

New Zealand Police Workplace Survey 2014

Summary of Findings Waikato District 2014



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1. Executive Summary

- Since 2013, Waikato District has had no significant changes to their Performance Index, Engagement Index or Enablement Index, however the Engagement Index has declined slightly (-4.6). The proportion of Engaged people has also decreased slightly (-3.8) and the proportion of Disengaged has grown (+4.7).
- Of all areas in Waikato District, Waikato DHQ and Waikato West have seen the largest declines in their Engagement Indices since 2013. Waikato DHQ is now the least engaged area, with the lowest Engagement Index and highest proportion of Disengaged employees.
- Compared to NZ Police overall, Waikato District employees have significantly lower levels of engagement and less favourable perceptions on most aspects of the workplace climate.
- The survey items that Waikato District have rated lowest compared to the rest of the organisation relate to NZ Police delivering on customer promises, and having **a clear vision of where it's going and how it's going to get there**. Perceptions around clarity of the vision and strategy have also declined significantly since 2013, with just 44% of people from Waikato District now agreeing that this is the case.
- There has also been a decline in perceptions around top-down communication - the proportion of people who feel that **communication is open and honest** and people who feel informed about NZ Police and its activities - indicating an overall sense of disconnect between people from Waikato District and NZ Police as a whole. Open and honest communication is a key driver of engagement for NZ Police that is also sitting below NZ Police overall.
- It is positive to see that there has been an increase since 2013 in the proportion of people who believe that employees are encouraged to provide ideas and suggestions to improve the way things are done, however there has been a simultaneous decline in the proportion of people who feel that **NZ Police is interested in staff views and opinions** (and this is a key driver of engagement for Waikato District). This suggests a need to close the feedback loop and demonstrate that NZ Police not only encourages staff suggestions but also shows genuine interest in what people have to say. People in Waikato District also want to feel **involved in decisions** that affect the way they do their jobs, yet there is a lower proportion of people who feel this way compared to 2013, and compared to NZ Police as a whole. This suggests an overall need to continue to focus on bottom-up communication and involvement.
- In order for people from Waikato District to feel engaged, they also need to **feel that their contribution is valued**, however less than 40% of people have agreed to this compared to around 50% in NZ Police overall. Getting recognition for doing a good job and feeling that successes are celebrated are likely to be key components of feeling their contribution is valued, and there have been significant declines in both since last year.
- Feeling that NZ Police is an effective organisation is a key driver of engagement for Waikato District that has declined and is now sitting 17.6 percentage points below the NZ Police average, indicating a need to explore this further. It is likely that this ties into more actionable focus areas such as future vision and strategy, communication, and celebration of successes.
- The key priority areas for Waikato District to address in the next year relate to clarity of NZ Police's vision and strategy and both top-down and bottom-up communication. In addition, it would be worth exploring ways to improve recognition and celebration of success, as this could impact on people feeling their contribution is valued.
- Compared to 2013 and the rest of NZ Police, a substantially lower proportion of people from Waikato District felt that changes in response to the last survey had a positive impact on their team, and are expecting actions to be taken based on the results of this survey. It is crucial that Waikato District work on specific actions this year related to the key recommended areas above, and involve and inform employees throughout the process.

2. Key Measures

2.1 Response Rate

Question	Waikato District		NZ Police
	2014	2013	2014
Number of Responses	531	501	8707
Response Rate	76.6%	72.1%	73.0%

Note: For tables in this report where comparisons are made between the District's 2014 and 2013 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.

2.2 Summary of Key Measures for Waikato District

Question	Waikato District		NZ Police
	2014	2013	2014
Performance Index	56.2	-2.7	-7.7
Engagement Index	63.9	-4.6	-9.4
Change Index	18.8	-6.8	-11.7
Enablement Index	47.6	-0.7	-10.9

2.3 Summary of Key Measures By Area

	Hamilton City	Waikato DHQ	Waikato East	Waikato West
Response Rate	75.1%	80.6%	74.1%	73.0%
Performance Index	61.6	53.2	58.3	56.8
Engagement Index	70.9	58.7	67.2	61.2
Change Index	20.1	17.3	20.5	18.2
Enablement Index	50.6	46.6	50.8	47.5

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.

