

NZ Police Workplace Survey 2017

Report of Findings



10 April 2017



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1. Introduction

2017 is the eighth year that the annual NZ Police Workplace Survey has run. It is designed to gain insight into the health of the organisation via the perceptions and opinions of its constabulary and non-constabulary staff. All NZ Police employees were invited to provide their feedback on a range of key organisation and workplace features such as vision, communication, teamwork, the job itself, development opportunities, as well as respect and integrity within the organisation.

In addition to providing NZ Police with the opportunity to assess current levels of employee engagement, the survey also allows for internal measurement of the progress made over the past few years, as well as an external comparison against other organisations in the State Sector.

The results of this comprehensive feedback exercise provide NZ Police with a valuable opportunity to determine the types of actions needed to further engage their people and drive a high performance culture.

1.1 Survey Objectives

The NZ Police Workplace Survey 2017 forms part of a systematic process of change and improvement in individual and organisational performance within NZ Police. Any organisation that wants to improve its performance, to succeed and grow, must continually monitor its current performance and respond to feedback. The workplace survey is an efficient and effective means through which staff feedback can be gathered, analysed, and then used as the basis for continuous improvement projects designed to realise NZ Police's goals.

The following report focuses on understanding and improving employee engagement within NZ Police. 'Employee engagement' refers to the level of connectedness an employee feels towards his or her organisation and the willingness to maximise his or her performance and discretionary effort as a result of that connectedness.

Engaged employees are vital to an organisation's success. Organisations need employees who will go the extra mile when required – people who take the initiative, actively look to solve problems, and help both colleagues and citizens when and where needed. Indeed, a considerable amount of research shows that engaged employees have a strong impact on important organisational outcomes like stakeholder and customer satisfaction. Consequently, engaging employees in the workplace has become a strategic priority for a great number of organisations.

1.2 Questions This Report is Designed to Answer

The following report provides insight into how employees perceive and feel about working for NZ Police generally, and also focuses on answering a small yet critical set of questions surrounding employee engagement:

1. How do employees perceive NZ Police as a place to work?

You can quickly get a broad feel for employee perceptions by examining survey section scores, highest and lowest rated areas, and a more detailed insight into how people feel about the organisation by looking at responses to each and every question in the survey. You can also see which groups of employees within NZ Police perceive the organisation more (or less) favourably than other groups by looking across the organisation.

2. How engaged are your employees?

The **Engagement Index** quantifies your organisation's engagement 'score', and is a useful index to benchmark and track over time. Your **Engagement Profile** displays the proportion of staff who can be classified as either 'engaged', 'ambivalent', or 'disengaged'. Again, this profile can be benchmarked externally and measured over time (trended). Research tells us that the greatest source of potential improvement to engagement levels comes from shifting 'ambivalent' employees to the 'engaged' category.

3. What engages people the most within your organisation?

Examine the results of the **Key Driver Analysis** as reported in section 3.10. These are the Key Drivers of engagement unique to NZ Police and are powerful predictors of engagement. They are therefore of great importance when considering priorities for improvement initiatives. As a rule you should focus your attention first on the '**high importance-low performance**' drivers (shaded red) – these key drivers have a significant impact on engagement but their performance scores are poor relative to the State Sector Benchmark 2016. Typically the list of key drivers produced by IBM's analysis will contain key themes which offer the greatest leverage for performance improvement.

In 2016 and 2017, a shortened version of the NZ Police Workplace Survey was used which prohibited a 'Key Driver Analysis' from being conducted. Subsequently, those items identified as key drivers for NZ Police Overall in 2015 have been retained this year for the purposes of this report. Since the Engagement Index shifted very little from 2015 to 2017, and since all of the key driver items had been identified as key drivers for two consecutive years (2014 and 2015), it can be assumed that the overall key drivers for NZ Police remain largely unchanged. Please refer to section 3.10 for more detailed information.

4. Are there areas in the organisation I should focus more attention on?

When considering your intervention priorities it can be useful to examine your key driver scores across demographic groups. This analysis may reveal significant variation between work areas or particular functional groups or by ethnicity, for example. Demographic groups with particularly low key driver scores may prompt urgent attention, while highest scoring groups can provide 'best practice' models for the wider organisation.

1.3 Additional Reporting

In addition to this summary report, each District and Service Centre will also receive its own shorter Report of Findings. Senior staff and various project members will also have the opportunity to supplement both the NZ Police Workplace Survey 2017 Report of Findings and their District reports with additional on-line reporting of results available via IBM's online survey reporting tool.

Further, the NZ Police Safe Working Environment for Female and Ethnic Minority Employees report is presented as part of the organisation's annual Health Audit as is required by the State Services Commissioner.

1.4 Understanding This Report

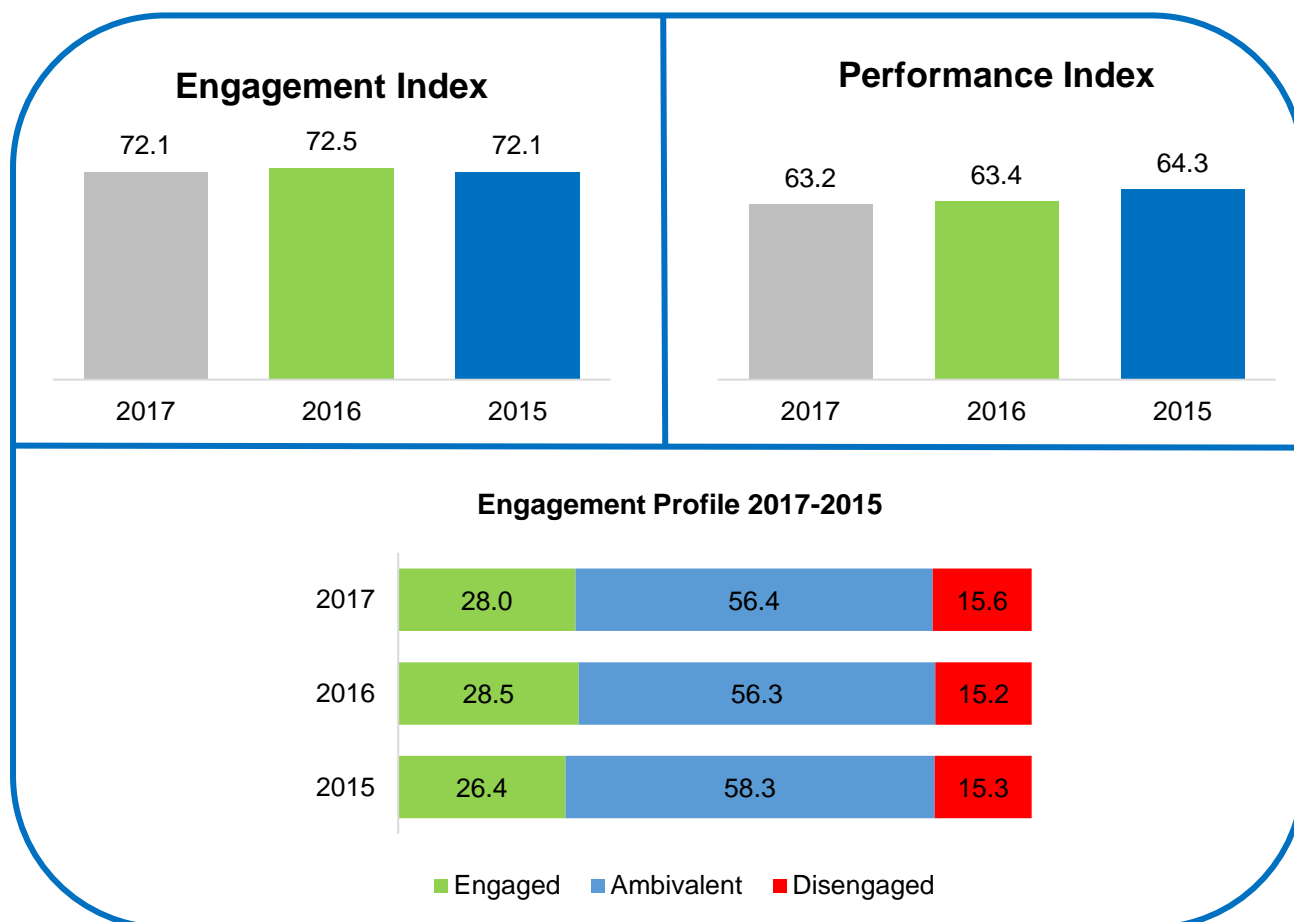
Key terms are defined in the Glossary on the very last page of this report. A supplementary Survey Methodologies report provides a comprehensive description of scope and methodologies employed in the NZ Police Workplace Survey 2017.

