New Zealand Police Workplace Survey 2014

Summary of Findings Waitemata District 2014

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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 in 2014.

- Waitakere has the highest Performance, Engagement and Change Index scores while Waitemata has the highest Enablement Index. Rodney has the lowest scores across all indices.

- The proportion of Engaged, Ambivalent and Disengaged employees have remained largely the same as in 2013.

- Over a quarter of employees across all areas within the Waitemata District, excluding Rodney, are engaged. A third of the people within Rodney are disengaged and only 12% are engaged.

- Within the Waitemata District, engaged people differ from disengaged people in three main ways:

    - **They feel valued:** Engaged employees are more likely to feel that NZ Police cares about their wellbeing, values their contributions, keeps an open line of communication and actively seeks their suggestions. There have been significant increases in scores since 2013 around employees' perceptions of the organisation caring about their well-being and feeling encouraged to provide suggestions for continuous improvement (one of the biggest improvements since 2013). However, when compared to the NZ Police average, these areas are still falling behind. In addition, under 40% of staff feel that NZ Police is interested in their views and opinions (5 points below the NZ Police average), and just over 40% feel that communication within the District is open and honest (close to 5 points below NZ Police average). Overall, the Waitemata District should continue the work they are doing around two way communication, ensuring employees feel cared for, involved and valued.

    - **They feel connected to the organisation:** Highly engaged people are more likely to feel a sense of belonging and 'common purpose' with NZ Police. They are also more likely to feel it is an enjoyable place to work. The Waitemata District has seen significant improvements in staff perceptions around having a sense of 'common purpose' and NZ Police being an enjoyable place to work. Overall this is an area to maintain and continue improving within the Waitemata District over the next year.

    - **They feel the organisation has high standards of service:** People who are engaged are more likely to feel that they are working for an effective organisation and that day-to-day decisions demonstrate that quality service is a top priority. The Waitemata District has seen a significant increase since 2013 in people's perceptions that the organisation is effective, putting them on par with the NZ Police average.

- Around three quarters of staff now feel that they could raise concerns about workplace harassment, bullying, discrimination or any other inappropriate conduct without fear of reprisal (up from 2013, and outperforming the NZ Police average). It is positive to see that compared to the NZ Police average, staff at Waitemata District are also feeling more confident that any concerns they do raise will be dealt with appropriately.

- Significant declines since last year are around recognition of outstanding performance. This is also an area that Waitemata scores lower than the NZ Police average – an area that should be focused on going forward.

- Scores around taking action have remained on par with those from last year and with the NZ Police average. Compared to 2013, employees are beginning to feel more actively involved by supervisors in making changes as a result of the last survey a positive trend to be maintained'.

2. Key Measures

2.1 Response Rate

Question	Waitemata District		NZ Police
	2014	**2013**	**2014**
Number of Responses	556	575	8707
Response Rate	67.5%	67.0%	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 Waitemata District

Question	Waitemata District		NZ Police
	2014	**2013**	**2014**
Performance Index	64.0	+2.1	+0.1
Engagement Index	72.2	+1.8	-1.1
Change Index	32.3	+1.1	+1.8
Enablement Index	57.4	+1.8	-1.1

2.3 Summary of Key Measures By Area

	Auckland Motorways	North Shore	Rodney	Waitakere	Waitemata
Response Rate	67.0%	68.3%	70.3%	67.9%	65.2%
Performance Index	64.7	61.5	54.2	69.0	68.7
Engagement Index	70.2	68.6	54.3	81.2	77.7
Change Index	31.7	25.8	22.6	41.7	33.6
Enablement Index	57.4	54.6	44.9	61.2	64.8