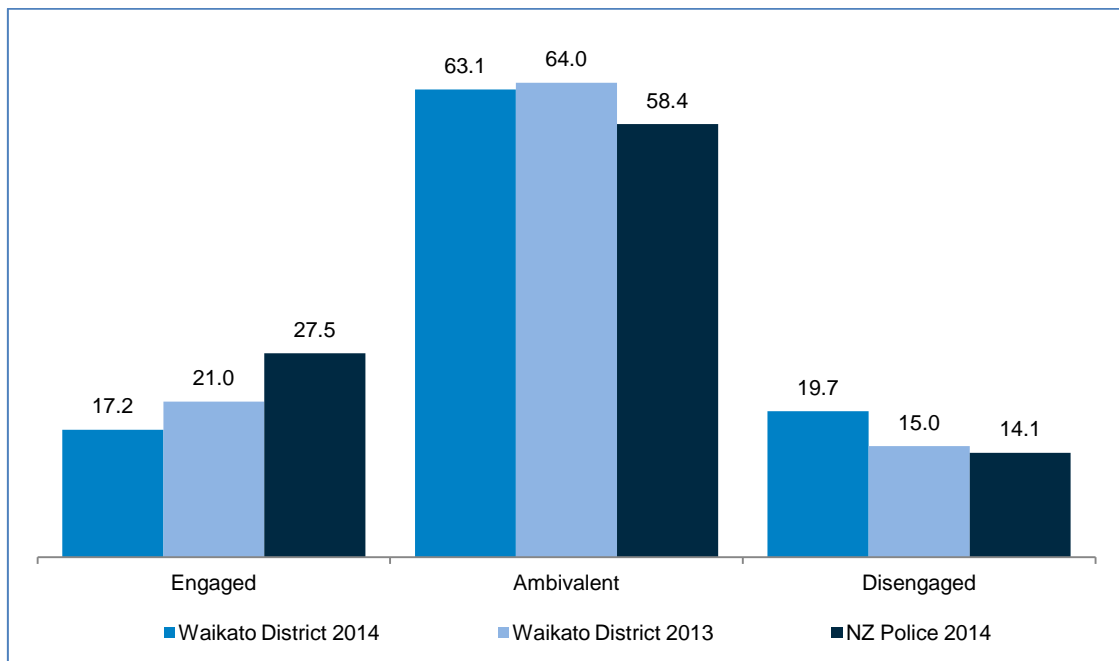
Question	Waikato District		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	71.9	-5.6	-6.4
I am strongly committed to the work I do	86.2	NA	-2.4
I am motivated to do the best I can in my job everyday	81.9	NA	-3.2

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.