2. Executive Summary

2.1 Results Dashboard

The graphs below show how the key metrics have shifted since 2015.

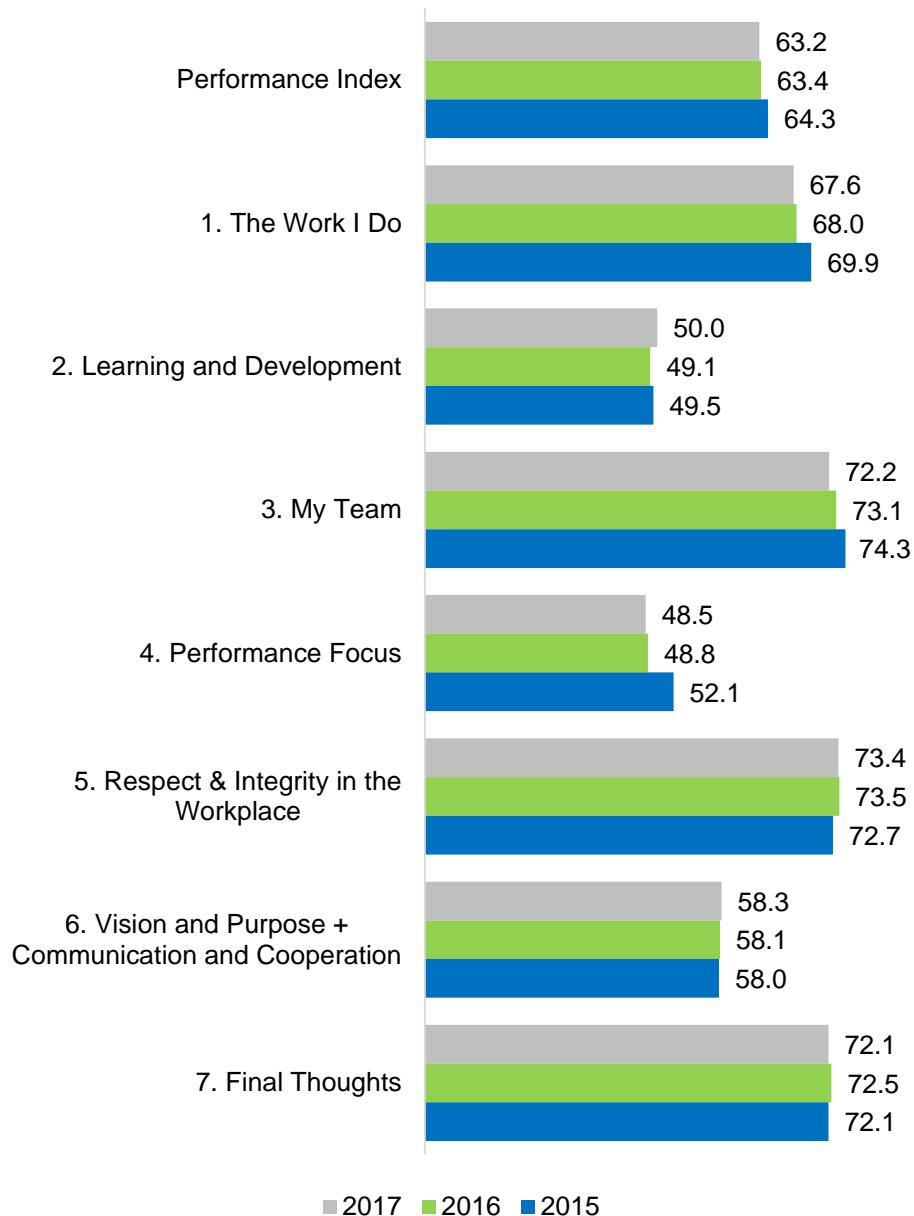
Since 2015, neither the Performance Index nor the Engagement Index have seen significant shifts. Similarly, when looking at the Engagement Profile, there has been no changes in the proportion of Engaged staff between the 2017 and 2016 surveys.



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

2.2 Section Summary Results – Trend Comparisons

The graph below shows how NZ Police has fared across all sections in the survey since 2015. Most sections display downward trending scores from 2015 to 2017. With the exception of 'Learning and Development' and 'Respect and Integrity in the Workplace', where section scores have increased slightly since 2015, however these differences are not considered significant (i.e. a shift of greater than or equal to +/-2.5 percentage points).



Please note that the section summary scores shown above are calculated based on questions common to the surveys from all three years to ensure that the scores being compared are based on the same set of questions.

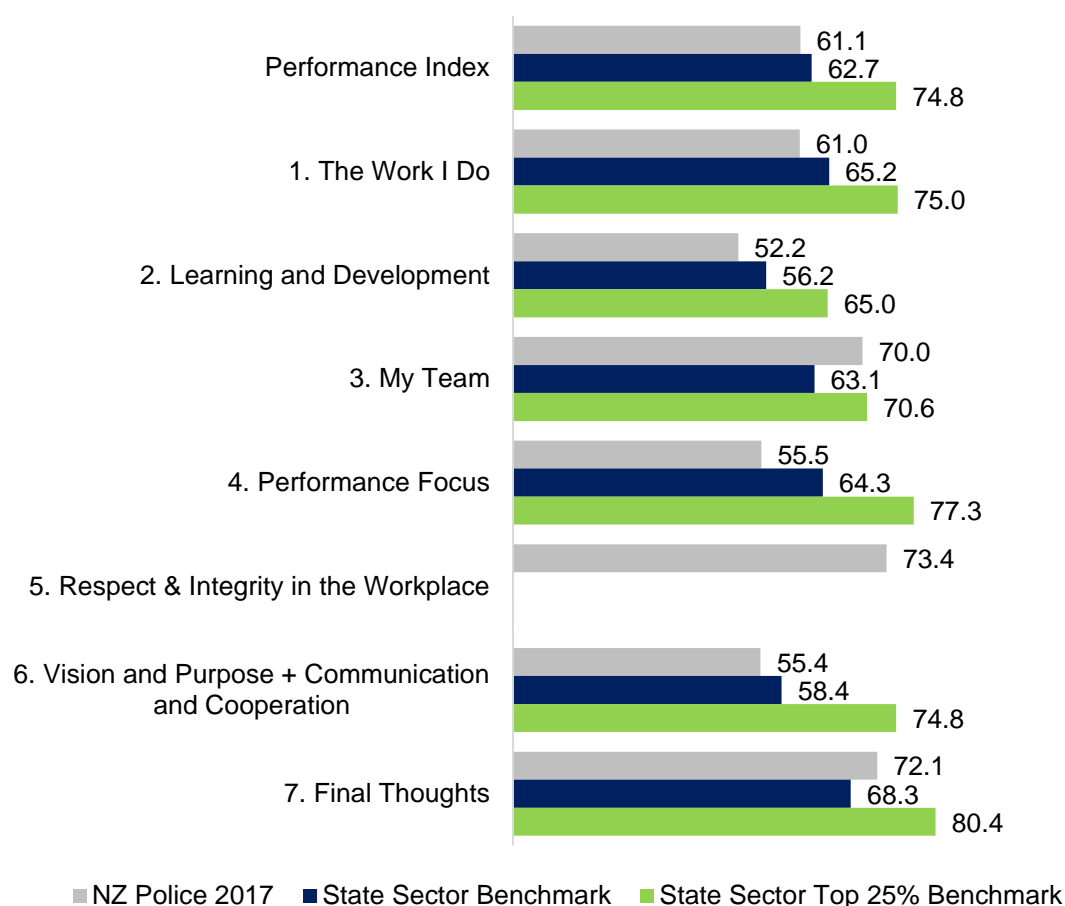
2.3 Section Summary Results – Benchmark Comparisons

The graph below shows how NZ Police is currently scoring against the IBM Kenexa 2016 State Sector Benchmark as well as the IBM Kenexa 2016 State Sector Top 25% Benchmark. Differences between NZ Police and benchmark scores of greater than or equal to +/-2.5 percentage points are considered meaningful.