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.
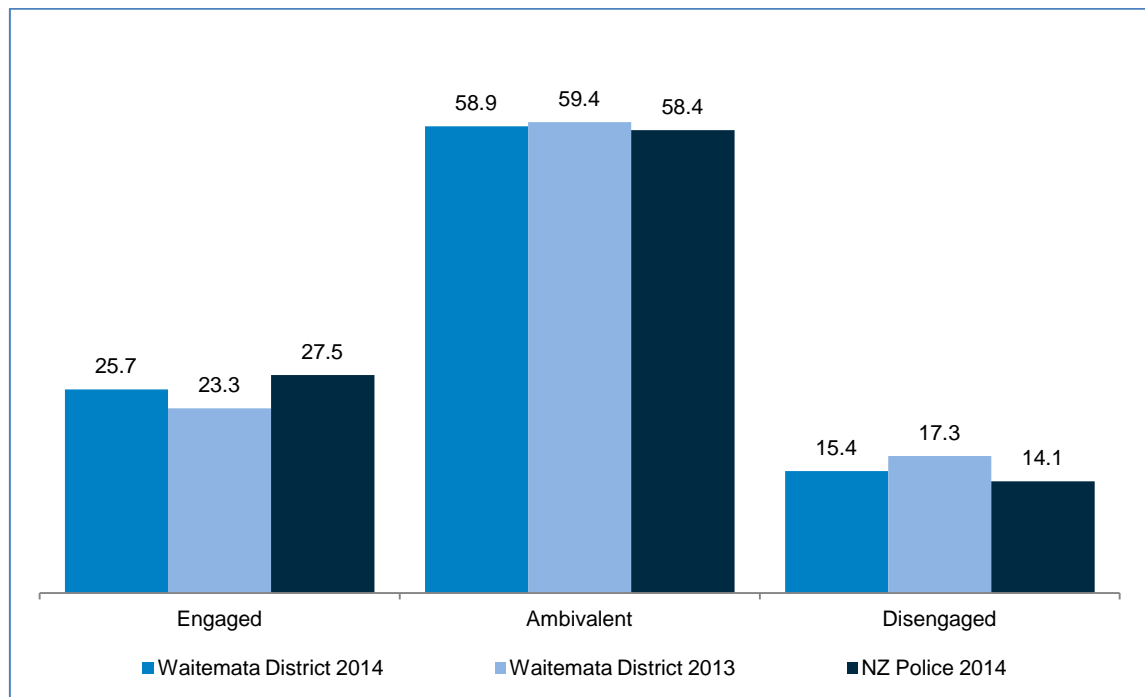
Question	Waitemata District		NZ Police
	2014	**2013**	**2014**
My job gives me a sense of personal achievement	76.4	-2.3	-1.9
I am strongly committed to the work I do	85.0	NA	-3.6
I am motivated to do the best I can in my job everyday	81.7	NA	-3.4

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	Waitemata District		NZ Police
	2014	**2013**	**2014**
Overall, I'm satisfied with my job	74.5	+1.4	-0.4
Overall, I would recommend NZ Police as a great place to work	64.4	+0.8	-3.9
I take an active interest in what happens in NZ Police	80.1	-0.1	-1.5
I feel inspired to go the extra mile to help NZ Police succeed	71.2	+2.7	-1.3
I feel a sense of commitment to NZ Police	81.3	+3.1	-0.5
NZ Police inspires me to do the best I can in my job every day	61.3	+2.4	+0.7

3.3 Engagement Profile for Waitemata District

Bar chart showing:

	Engaged	Ambivalent	Disengaged
Waitemata District 2014	25.7	58.9	15.4
Waitemata District 2013	23.3	59.4	17.3
NZ Police 2014	27.5	58.4	14.1

Proportion of employees (%)

3.4 Engagement Profile by Area

Bar chart showing:

	Engaged	Ambivalent	Disengaged
Auckland Motorways	24.6	62.3	13.1
North Shore	25.2	53.7	21.1
Rodney	12.4	53.9	33.7
Waitakere	28.1	65.6	6.3
Waitemata	33.6	57.2	9.2
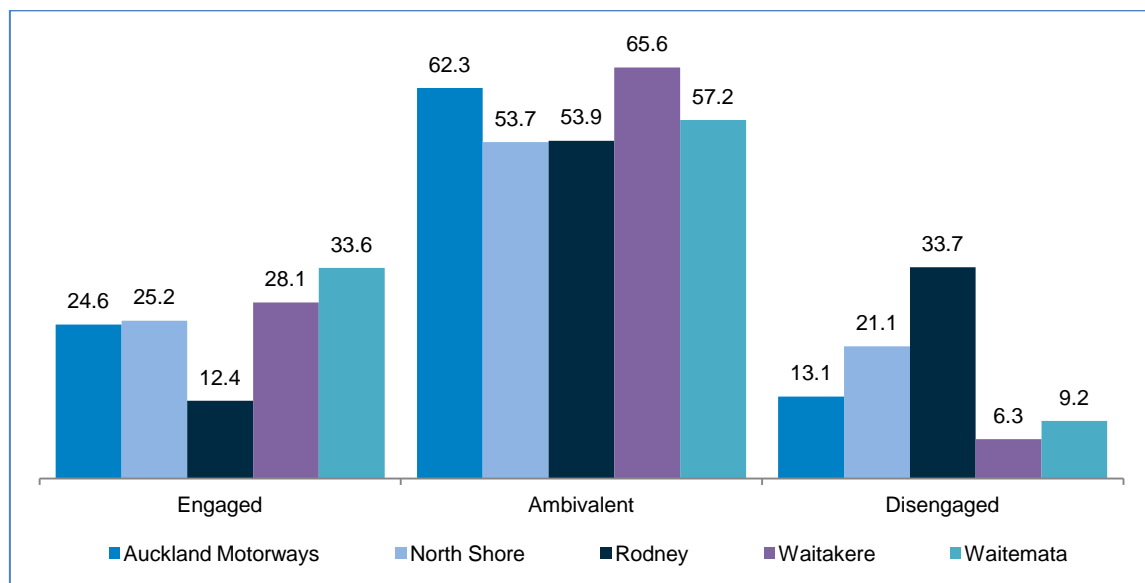
Proportion of employees (%)

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

Question	Waitemata District		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	71.7	+6.0	-0.7
8.10: I feel I am working for an effective organisation	64.1	+6.1	-0.1
8.7: I feel a sense of belonging to my District or my Service Centre	58.2	+1.1	-2.1
7.5: I feel my contribution is valued in NZ Police	48.1	+3.7	-2.9
8.8: NZ Police cares about the well-being of its staff	44.9	+13.3	-6.0
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.3	+1.5	+1.2
8.4: There is a sense of 'common purpose' in NZ Police	57.0	+6.6	-1.2
1.7: My job gives me a sense of personal achievement	76.4	-2.3	-1.9
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	51.8	+14.3	-7.3
8.2: Communication in my District or my Service Centre is open and honest	41.6	+2.8	-4.7

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 Waitemata District

Question	Waitemata District		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	64.0	+2.1	+0.1
1. The Work I Do	66.2	+0.4	-1.5
2. Learning and Development	52.6	-1.3	-0.6
3. Work Conditions	51.6	+0.6	-4.6
4. My Team	81.4	+3.1	+5.0
5. Respect & Integrity in the Workplace	76.9	+2.9	+3.5
6. My Supervisor	84.8	+5.2	+4.2
7. Recognition	42.4	-2.9	-3.9
8. Vision and Purpose + Communication and Cooperation	57.5	+4.6	-1.6
9. Quality and Excellence	59.6	+2.5	-1.3
10. Final Thoughts (Engagement Index)	72.2	+1.8	-1.1
11. The Survey - Your Views (Change Index)	32.3	+1.1	+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	Auckland Motorways	North Shore	Rodney	Waitakere	Waitemata	Waitemata District
Performance Index (average of all survey questions)	64.7	61.5	54.2	69.0	68.7	64.5
1. The Work I Do	71.6	70.3	57.0	74.1	72.7	70.0
2. Learning and Development	44.3	50.8	39.8	60.2	57.8	52.6
3. Work Conditions	56.1	53.0	38.3	52.0	57.1	51.6
4. My Team	81.1	82.2	81.1	81.3	80.7	81.4
5. Respect & Integrity in the Workplace	80.9	73.0	73.3	77.9	79.9	76.9
6. My Supervisor	88.9	80.6	87.2	88.2	80.7	84.8
7. Recognition	40.7	35.3	32.0	47.0	51.8	42.4
8. Vision and Purpose + Communication and Cooperation	57.2	51.4	41.3	64.5	66.6	57.5
9. Quality and Excellence	59.4	56.8	44.8	63.8	67.3	59.5
10. Final Thoughts (Engagement Index)	70.2	68.6	54.3	81.2	77.7	72.2
11. The Survey - Your Views (Change Index)	31.7	25.8	22.6	41.7	33.6	32.3