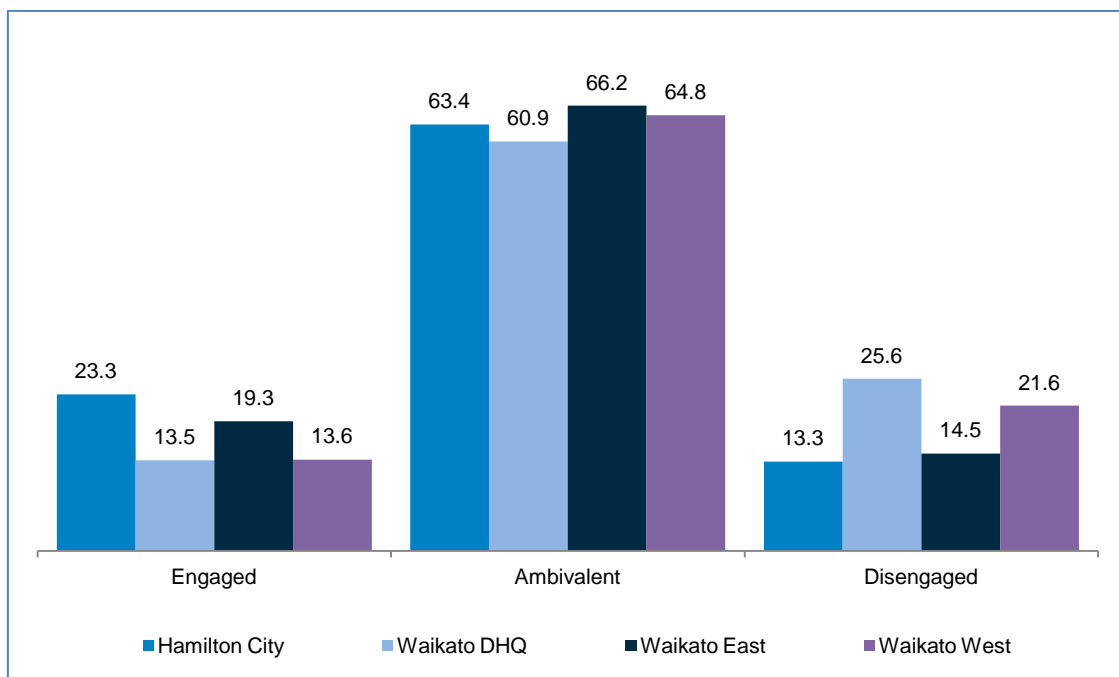
Question	Waikato District		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	66.8	-5.5	-8.1
Overall, I would recommend NZ Police as a great place to work	58.1	-4.1	-10.2
I take an active interest in what happens in NZ Police	75.5	-5.9	-6.1
I feel inspired to go the extra mile to help NZ Police succeed	61.4	-4.5	-11.1
I feel a sense of commitment to NZ Police	73.2	-3.8	-8.6
NZ Police inspires me to do the best I can in my job every day	48.4	-3.8	-12.2

3.3 Engagement Profile for Waikato District



Proportion of employees (%)

3.4 Engagement Profile by Area



Proportion of employees (%)

3.5 What drives our employees' engagement within the Waikato District?

Question	Waikato District		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	61.6	-0.7	-10.8
8.10: I feel I am working for an effective organisation	46.6	-7.1	-17.6
8.7: I feel a sense of belonging to my District or my Service Centre	48.6	-2.1	-11.7
7.5: I feel my contribution is valued in NZ Police	37.0	-2.3	-14.0
8.8: NZ Police cares about the well-being of its staff	40.6	+0.9	-10.3
8.4: There is a sense of 'common purpose' in NZ Police	44.2	-3.4	-14.0
8.5: NZ Police is interested in the views and opinions of its staff	24.4	-6.0	-15.5
1.7: My job gives me a sense of personal achievement	71.9	-5.6	-6.4
9.4: I am sufficiently involved in decisions that affect the way I do my job	40.6	-5.9	-10.7
8.2: Communication in my District or my Service Centre is open and honest	31.5	-11.6	-14.8

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

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

4. High Level Results

4.1 Section Summary Across Waikato District

Question	Waikato District		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	56.2	-2.7	-7.7
1. The Work I Do	60.5	-3.9	-7.2
2. Learning and Development	48.4	-6.4	-4.8
3. Work Conditions	49.9	-3.7	-6.3
4. My Team	72.5	-0.5	-3.9
5. Respect & Integrity in the Workplace	73.3	-0.9	-0.1
6. My Supervisor	76.2	+3.5	-4.4
7. Recognition	36.3	-5.1	-10.0
8. Vision and Purpose + Communication and Cooperation	46.7	-4.5	-12.4
9. Quality and Excellence	49.2	+0.2	-11.7
10. Final Thoughts (Engagement Index)	63.9	-4.6	-9.4
11. The Survey - Your Views (Change Index)	18.8	-6.8	-11.7