NZ Police's Performance Index, (the average score of all the items), is on par with the State Sector Benchmark, but is significantly lower than the State Sector Top 25% Benchmark.

In line with 2016 results, NZ Police have scored significantly higher than the State Sector Benchmark in the areas of 'My Team' (+6.9%) and 'Final Thoughts' (+3.8%) which measures Employee Engagement levels within an organisation. For 'My Team,' NZ Police is on par with the State Sector Top 25% Benchmark.

As observed in 2016, the following areas score meaningfully below the 2016 State Sector Benchmark: The Work I do, Learning and Development, and Performance Focus. Unlike 2016 results, Vision and Purpose + Communication and Cooperation has slipped below State Sector Benchmark.



Please note that the section summary scores shown above are calculated based on questions that have a benchmark-equivalent to ensure that the scores being compared are based on the same set of questions. Section 5, 'Respect and Integrity in the Workplace' has no 'benchmarkable' data as these questions were customised for NZ Police.

2.4 Response Rate

7,777 employees participated in the NZ Police Workplace Survey 2017, giving an acceptable response rate of 63.9%. This is a decrease from 70.3% (8,445 respondents) in 2016.

2.5 Accuracy of Measurement

In an organisation the size of NZ Police, a response rate of 63.9% indicates that reported scores generally provide a good representation of employee attitudes and opinions within NZ Police as a whole. The margin of error for scores at the total organisation level is +/-0.7% based on a 95% confidence level indicating a very high degree of precision in measurement at the total organisation level.

2.6 Overall Summary

- The level of employee engagement within NZ Police remains at a similar level to 2016, with no significant differences in the Engagement Profile. When reviewing item level responses against 2016, of the 50 survey items, only one item significantly increased NZ Police provides adequate training for the work I do (+3.2%), and one item significantly decreased I understand how my performance is measured (-2.7%).
- There are two key areas to celebrate in this year's findings. These are (1) Having a highly committed and motivated workforce, with (2) A working environment built on respect and integrity.
- Based on the key drivers of engagement for NZ Police, aspects of the workplace that are furthest from the State Sector benchmark, the lowest scoring items, and areas where we've observed significant declines, IBM has identified four areas of focus for NZ Police. These include (1) The review of current employee recognition channels and approaches, (2) Improved two-way communication, (3) Connecting employees with the vision and purpose; and (4) Reducing workplace stress through collective process improvements. Recommendations to address these are included in the report.
- NZ Police need to remain positive and persistent despite not observing significant changes in scores this year. Creating sustainable change in an organisation the size of NZ Police can be done, but it takes time, as shown by the continual efforts needed to create a working environment built on respect and integrity. In support of these efforts, the results provide valuable feedback on various new or established NZ Police processes and interventions. IBM have recommended areas that require review.

2.7 Executive Summary

Minimal Movement on Engagement Levels from 2016 to 2017

The level of employee engagement within NZ Police remains at a similar level to 2016. No significant differences were reported in the Engagement Profile, with the proportion of engaged (28.0%), ambivalent (56.4%) and disengaged (15.6%) remaining unchanged from 2016.

When reviewing item level responses against 2016, of the 50 survey items, only one item significantly increased *NZ Police provides adequate training for the work I do* (+3.2%), and one item significantly decreased *I understand how my performance is measured* (-2.7%).

Demographic Findings

Similar to what we observe in other organisations, there are significant differences in the engagement levels between those employees with the most and least seniority. Constabulary, who represent 69% of the employee population have the lowest engagement scores across the three employee groups (i.e. Authorised Officer, Constabulary and Employee). Drilling down further, those with the lowest rank, Constables, who represent 70% of the Constabulary population have the lowest engagement index (67.1%), and the Commissioned Officers' engagement sits at 88.1%. A similar theme emerges where the lowest employee grade, Band A-F, who represent 65% of the employee population are the least engaged (75.6%), with those Band 1 and Above reporting an engagement index of 84.7%.

District and Service Level findings

Consistent with 2016 results, Auckland City and Counties Manukau have retained the highest engagement levels at District level, with no measurable change this year. One district, Tasman, had a significant increase in Engagement Index, up 8.5 percentage points to 68.7%. In line with 2016 results, Northland and Eastern maintain the lowest Engagement Index at District level, however, Eastern has reduced the proportion of disengaged staff from 28% to 21% this year.

The most engaged Service Centre in 2017 is the RNZPC, which scores well above all comparative benchmarks. In 2016 the highest-scoring group was the Financial Crime Group, which is still among the top five most highly engaged groups. CVIU National now has the lowest Engagement Index, having declined 13.7 percentage points in the past year, reversing an increase between 2015 to 2016 of 7.3 percentage points.

2.8 Areas to Celebrate

A Highly Committed and Motivated Workforce

It is encouraging that the highest rated item in the survey is *I am strongly committed to the work I do* (88.6% favourability rating). When exploring the key drivers of engagement, favourable scores on three of the ten depict a workforce with a common purpose (+2.1 percentage points from 2016 and +5.8 percentage points higher than State Sector), who get a sense of personal achievement from their jobs (75.3%), and feel that NZ Police is an enjoyable place to work (70.8%). Additionally, five of the six 'Final Thoughts' items, which assess employee engagement, are significantly higher than the State Sector Benchmark. This provides evidence that relative to other state sector organisations, the NZ Police is a highly satisfied, committed employee population that is willing to go the extra mile to help NZ Police succeed. Most employees believe that the work they do makes good use of their knowledge and skills (10.8 percentage points above State Sector Benchmark), and there are career development opportunities for them within the Police (10.2 percentage points over State Sector Benchmark). Having such an engaged workforce, who are passionate about their vocation, provides solid foundations for NZ Police's continued success.

A Working Environment Built on Respect and Integrity

Three of the four top rated items this year are relevant to Respect and Integrity in the Workplace. These are *Staff in my team respect employee diversity*, *People in my team conduct themselves in accordance with the values expected by NZ Police*, *I know who to contact to report instances of workplace harassment, bullying or discrimination*, and the sixth highest rated item *My supervisor behaves in a way that is consistent with the values of NZ Police*. Scores on these items range between 84.1% and 86.6% favourability. This provides evidence that the targeted actions NZ Police have taken since the Commission of Inquiry ten years ago has helped transform their culture, creating a safer working environment. NZ Police should be proud of the year on year improvements, and continue efforts to maintain and improve upon this culture.

2.9 Opportunities for Improvement & Recommendations

Review Current Employee Recognition Channels & Approaches

Employee recognition is vital as it is proven to improve an organisations retention, culture and levels of productivity. From an individual perspective, appreciation expressed through recognition confirms someone's contributions are valued. When reviewing the ten lowest rated items, three relate to lack of recognition. Additionally, one of the key drivers of engagement, *I feel my contribution is valued in NZ Police*, is currently sitting 10.2 percentage points below the State Sector Benchmark at 47.6%. This suggests the methods by which NZ Police are recognising outstanding achievement and success need to be reviewed. Relatedly, the lowest rated item in the survey is *People here are appointed to positions based on merit* (30.3% favourable). If the current methods of sharing people's achievements and success aren't achieving the effect desired (i.e. people feel recognised for good work, and that their contributions are valued), it is understandable that over two thirds of the employee population would have no visibility of achievements, hence assuming people are being appointed based on factors other than merit. It is a fundamental human need to be respected and valued for one's contribution, therefore praise and recognition are essential to an outstanding workplace.

Recommendations:

- To build a culture of authentic recognition, it needs to be role modelled from the top. NZ Police leaders need to be accountable for continuously recognising employees for their achievements. They need to be specifically stating what the employee did, why it was important and how the actions served NZ Police as a whole. This helps reinforce the right behaviours across the organisation, and demonstrates leaders are seen acknowledging the contributions of others. Saying 'Thank You' also goes a long way.
- Explore the culture and practices surrounding recognition in the National Crime Group. This service centre achieved the highest scores regarding their contributions being valued (69.4%). What are they doing which NZ Police could replicate across the organisation?
- Consistently seek and circulate individual success stories and achievements. Seek input from staff on the best way to distribute these. Think about creating forums for public recognition, such as the introduction of quarterly or yearly recognition awards.
- Develop a recognition programme which aligns with NZ Police's mission and strategy. This helps employees understand how their performance directly affects what the NZ Police are trying to achieve.