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		Waitemata District		NZ Police
		2014	**2013**	**2014**
Staff in my team respect employee diversity		83.6	-1.3	+0.2
I know who to contact to report instances of workplace harassment, bullying or discrimination		79.2	-0.8	-0.5
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		76.8	+5.7	+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)		75.2	+5.8	+6.1
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		69.5	+4.8	+5.1
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	85.1	+0.2	+0.9
	Yes	4.3	+1.5	+0.4
	No	10.6	-1.7	-1.3

4.4 Biggest differences within the Waitemata District since 2013 – POSITIVE

Question	Waitemata District		NZ Police
	2014	**2013**	**2014**
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	51.8	+14.3	-7.3
8.8: NZ Police cares about the well-being of its staff	44.9	+13.3	-6.0
8.6: Teams within NZ Police work well together	54.7	+10.4	+0.4
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	90.4	+7.1	+3.0
8.4: There is a sense of 'common purpose' in NZ Police	57.0	+6.6	-1.2
8.10: I feel I am working for an effective organisation	64.1	+6.1	-0.1
8.9: NZ Police is an enjoyable place to work	71.7	+6.0	-0.7
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)	75.2	+5.8	+6.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	76.8	+5.7	+6.4
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	85.4	+5.4	+4.3

4.5 Biggest differences within the Waitemata District since 2013 – NEGATIVE

Question	Waitemata District		NZ Police
	2014	**2013**	**2014**
7.4: I get recognition when I do a good job	50.5	-11.0	-2.2
7.1: NZ Police has appropriate ways of recognising outstanding achievement	40.3	-6.0	-6.0
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.4	-4.5	-1.8
7.3: We celebrate success in NZ Police	42.8	-4.4	-4.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	49.8	-3.9	-1.5
2.2: I am encouraged to try new ways of doing things	46.8	-2.9	-4.4
1.5: NZ Police provides adequate training for the work I do	44.2	-2.7	-0.6
3.1: I am satisfied with my physical work environment	60.5	-2.4	-2.0
1.7: My job gives me a sense of personal achievement	76.4	-2.3	-1.9
8.11: I intend to continue working at NZ Police for at least the next 12 months	85.9	-1.7	+0.7

5. Appendix

5.1 Question Level Results

Question	Waitemata District		NZ Police
	2014	**2013**	**2014**
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	75.4	-0.6	-0.7
1.2: I know how my work contributes to the effectiveness of NZ Police	83.1	+3.2	-0.8
1.3: I understand how my performance is measured	58.7	+4.0	-2.4
1.4: My performance is fairly assessed	54.4	+1.4	-0.2
1.5: NZ Police provides adequate training for the work I do	44.2	-2.7	-0.6
1.6: The work I do makes good use of my knowledge and skills	71.3	-0.3	-3.7
1.7: My job gives me a sense of personal achievement	76.4	-2.3	-1.9
1.8: I am strongly committed to the work I do	85.0	NA	-3.6
1.9: I am motivated to do the best I can in my job everyday	81.7	NA	-3.4
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	51.4	-4.5	-1.8
2.2: I am encouraged to try new ways of doing things	46.8	-2.9	-4.4
2.3: There are learning and development opportunities for me in NZ Police	56.3	+0.3	+1.3
2.4: There are career development opportunities for me in NZ Police	56.1	+2.0	+2.7
3. Work Conditions			
3.1: I am satisfied with my physical work environment	60.5	-2.4	-2.0
3.2: The level of work-related stress I experience in my job is acceptable	52.7	+1.3	-2.2
3.3: I am able to maintain a balance between my personal and working life	64.4	0.0	-2.8
3.4: The pay and benefits I receive are fair for the work I do	29.0	+3.9	-11.1
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.9	+2.0	+3.7
4.2: Roles and responsibilities are clearly defined in my team	84.1	+4.6	+7.2
4.3: The way work is allocated in my team is fair	78.6	+5.0	+6.1
4.4: People I work with cooperate to get the job done	89.3	+1.2	+2.8
4.5: I can rely on the support of others in my team	89.4	+3.2	+2.5
4.6: I feel part of an effective team	84.9	+4.0	+3.7
4.7: People are held accountable for their performance in my team	74.1	-0.2	+7.2
4.8: Poor performance is dealt with effectively in my team	60.6	+4.8	+6.2
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	83.6	-1.3	+0.2
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.2	-0.8	-0.5
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	76.8	+5.7	+6.4
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)	75.2	+5.8	+6.1
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	69.5	+4.8	+5.1