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	Hamilton City	Waikato DHQ	Waikato East	Waikato West	Waikato District
Performance Index (average of all survey questions)	61.6	53.2	58.3	56.8	57.0
1. The Work I Do	66.0	64.2	69.7	65.5	65.8
2. Learning and Development	59.0	41.5	49.3	45.8	48.4
3. Work Conditions	46.9	51.8	55.7	44.8	49.9
4. My Team	78.4	67.9	72.3	73.4	72.5
5. Respect & Integrity in the Workplace	76.4	69.1	72.5	78.4	73.3
6. My Supervisor	81.7	71.3	72.9	81.5	76.2
7. Recognition	42.2	31.1	37.2	37.5	36.3
8. Vision and Purpose + Communication and Cooperation	55.5	41.3	48.3	43.3	46.7
9. Quality and Excellence	52.4	47.7	51.0	50.5	50.0
10. Final Thoughts (Engagement Index)	70.9	58.7	67.2	61.2	63.9
11. The Survey - Your Views (Change Index)	20.1	17.3	20.5	18.2	18.8

Note: that for the table above, red scores indicate the lowest performing area within the District 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	Waikato District		NZ Police
	2014	2013	2014
Staff in my team respect employee diversity	80.4	+0.5	-3.0
I know who to contact to report instances of workplace harassment, bullying or discrimination	80.9	-6.2	+1.2
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.7	-0.4	+0.3
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)	69.6	-0.2	+0.5
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.7	+1.5	+0.3
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	86.3	+1.1
	Yes	3.8	-0.2
	No	10.0	-0.8

4.4 Biggest differences within the Waikato District since 2013 – POSITIVE

Question	Waikato District		NZ Police
	2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	48.9	+9.4	-10.2
8.6: Teams within NZ Police work well together	48.3	+8.7	-6.0
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	86.6	+6.5	-0.8
6.6: I have confidence in my supervisor	77.7	+4.5	-3.1
6.2: My supervisor treats staff with respect	86.8	+4.1	+0.1
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	75.1	+3.6	-6.0
6.3: My supervisor communicates the goals and objectives of our team effectively	73.2	+3.5	-5.8
4.6: I feel part of an effective team	77.9	+2.6	-3.3
9.2: NZ Police expects high standards of performance from its people	84.9	+1.8	-2.4
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	64.7	+1.5	+0.3

4.5 Biggest differences within the Waikato District since 2013 – NEGATIVE

Question	Waikato District		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	44.0	-18.3	-18.3
7.4: I get recognition when I do a good job	39.8	-14.1	-12.9
8.2: Communication in my District or my Service Centre is open and honest	31.5	-11.6	-14.8
11.3: I believe actions will be taken based on the results of this survey	18.6	-10.4	-15.2
8.3: I feel informed about NZ Police and its activities	42.4	-10.1	-14.1
2.2: I am encouraged to try new ways of doing things	42.2	-9.1	-9.0
7.3: We celebrate success in NZ Police	36.0	-8.4	-11.0
2.3: There are learning and development opportunities for me in NZ Police	52.2	-8.3	-2.8
3.2: The level of work-related stress I experience in my job is acceptable	48.3	-7.4	-6.6
8.10: I feel I am working for an effective organisation	46.6	-7.1	-17.6

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	68.3	-5.9	-7.8
1.2: I know how my work contributes to the effectiveness of NZ Police	75.5	-2.3	-8.4
1.3: I understand how my performance is measured	51.3	-1.2	-9.8
1.4: My performance is fairly assessed	47.0	-6.3	-7.6
1.5: NZ Police provides adequate training for the work I do	38.4	-3.8	-6.4
1.6: The work I do makes good use of my knowledge and skills	71.4	-1.9	-3.6
1.7: My job gives me a sense of personal achievement	71.9	-5.6	-6.4
1.8: I am strongly committed to the work I do	86.2	NA	-2.4
1.9: I am motivated to do the best I can in my job everyday	81.9	NA	-3.2
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	47.6	-3.8	-5.6
2.2: I am encouraged to try new ways of doing things	42.2	-9.1	-9.0
2.3: There are learning and development opportunities for me in NZ Police	52.2	-8.3	-2.8
2.4: There are career development opportunities for me in NZ Police	51.6	-4.3	-1.8
3. Work Conditions			
3.1: I am satisfied with my physical work environment	53.4	+0.6	-9.1
3.2: The level of work-related stress I experience in my job is acceptable	48.3	-7.4	-6.6
3.3: I am able to maintain a balance between my personal and working life	64.9	-3.8	-2.3
3.4: The pay and benefits I receive are fair for the work I do	32.8	-4.4	-7.3
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.5	+0.4	+1.3
4.2: Roles and responsibilities are clearly defined in my team	70.1	-3.7	-6.8
4.3: The way work is allocated in my team is fair	69.4	-2.1	-3.1
4.4: People I work with cooperate to get the job done	84.7	-0.6	-1.8
4.5: I can rely on the support of others in my team	85.8	-0.3	-1.1
4.6: I feel part of an effective team	77.9	+2.6	-3.3
4.7: People are held accountable for their performance in my team	59.0	-1.7	-7.9
4.8: Poor performance is dealt with effectively in my team	45.6	+1.3	-8.8
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	80.4	+0.5	-3.0
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.9	-6.2	+1.2
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.7	-0.4	+0.3
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)	69.6	-0.2	+0.5
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	64.7	+1.5	+0.3