Improved Two-Way Communication

Three of the lowest rated items suggest there is a need for increased levels of two-way communication. The items *NZ Police is interested in the views and opinions of its staff*, *I feel my contribution is valued in NZ Police*, and *Communication in my District or my Service Centre is open and honest* suggests a gap in two-way communication between employees/constabulary and NZ Police leadership. This is further supported by the items *I am sufficiently involved in decisions that affect the way I do my job* (-12.9 percentage points) and *NZ Police is interested in the views and opinions of its staff* (-13.4 percentage points) rated significantly below the State Sector Benchmark, with the latter being a key driver of employee engagement. Across these items, the more senior the staff, the more positively they tend to answer the questions. For example, approximately 75% of Commissioned Officers agree that NZ Police is interested in the views and opinions of its staff, while 30% of Constables agree to this question. Similarly, nearly 80% of Commissioned Officers agree that communication in their District or Service Centre is open and honest, while only approximately 40% of Constables agree to this question. The size of the difference in opinion suggests that the Commissioned Officers' view of the organisation is not shared by the majority of staff, and the quality of information and process by which information is shared could be improved. In line with recommendations made in 2016, NZ Police need to make leaders accountable for keeping their people well informed, seeking their opinions, and helping them understand why decisions are made. Rather than a one-off or occasional activity, there should be a continuous flow of communication both up and down that leaders are accountable for maintaining.

Recommendations:

- It is a common misconception for leaders to think open communication is about transmitting information. In reality, effective communication involves seeking input, listening, questioning and informing. To create a culture of open two-way communication, NZ Police need to focus on building inclusive leaders. These are leaders who are driven by curiosity, commitment, collaboration and courage.
- Get leaders to seek input from employees on how to improve two-way communication, specifically what's working well and what could be better, then act on their suggestions. Leaders should create a communication plan for their team, which ensures a regular cadence of opportunities to have dialogue about the state of the business, results, how the team is doing, and the impact of decisions on the team.

Connecting Employees with NZ Police's Vision & Purpose

Opinions on whether NZ Police has a clear vision of where it's going and how it's going to get there have improved slightly by 1.9 percentage points, which is on the threshold of scoring significantly behind the State Sector Benchmark (-2.5 percentage points). This indicates NZ Police is slowly closing the gap on other State Sector organisations. This is an important finding because the first module of the Police High Performance Framework focused on disseminating simplified information on the NZ Police strategy. It is encouraging that NZ Police have taken targeted action to improve in this area, but as they failed to meet the ambitious target of 70% favourability this year, NZ Police need to continue to build on their current communication strategy.

Recommendations:

- To increase employee's connection with the vision and purpose, implement grassroots communication strategies, where a designated team of employees serve as ambassadors responsible for delivering important messages to all levels. This can be more impactful than messages coming from above.
- Review your methods of delivering core messages. Capitalise on social media. Connect with your employees in the way they connect with the outside world - this may have more impact than traditional methods.

3. Detailed Results

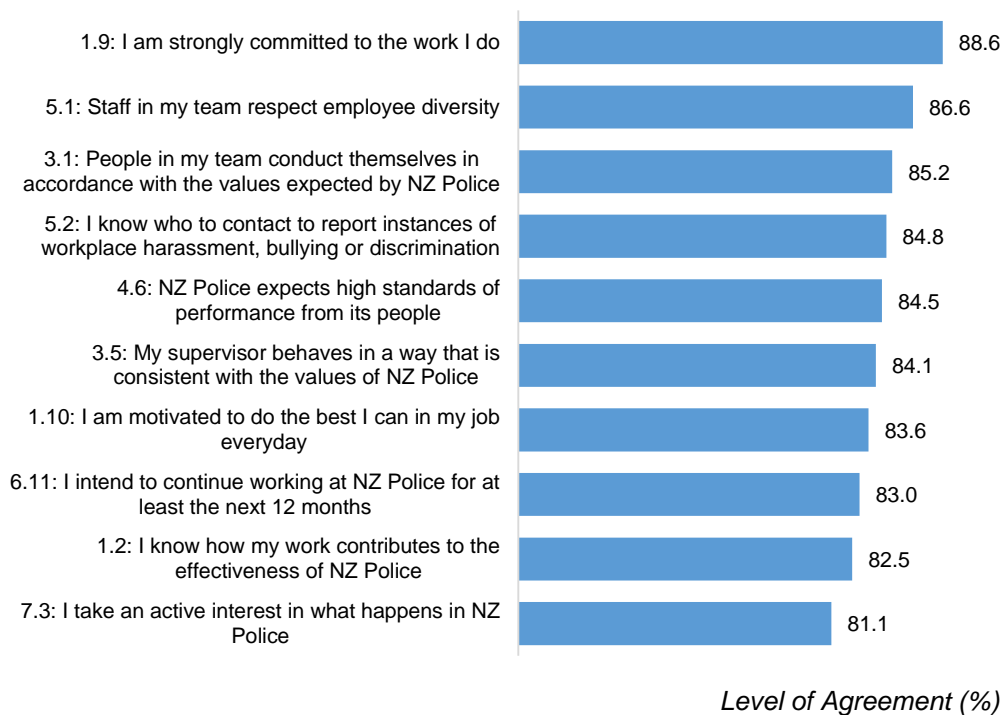
3.1 Sample

All of NZ Police's approximately 12,165 employees were invited to participate in the survey. A total of 7,777 responses were obtained, giving a response rate of 63.9%, considered an acceptable response rate for an organisation of this size. This is a significant decline from the 70.3% obtained in 2016, and a continuation of a general trend over the past few years (2015: 69.1%, 2014: 73.0%, 2013: 74.8%, 2012: 77.1%).

3.2 Margin of Error

Based on a population size of 12,165 and the response rate obtained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 0.7%, indicating a very high degree of precision in measurement at the total organisation level. Note that the margin of error for an individual estimate depends on the value of the estimate itself, its associated sample size, the size of the target population, as well as the level of statistical confidence utilised (generally 95%). The smaller the population size, for example, the greater the sample size needs to be to maintain a low margin of error and therefore, a higher degree of precision.

3.3 Highest Rated Questions



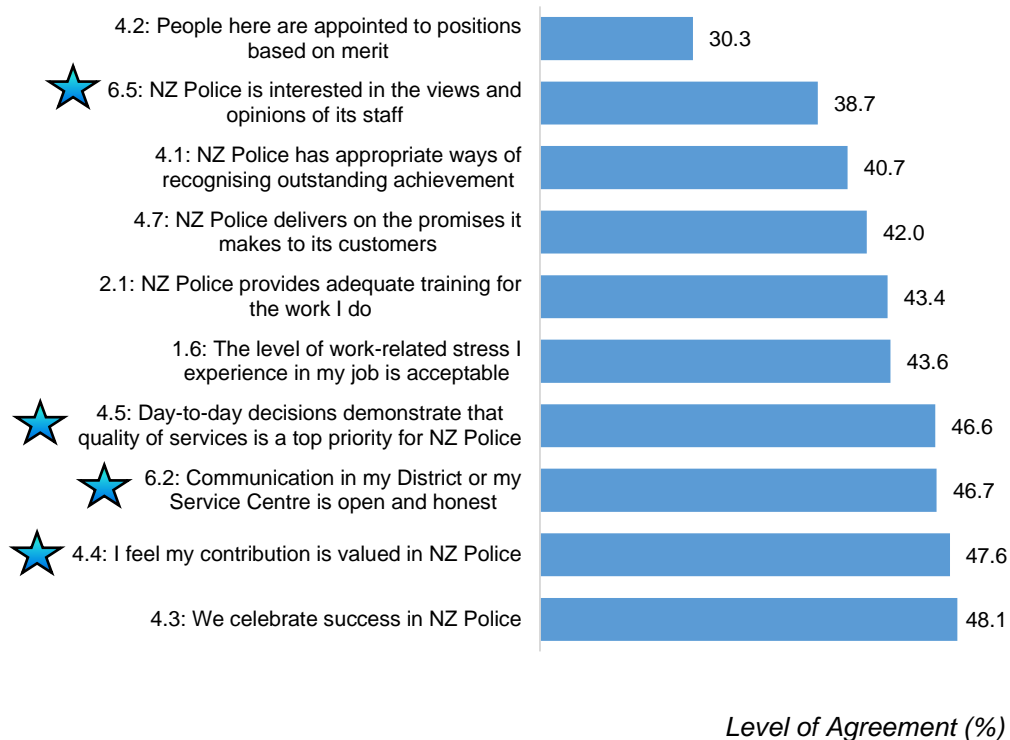
Some of the most highly-rated questions measure engagement, indicating that the majority of employees feel a strong commitment to the work they do, feel motivated to do their best each day, have an active interest in events within NZ Police, and intend to remain with NZ Police for at least the next year.

