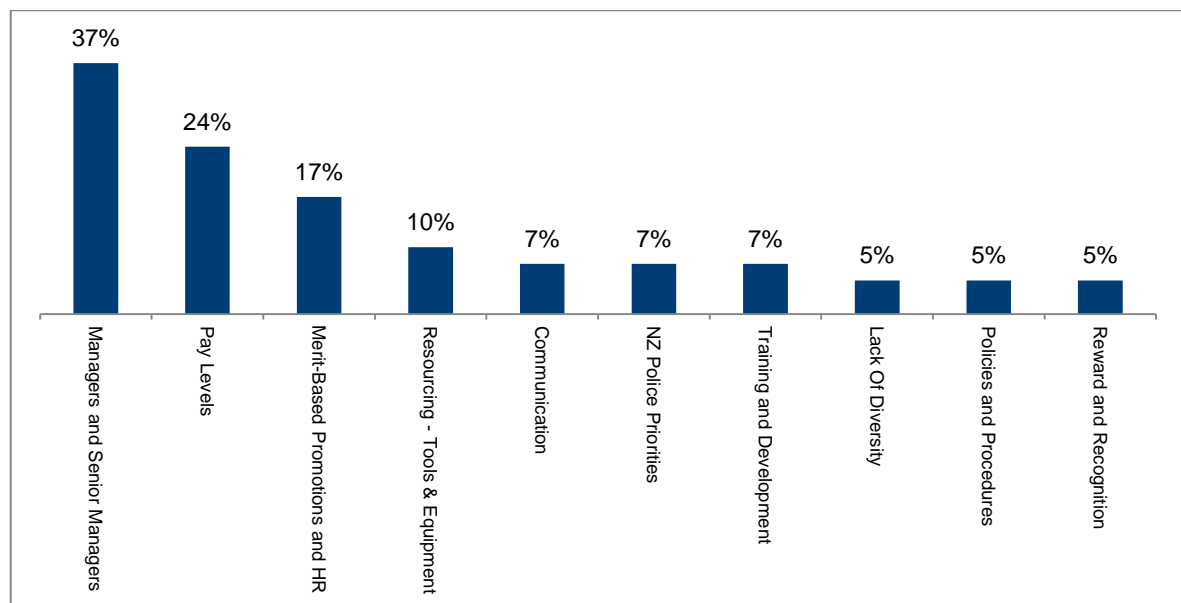
When asked about the one thing that needs to change to make NZ Police a great place to work, the top concern related to managers and senior managers, followed by pay levels, and merit-based promotions and HR.

7. Appendix 1 – All Question Results

Question	Upper North Investigations Support		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	74.6	79.3	70.8	71.9
1.1: The responsibilities of my job are clearly defined	77.8	87.5	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	85.2	91.7	82.8	83.9
1.3: I understand how my performance is measured	61.1	64.6	59.4	61.1
1.4: My performance is fairly assessed	62.3	65.6	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	42.6	53.7	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	79.6	83.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	83.3	87.5	77.9	78.3
1.8: I am strongly committed to the work I do	92.6	92.7	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	87.0	87.5	85.1	85.1
2. Learning and Development	46.3	49.3	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	42.6	52.1	52.3	53.2
2.2: I am encouraged to try new ways of doing things	53.7	52.1	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	44.4	47.4	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	44.4	45.7	53.5	53.4
3. Work Conditions	61.1	67.2	52.8	56.2
3.1: I am satisfied with my physical work environment	63.0	64.6	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	70.4	74.0	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	77.8	79.2	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	33.3	51.0	33.7	40.1
4. My Team	82.9	73.4	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	96.3	77.1	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	87.0	76.0	76.4	76.9
4.3: The way work is allocated in my team is fair	72.2	70.8	71.5	72.5
4.4: People I work with cooperate to get the job done	96.3	85.4	86.1	86.5
4.5: I can rely on the support of others in my team	92.6	84.4	86.4	86.9
4.6: I feel part of an effective team	90.7	82.3	80.3	81.2
4.7: People are held accountable for their performance in my team	64.8	63.5	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	63.0	47.4	53.3	54.4
5. Respect & Integrity in the Workplace	81.5	71.9	72.7	73.4
5.1: Staff in my team respect employee diversity	90.7	76.0	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	77.8	76.8	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	85.2	69.1	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)	83.3	69.1	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	70.4	68.1	63.0	64.4

Question	Upper North Investigations Support		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	84.6	78.6	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	92.6	86.5	87.5	87.4
6.2: My supervisor treats staff with respect	94.4	82.3	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	77.8	82.1	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	83.0	76.8	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	75.0	73.2	68.5	68.8
6.6: I have confidence in my supervisor	84.9	70.8	80.9	80.8
7. Recognition	36.3	52.5	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	35.2	48.4	44.9	46.3
7.2: People here are appointed to positions based on merit	33.3	44.8	31.3	34.5
7.3: We celebrate success in NZ Police	35.2	52.6	47.5	47.0
7.4: I get recognition when I do a good job	38.9	58.3	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	38.9	58.3	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	55.3	64.6	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	46.3	67.0	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	46.3	54.7	45.1	46.3
8.3: I feel informed about NZ Police and its activities	46.3	58.9	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	50.0	66.3	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	24.1	41.9	38.9	39.9
8.6: Teams within NZ Police work well together	63.0	58.5	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	59.3	55.8	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	50.0	61.1	48.7	50.9
8.9: NZ Police is an enjoyable place to work	75.5	82.3	71.2	72.4
8.10: I feel I am working for an effective organisation	68.5	74.7	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	79.2	89.6	84.6	85.2
9. Quality and Excellence	57.3	66.9	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.3	52.6	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	88.9	83.3	87.6	87.3
9.3: I have the tools and resources I need to do my job	63.0	70.5	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	51.9	65.6	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	59.3	72.9	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	50.0	64.6	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	41.5	58.9	51.5	55.1
10. Final Thoughts (Employee Engagement)	69.9	77.9	72.1	73.3
10.1: Overall, I'm satisfied with my job	77.8	85.4	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	66.0	69.8	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	72.2	78.9	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	69.8	80.2	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	77.8	88.5	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	55.6	64.6	59.8	60.6

Question	Upper North Investigations Support		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	19.7	30.2	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	11.3	24.5	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	27.5	35.5	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	20.4	30.5	29.3	33.8

Question	Upper North Investigations Support	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	83.3	81.7
Yes	7.4	4.5
No	9.3	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.