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	86.6	+6.5	-0.8
6.2: My supervisor treats staff with respect	86.8	+4.1	+0.1
6.3: My supervisor communicates the goals and objectives of our team effectively	73.2	+3.5	-5.8
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	75.1	+3.6	-6.0
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	57.7	-1.1	-11.1
6.6: I have confidence in my supervisor	77.7	+4.5	-3.1
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	40.3	-2.6	-6.0
7.2: People here are appointed to positions based on merit	28.2	+1.4	-6.3
7.3: We celebrate success in NZ Police	36.0	-8.4	-11.0
7.4: I get recognition when I do a good job	39.8	-14.1	-12.9
7.5: I feel my contribution is valued in NZ Police	37.0	-2.3	-14.0
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	44.0	-18.3	-18.3
8.2: Communication in my District or my Service Centre is open and honest	31.5	-11.6	-14.8
8.3: I feel informed about NZ Police and its activities	42.4	-10.1	-14.1
8.4: There is a sense of 'common purpose' in NZ Police	44.2	-3.4	-14.0
8.5: NZ Police is interested in the views and opinions of its staff	24.4	-6.0	-15.5
8.6: Teams within NZ Police work well together	48.3	+8.7	-6.0
8.7: I feel a sense of belonging to my District or my Service Centre	48.6	-2.1	-11.7
8.8: NZ Police cares about the well-being of its staff	40.6	+0.9	-10.3
8.9: NZ Police is an enjoyable place to work	61.6	-0.7	-10.8
8.10: I feel I am working for an effective organisation	46.6	-7.1	-17.6
8.11: I intend to continue working at NZ Police for at least the next 12 months	81.7	0.0	-3.5
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	40.2	-0.8	-14.9
9.2: NZ Police expects high standards of performance from its people	84.9	+1.8	-2.4
9.3: I have the tools and resources I need to do my job	44.0	0.0	-13.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	40.6	-5.9	-10.7
9.5: Systems and processes I use enable me to do my job well	55.0	NA	-5.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	48.9	+9.4	-10.2
9.7: NZ Police delivers on the promises it makes to its customers	36.5	-3.4	-18.6
10. Final Thoughts (Engagement Index)			
10.1: Overall, I'm satisfied with my job	66.8	-5.5	-8.1
10.2: Overall, I would recommend NZ Police as a great place to work	58.1	-4.1	-10.2
10.3: I take an active interest in what happens in NZ Police	75.5	-5.9	-6.1
10.4: I feel inspired to go the extra mile to help NZ Police succeed	61.4	-4.5	-11.1
10.5: I feel a sense of commitment to NZ Police	73.2	-3.8	-8.6
10.6: NZ Police inspires me to do the best I can in my job every day	48.4	-3.8	-12.2
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	12.7	-6.8	-9.9
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	25.0	-3.4	-10.2
11.3: I believe actions will be taken based on the results of this survey	18.6	-10.4	-15.2

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.

5.2 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.