Additional questions important to performance culture appear in this list, indicating that the large majority of people agree that high standards of performance are expected of them and know how their work contributes to the effectiveness of NZ Police.

Some of the highest rated questions here also suggest that staff believe their colleagues are other colleagues' accepting of diversity, and feel that those around them adhere to NZ Police's values.

The first nine of the highest-rated items also appeared among the ten highest-rated items of 2016. One item, "I feel a sense of commitment to NZ Police" has now been replaced by "I take an active interest in what happens in NZ Police".

3.4 Lowest Rated Questions



★ = a key driver of employee engagement within NZ Police in 2015

These lowest-rated items have also held stable over the past year. In 2017, only one question has changed (“I am sufficiently involved in decisions that affect the way I do my job” has been replaced by “We celebrate success in NZ Police”).

‘Feeling valued’ is a theme, with less than half of staff agreeing that NZ Police has appropriate ways of recognising outstanding achievement, that success is celebrated, or that their contribution is valued.

Items associated with performance culture including delivery on promises made to customers, adequate training provided to staff, quality of services being a top priority also feature. Finally, items on ground-up communication and communication being open and honest were also among the lowest-scoring items.

Note that four of these lowest-rated questions are strongly correlated with employee engagement and as such deserve extra attention.

3.5 Question Level Results – Benchmark

Responses to the NZ Police Workplace Survey 2017 were benchmarked against the IBM Kenexa 2016 State Sector Benchmark. This benchmark database consists of 19 New Zealand Core State Sector organisations who conducted a workplace survey with IBM over the last two years. A total of 34 questions in the survey had a benchmark equivalent and of these, 11 questions scored markedly higher than the benchmark, 14 scored markedly lower than the benchmark and the remainder scored on par with the benchmark.

Differences in performance scores between NZ Police and the IBM Kenexa 2016 State Sector Benchmark are presented in the following tables. The questions shown in **green** font are where the scores are markedly higher than the benchmark (at least 2.5 percentage points above the benchmark score); those in **red** font are markedly lower than the benchmark norm (at least 2.5 percentage points below the benchmark score); and those in black font are not markedly different from the benchmark.

Note that a criterion of 2.5 percentage points was used to identify whether any given item scores markedly above or below the benchmark. It is important to consider whether these differences are also substantive, when looking at the differences below.

3.5.1 Biggest Positive Differences – Benchmark Comparison

The table below shows the questions where NZ Police most markedly outscored the IBM Kenexa 2016 State Sector Benchmark. All five questions scored markedly higher than the benchmark.

Question	Performance Score (Level of Agreement)		
	NZ Police 2017	State Sector Benchmark 2016	Difference
3.4: Poor performance is dealt with effectively in my team	53.4	30.8	22.6
1.7: The work I do makes good use of my knowledge and skills	72.8	62.0	10.8
2.4: There are career development opportunities for me in NZ Police	52.7	42.5	10.2
6.4: There is a sense of 'common purpose' in NZ Police*	59.5	53.7	5.8
7.5: I feel a sense of commitment to NZ Police	80.8	76.0	4.8

3.5.2 Biggest Negative Differences– Benchmark Comparison

The table below shows the five questions where NZ Police scored furthest below the IBM Kenexa 2016 State Sector Benchmark. All the questions shown below scored markedly below the benchmark.

Question	Performance Score (Level of Agreement)		
	NZ Police 2017	State Sector Benchmark 2016	Difference
4.7: NZ Police delivers on the promises it makes to its customers	42.0	60.3	-18.3
6.8: NZ Police cares about the well-being of its staff *	51.2	65.2	-14.0
6.5: NZ Police is interested in the views and opinions of its staff *	38.7	52.1	-13.4
1.6: The level of work-related stress I experience in my job is acceptable	43.6	56.6	-13.0
1.5: I am sufficiently involved in decisions that affect the way I do my job	48.3	61.2	-12.9

Note: An asterisk indicates that the item was identified as a key driver of employee engagement in the 2015 NZ Police Workplace Survey.

3.5.3 Benchmark Differences – All Questions

The table below shows the results for all questions from the NZ Police Workplace Survey 2017, alongside the corresponding IBM Kenexa 2016 State Sector Benchmark, where available. In total, 34 survey questions could be benchmarked. Of these, 14 questions had markedly lower scores than the benchmark, 11 had markedly higher scores and the remainder were not meaningfully different to the benchmark.

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2017	State Sector 2016 Benchmark	Difference
The Work I Do	1.1: The responsibilities of my job are clearly defined	76.9	NA	NA
	1.2: I know how my work contributes to the effectiveness of NZ Police	82.5	83.0	-0.5
	1.3: I understand how my performance is measured	53.5	57.2	-3.7
	1.4: My performance is fairly assessed	51.1	60.2	-9.1
	1.5: I am sufficiently involved in decisions that affect the way I do my job	48.3	61.2	-12.9
	1.6: The level of work-related stress I experience in my job is acceptable	43.6	56.6	-13.0
	1.7: The work I do makes good use of my knowledge and skills	72.8	62.0	10.8
	1.8: My job gives me a sense of personal achievement*	75.3	76.0	-0.7
	1.9: I am strongly committed to the work I do	88.6	NA	NA
	1.10: I am motivated to do the best I can in my job everyday	83.6	NA	NA
Learning and Development	2.1: NZ Police provides adequate training for the work I do	43.4	NA	NA
	2.2: I am encouraged to try new ways of doing things	50.0	62.7	-12.7
	2.3: There are learning and development opportunities for me in NZ Police	53.9	63.5	-9.6
	2.4: There are career development opportunities for me in NZ Police	52.7	42.5	10.2
My Team	3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	85.2	NA	NA
	3.2: I feel part of an effective team	77.9	77.3	0.6
	3.3: People are held accountable for their performance in my team	64.1	NA	NA
	3.4: Poor performance is dealt with effectively in my team	53.4	30.8	22.6
	3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	84.1	82.0	2.1
	3.6: My supervisor communicates the goals and objectives of our team effectively	76.1	NA	NA
	3.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.5	62.1	2.4
Performance Focus	4.1: NZ Police has appropriate ways of recognising outstanding achievement	40.7	NA	NA
	4.2: People here are appointed to positions based on merit	30.3	NA	NA
	4.3: We celebrate success in NZ Police	48.1	57.7	-9.6
	4.4: I feel my contribution is valued in NZ Police*	47.6	57.8	-10.2