Question	Waitemata District		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	90.4	+7.1	+3.0
6.2: My supervisor treats staff with respect	90.5	+5.1	+3.8
6.3: My supervisor communicates the goals and objectives of our team effectively	84.4	+4.9	+5.4
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	85.4	+5.4	+4.3
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	72.4	+3.6	+3.6
6.6: I have confidence in my supervisor	85.7	+4.9	+4.9
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	40.3	-6.0	-6.0
7.2: People here are appointed to positions based on merit	30.5	+3.2	-4.0
7.3: We celebrate success in NZ Police	42.8	-4.4	-4.2
7.4: I get recognition when I do a good job	50.5	-11.0	-2.2
7.5: I feel my contribution is valued in NZ Police	48.1	+3.7	-2.9
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	66.7	-0.7	+4.4
8.2: Communication in my District or my Service Centre is open and honest	41.6	+2.8	-4.7
8.3: I feel informed about NZ Police and its activities	53.3	+4.6	-3.2
8.4: There is a sense of 'common purpose' in NZ Police	57.0	+6.6	-1.2
8.5: NZ Police is interested in the views and opinions of its staff	34.8	+2.7	-5.1
8.6: Teams within NZ Police work well together	54.7	+10.4	+0.4
8.7: I feel a sense of belonging to my District or my Service Centre	58.2	+1.1	-2.1
8.8: NZ Police cares about the well-being of its staff	44.9	+13.3	-6.0
8.9: NZ Police is an enjoyable place to work	71.7	+6.0	-0.7
8.10: I feel I am working for an effective organisation	64.1	+6.1	-0.1
8.11: I intend to continue working at NZ Police for at least the next 12 months	85.9	-1.7	+0.7
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.3	+1.5	+1.2
9.2: NZ Police expects high standards of performance from its people	89.9	+1.3	+2.6
9.3: I have the tools and resources I need to do my job	50.0	+1.0	-7.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	49.8	-3.9	-1.5
9.5: Systems and processes I use enable me to do my job well	58.6	NA	-2.2
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	51.8	+14.3	-7.3
9.7: NZ Police delivers on the promises it makes to its customers	60.0	+1.0	+4.9
10. Final Thoughts (Engagement Index			
10.1: Overall, I'm satisfied with my job	74.5	+1.4	-0.4
10.2: Overall, I would recommend NZ Police as a great place to work	64.4	+0.8	-3.9
10.3: I take an active interest in what happens in NZ Police	80.1	-0.1	-1.5
10.4: I feel inspired to go the extra mile to help NZ Police succeed	71.2	+2.7	-1.3
10.5: I feel a sense of commitment to NZ Police	81.3	+3.1	-0.5
10.6: NZ Police inspires me to do the best I can in my job every day	61.3	+2.4	+0.7
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	23.6	+0.1	+1.0
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	39.8	+4.4	+4.6
11.3: I believe actions will be taken based on the results of this survey	33.6	-1.1	-0.2

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.