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2017	State Sector 2016 Benchmark	Difference
	4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police*	46.6	46.6	0.0
	4.6: NZ Police expects high standards of performance from its people	84.5	81.4	3.1
	4.7: NZ Police delivers on the promises it makes to its customers	42.0	60.3	-18.3
Respect & Integrity in the Workplace	5.1: Staff in my team respect employee diversity	86.6	NA	NA
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.8	NA	NA
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	68.1	NA	NA
	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)	66.9	NA	NA
	5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.9	NA	NA
Vision and Purpose + Communication and Cooperation	6.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.3	62.8	-2.5
	6.2: Communication in my District or my Service Centre is open and honest*	46.7	44.6	2.1
	6.3: I feel informed about NZ Police and its activities	55.2	60.5	-5.3
	6.4: There is a sense of 'common purpose' in NZ Police*	59.5	53.7	5.8
	6.5: NZ Police is interested in the views and opinions of its staff*	38.7	52.1	-13.4
	6.6: Teams within NZ Police work well together	54.1	50.1	4.0
	6.7: I feel a sense of belonging to my District or my Service Centre*	61.8	64.9	-3.1
	6.8: NZ Police cares about the well-being of its staff*	51.2	65.2	-14.0
	6.9: NZ Police is an enjoyable place to work*	70.8	71.7	-0.9
	6.10: I feel I am working for an effective organisation*	59.8	NA	NA
	6.11: I intend to continue working at NZ Police for at least the next 12 months	83.0	NA	NA
Final Thoughts	7.1: Overall, I'm satisfied with my job	73.3	69.0	4.3
	7.2: Overall, I would recommend NZ Police as a great place to work	66.1	61.3	4.8
	7.3: I take an active interest in what happens in NZ Police	81.1	79.2	1.9
	7.4: I feel inspired to go the extra mile to help NZ Police succeed	73.0	69.9	3.1
	7.5: I feel a sense of commitment to NZ Police	80.8	76.0	4.8

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2017	State Sector 2016 Benchmark	Difference
	7.6: NZ Police inspires me to do the best I can in my job every day	58.3	54.4	3.9

Note: An asterisk indicates that the item was identified as a key driver of employee engagement in the 2015 NZ Police Workplace Survey.

3.6 Question Level Results – Trend

Employee responses to the 2017 and 2016 NZ Police Workplace Surveys were compared. All 50 rating scale questions could be trended against the 2016 survey and of these, one question showed a marked decline in score, one showed a sizeable increase, and the remaining questions did not score differently to the 2016 survey.

Differences in results between the 2017 and 2016 NZ Police Workplace Surveys are presented in the following tables. The questions shown in **green** font are where the scores have markedly improved since 2016; those in **red** font have markedly declined; while the scores for questions in black font have not changed meaningfully since 2016.

Note that a criterion of 2.5 percentage points was used to identify whether any given question scores are markedly above or below trend scores. It is important to consider whether these differences are also substantive, when looking at the differences below.

3.6.1 Biggest Positive Differences – Trend Comparison

The table below shows the questions with the biggest positive differences between scores for the 2017 and 2016 surveys. As indicated by the font colour, only one question has seen marked improvement since 2016.

Question	Performance Score (Level of Agreement)		
	NZ Police 2017	NZ Police 2016	Difference
2.1: NZ Police provides adequate training for the work I do	43.4	40.2	3.2
6.4: There is a sense of 'common purpose' in NZ Police*	59.5	57.4	2.1
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.3	58.4	1.9
1.1: The responsibilities of my job are clearly defined	76.9	75.6	1.3
2.2: I am encouraged to try new ways of doing things	50.0	48.9	1.1

3.6.2 Biggest Negative Differences– Trend Comparison

The table below shows the questions with the biggest negative differences between 2017 and 2016 scores. As indicated by the font colour, the score for one question has markedly declined since 2016.

Question	Performance Score (Level of Agreement)		
	NZ Police 2017	NZ Police 2016	Difference
1.3: I understand how my performance is measured	53.5	56.2	-2.7
3.3: People are held accountable for their performance in my team	64.1	66.1	-2.0
4.1: NZ Police has appropriate ways of recognising outstanding achievement	40.7	42.3	-1.6
6.11: I intend to continue working at NZ Police for at least the next 12 months	83.0	84.5	-1.5
7.6: NZ Police inspires me to do the best I can in my job every day	58.3	59.5	-1.2

Note: An asterisk indicates that the item was identified as a key driver of employee engagement in the 2015 NZ Police Workplace Survey.

3.6.3 Trend Comparisons - All Questions

The table below shows the results for the questions from the 2017 NZ Police Workplace Survey, as well as the corresponding score from 2016, where relevant. All 50 rating scale questions in the survey could be trended. Of these, one question has markedly declined, one has markedly increased and the remaining questions have not had a meaningful change in score since 2016.

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2017	NZ Police 2016	Difference
The Work I Do	1.1: The responsibilities of my job are clearly defined	76.9	75.6	1.3
	1.2: I know how my work contributes to the effectiveness of NZ Police	82.5	82.3	0.2
	1.3: I understand how my performance is measured	53.5	56.2	-2.7
	1.4: My performance is fairly assessed	51.1	52.0	-0.9
	1.5: I am sufficiently involved in decisions that affect the way I do my job	48.3	47.4	0.9
	1.6: The level of work-related stress I experience in my job is acceptable	43.6	44.4	-0.8
	1.7: The work I do makes good use of my knowledge and skills	72.8	73.9	-1.1
	1.8: My job gives me a sense of personal achievement*	75.3	75.4	-0.1
	1.9: I am strongly committed to the work I do	88.6	88.7	-0.1
	1.10: I am motivated to do the best I can in my job everyday	83.6	84.5	-0.9
Learning and Development	2.1: NZ Police provides adequate training for the work I do	43.4	40.2	3.2
	2.2: I am encouraged to try new ways of doing things	50.0	48.9	1.1
	2.3: There are learning and development opportunities for me in NZ Police	53.9	54.2	-0.3
	2.4: There are career development opportunities for me in NZ Police	52.7	53.1	-0.4
My Team	3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	85.2	85.6	-0.4
	3.2: I feel part of an effective team	77.9	78.8	-0.9
	3.3: People are held accountable for their performance in my team	64.1	66.1	-2.0
	3.4: Poor performance is dealt with effectively in my team	53.4	54.4	-1.0
	3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	84.1	84.8	-0.7
	3.6: My supervisor communicates the goals and objectives of our team effectively	76.1	77.2	-1.1
	3.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.5	64.8	-0.3
Performance Focus	4.1: NZ Police has appropriate ways of recognising outstanding achievement	40.7	42.3	-1.6
	4.2: People here are appointed to positions based on merit	30.3	31.2	-0.9

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2017	NZ Police 2016	Difference
	4.3: We celebrate success in NZ Police	48.1	47.6	0.5
	4.4: I feel my contribution is valued in NZ Police*	47.6	46.8	0.8
	4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police*	46.6	46.6	0.0
	4.6: NZ Police expects high standards of performance from its people	84.5	84.7	-0.2
	4.7: NZ Police delivers on the promises it makes to its customers	42.0	42.3	-0.3
Respect & Integrity in the Workplace	5.1: Staff in my team respect employee diversity	86.6	86.0	0.6
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.8	84.1	0.7
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	68.1	68.6	-0.5
	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)	66.9	67.3	-0.4
	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	60.9	61.5	-0.6
Vision and Purpose + Communication and Cooperation	6.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.3	58.4	1.9
	6.2: Communication in my District or my Service Centre is open and honest*	46.7	46.2	0.5
	6.3: I feel informed about NZ Police and its activities	55.2	54.6	0.6
	6.4: There is a sense of 'common purpose' in NZ Police*	59.5	57.4	2.1
	6.5: NZ Police is interested in the views and opinions of its staff*	38.7	39.0	-0.3
	6.6: Teams within NZ Police work well together	54.1	54.9	-0.8
	6.7: I feel a sense of belonging to my District or my Service Centre*	61.8	62.0	-0.2
	6.8: NZ Police cares about the well-being of its staff*	51.2	51.1	0.1
	6.9: NZ Police is an enjoyable place to work*	70.8	70.9	-0.1
	6.10: I feel I am working for an effective organisation*	59.8	60.5	-0.7
	6.11: I intend to continue working at NZ Police for at least the next 12 months	83.0	84.5	-1.5
Final Thoughts	7.1: Overall, I'm satisfied with my job	73.3	73.6	-0.3
	7.2: Overall, I would recommend NZ Police	66.1	66.7	-0.6

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2017	NZ Police 2016	Difference
	as a great place to work			
	7.3: I take an active interest in what happens in NZ Police	81.1	80.8	0.3
	7.4: I feel inspired to go the extra mile to help NZ Police succeed	73.0	73.0	0.0
	7.5: I feel a sense of commitment to NZ Police	80.8	81.1	-0.3
	7.6: NZ Police inspires me to do the best I can in my job every day	58.3	59.5	-1.2

Note: An asterisk indicates that the item was identified as a **key driver of employee engagement** in the 2015 NZ Police Workplace Survey.

3.7 Demographic Comparisons

To identify what differences exist amongst respondents according to their demographic profile (e.g., District, Tenure, Ethnicity), IBM have identified the highest and lowest scoring group(s) for each survey section, within each demographic type.

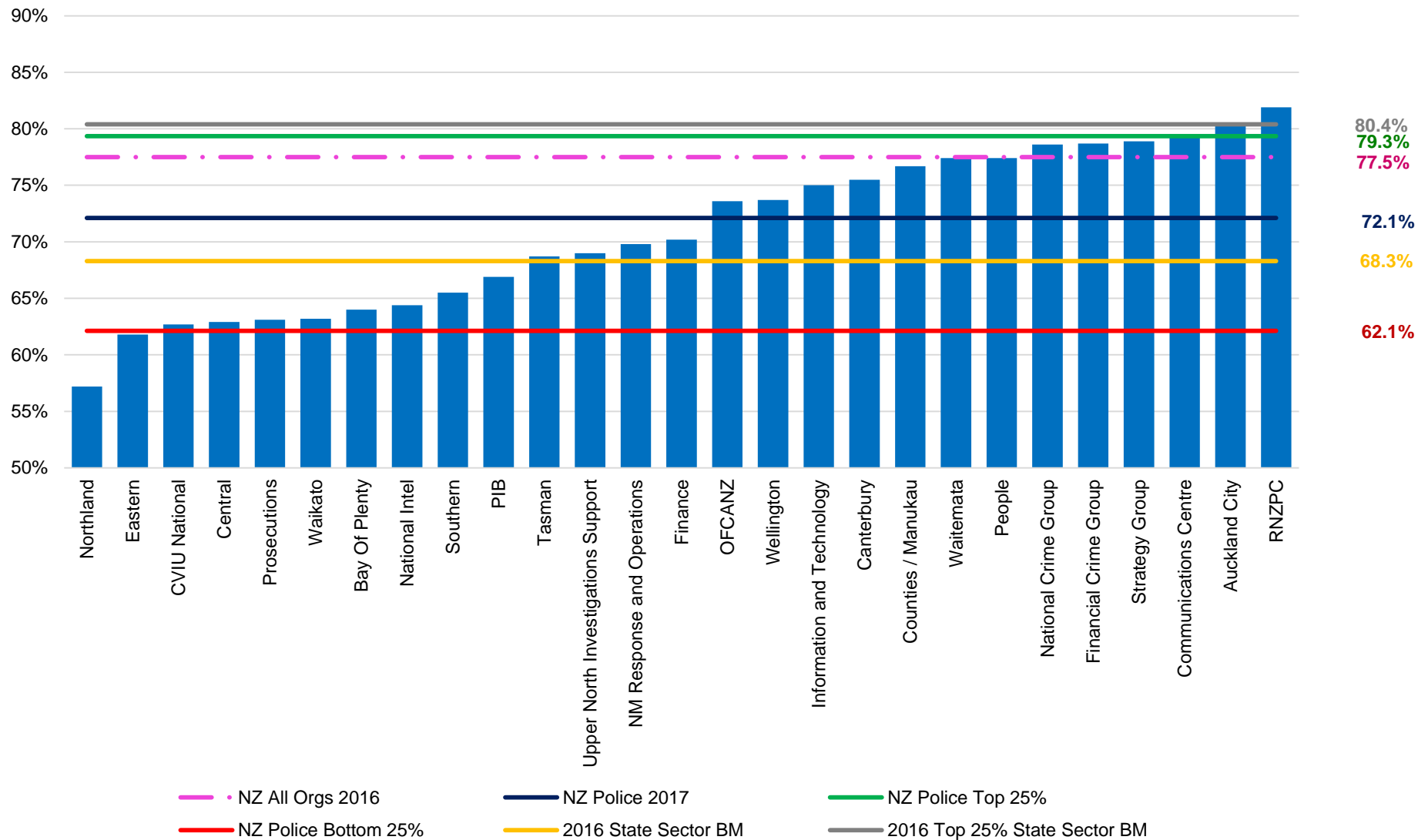
The analysis of employee differences in performance scores relating to the various demographic group(s) revealed the following insights (see table below and on following pages).

	GROUP/S WITH HIGHEST SECTION SCORES	GROUP/S WITH LOWEST SECTION SCORES
District	<ul style="list-style-type: none"> Auckland City District (all survey sections) 	<ul style="list-style-type: none"> Northland District (all survey sections)
Service Centres	<ul style="list-style-type: none"> Financial Crime Group (The Work I Do, My Team, Respect & Integrity in the Workplace) National Crime Group (Performance Focus, Vision and Purpose + Communication and Cooperation) PIB (Learning and Development) RNZPC (Final Thoughts) 	<ul style="list-style-type: none"> CVIU National (Performance Focus, Vision and Purpose + Communication and Cooperation, Final Thoughts) Finance (Learning and Development, My Team) National Intel (The Work I Do) Information and Technology (Respect & Integrity in the Workplace)
PE Type	<ul style="list-style-type: none"> Corporate (The Work I Do, Performance Focus, Respect & Integrity in the Workplace, Vision and Purpose + Communication and Cooperation, Final Thoughts) Investigations (Learning and Development, My Team) 	<ul style="list-style-type: none"> Road Policing (all survey sections)
Rank/Level	<ul style="list-style-type: none"> Constabulary (Learning and Development, My Team, Respect & Integrity in the Workplace) Employee (The Work I Do, Performance Focus, Vision and Purpose + Communication and Cooperation, Final Thoughts) 	<ul style="list-style-type: none"> Authorised Officer (The Work I Do, Learning and Development, Respect & Integrity in the Workplace) Constabulary (Performance Focus, Vision and Purpose + Communication and Cooperation, Final Thoughts) Employee (My Team)
Rank/Level – Lower Level Teams*	<ul style="list-style-type: none"> Commissioned Officers (all survey sections excluding My Team) Senior Sergeant (My Team) 	<ul style="list-style-type: none"> Constable (The Work I Do, Performance Focus, Respect & Integrity in the Workplace, Vision and Purpose + Communication and Cooperation, Final Thoughts) Employee Bands G – J (Learning and Development, My Team)

	GROUP/S WITH HIGHEST SECTION SCORES	GROUP/S WITH LOWEST SECTION SCORES
Tenure	<ul style="list-style-type: none"> • Under 2 (all survey sections excluding <i>The Work I Do</i> and <i>My Team</i>) • Over 35 (<i>The Work I Do</i>, <i>My Team</i>) 	<ul style="list-style-type: none"> • 5-9 (all survey sections excluding <i>My Team</i> and <i>Respect & Integrity in the Workplace</i>) • 10-14 (<i>My Team</i>, <i>Respect & Integrity in the Workplace</i>)
Ethnicity	<ul style="list-style-type: none"> • Asian Peoples (all survey sections except <i>My Team</i> and <i>Respect & Integrity in the Workplace</i>) • Pacific Peoples (<i>My Team</i>, <i>Respect & Integrity in the Workplace</i>) 	<ul style="list-style-type: none"> • Pakeha (<i>The Work I Do</i>, <i>My Team</i>, <i>Performance Focus</i>, <i>Vision and Purpose + Communication and Cooperation</i>) • Europeans (<i>Learning and Development</i>, <i>Performance Focus</i>, <i>Respect & Integrity in the Workplace</i>, <i>Final Thoughts</i>)
Gender	<ul style="list-style-type: none"> • Female (<i>The Work I Do</i>, <i>Performance Focus</i>, <i>Vision and Purpose + Communication and Cooperation</i>, <i>Final Thoughts</i>) • Male (<i>Learning and Development</i>, <i>My Team</i>, <i>Respect & Integrity in the Workplace</i>) 	<ul style="list-style-type: none"> • Female (<i>Learning and Development</i>, <i>My Team</i>, <i>Respect & Integrity in the Workplace</i>) • Male (<i>The Work I Do</i>, <i>Performance Focus</i>, <i>Vision and Purpose + Communication and Cooperation</i>, <i>Final Thoughts</i>)
Time in Band	<ul style="list-style-type: none"> • Under 1 year (All survey sections) 	<ul style="list-style-type: none"> • Over 10 years (All survey sections except <i>The Work I Do</i> and <i>My Team</i>) • 5-9 years (<i>The Work I Do</i>) • 3-4 years (<i>My Team</i>)

* Please note:

- Rank/Level – Lower Level Teams comparisons: The Authorised Officers group was not further broken down by bands, due to the small number of staff (n=5) in Band G-J

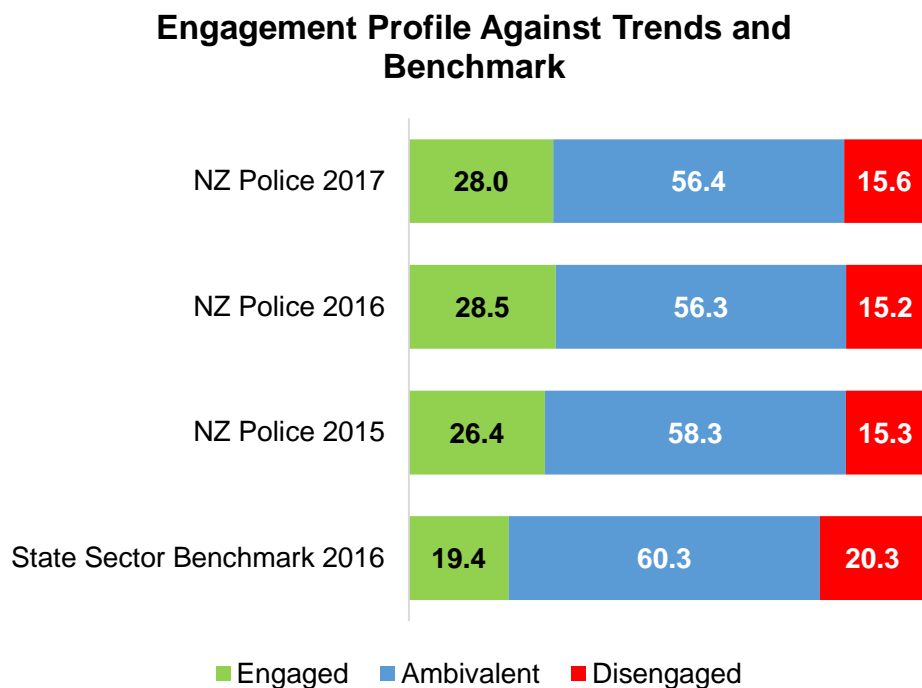


Note: The y-axis is the Engagement Index, expressed using Level of Agreement scoring.

3.8 Employee Engagement Profile

Employees can be classified as being either engaged, ambivalent or disengaged according to how they respond to the engagement questions. The higher their engagement score, the more likely they are to surpass the threshold needed to be classified as engaged. The resulting classifications of 'engaged', 'ambivalent' and 'disengaged' are presented in the engagement profile graph below, and can be compared to external benchmark norms and tracked year on year.

- The proportion of engaged, ambivalent and disengaged employees remains comparable to 2016
- Relative to the IBM Kenexa 2016 State Sector Benchmark, NZ Police continues to have a more favourable engagement profile, with a meaningfully larger proportion of engaged, as well as meaningfully smaller proportions of ambivalent and disengaged staff.



3.9 Engagement Levels Across Different Parts of the Organisation

The tables below present the Engagement Profiles (proportions of engaged, ambivalent and disengaged staff) and Engagement Indices (average level of agreement across the six engagement questions) across the various demographic markers assessed in the NZ Police Workplace Survey 2016. The demographic markers are District, Service Centres, Rank/Level, Gender, Tenure, Time in Band, PE Type and Ethnicity.

Read **down** the columns to see which demographics exhibit the highest and lowest proportions of engaged, ambivalent and disengaged employees. **Red font** highlights the demographic(s) with the lowest Engagement Index. **Green font** highlights the demographic(s) with the highest Engagement Index.

3.9.1 Engagement Profiles by District

Continuing the pattern observed over the last few years, Auckland City remains the most engaged District with an Engagement Index of 80.4%, over a third of staff engaged and the smallest proportion of disengaged staff (9.5%). Counties/Manukau and Waitemata also have nearly a third of staff who can be considered engaged. Wellington had a third of its staff engaged in 2016 but this has declined to 28.6%.

Tasman has had the largest increase in engagement index score (8.5 points), reversing a decline seen from 2015 to 2016. Bay of Plenty has declined by the greatest amount (-6.0 points).

Northland District once again has the lowest Engagement Index (57.2%; slightly lower than the 2016 score of 58.1%) and 29.2% of its employees can be considered disengaged. Northland, Eastern, Bay of Plenty and Southern and Waikato Districts also have very low proportions of engaged employees (ranging from 16.9% - 20.1%).

Six of the Districts have more Disengaged than Engaged staff, including Northland, Eastern, Bay of Plenty, Waikato, Central and Southern. The remaining six Districts have markedly more Engaged than Disengaged staff.

District	n	Engaged	Ambivalent	Disengaged	Engagement Index
Auckland City	558	36.7	53.8	9.5	80.4
Bay Of Plenty	474	19.2	58.4	22.4	64.0
Canterbury	556	28.3	59.8	11.9	75.5
Central	445	21.2	55.1	23.7	62.9
Counties / Manukau	808	32.8	56.0	11.2	76.7
Eastern	295	16.9	62.4	20.7	61.8
Northland	236	17.4	53.4	29.2	57.2
Southern	373	20.1	59.0	20.9	65.5
Tasman	243	27.8	55.6	16.6	68.7
Waikato	433	20.1	57.2	22.7	63.2
Waitemata	488	32.0	56.7	11.3	77.4
Wellington	567	28.6	57.6	13.8	73.7
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.2 Engagement Profiles by Service Centres

This year the RNZPC has the highest Engagement Index (81.9%) of all Service Centres, up 2.9 percentage points over 2016.

CVIU National now has the lowest Engagement Index, having declined 13.7 percentage points in the past year, reversing an increase between 2015 to 2016 of 7.3 percentage points. Its proportion of engaged employees has dropped by nearly 10 percentage points and its proportion of disengaged employees has tripled over the past year.

Upper North Investigations has the lowest proportion of Engaged staff (more than halved since 2016), although since it also has a relatively low proportion of Disengaged staff the overall Engagement Index is higher than that of CVIU National.

National Intel's Engagement Index declined from 2015 to 2016 by 8.3 points, and this year declined by a further 8.1 points. This year, they have more disengaged than engaged staff.

CVIU National, Prosecutions, National Intel and Upper North Investigations all have fewer engaged than disengaged staff. The remaining 11 Service Centres have more engaged than disengaged staff.

Overall, 7 of the 15 Service Centres achieved a score greater of 75% or greater for their Engagement Index.

Service Centres	N	Engaged	Ambivalent	Disengaged	Engagement Index
Communications Centre	407	36.0	53.7	10.3	79.5
CVIU National	87	14.1	58.8	27.1	62.7
Finance	34	21.2	60.6	18.2	70.2
Financial Crime Group	65	35.4	58.4	6.2	78.7
Information and Technology	199	30.7	57.2	12.1	75.0
National Crime Group	161	36.6	51.6	11.8	78.6
National Intel	56	16.1	58.9	25.0	64.4
NM Response and Operations	105	28.6	59.0	12.4	69.8
OFCANZ	84	31.0	57.1	11.9	73.6
People	162	32.3	54.7	13.0	77.4
PIB	75	30.7	48.0	21.3	66.9
Prosecutions	190	19.0	54.5	26.5	63.1
RNZPC	174	37.4	54.6	8.0	81.9
Strategy Group	69	33.3	56.6	10.1	78.9
Upper North Investigations Support	42	11.9	71.4	16.7	69.0
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.3 Engagement Profile Comparisons by Rank/Level

This year, 'Employees' are the most highly engaged of the three Rank/Levels assessed. In previous years, Authorised Officers were the most highly engaged, but are now comparable to the Constabulary, who have traditionally had the lowest Engagement Index of these three groups.

Authorised Officers have a lower proportion of Engaged (down 5.9 percentage points) and higher proportion of Disengaged staff (up 5.6 percentage points) this year. The Constabulary and Employees have not seen marked shifts in the past year.

Rank/Level	n	Engaged	Ambivalent	Disengaged	Engagement Index
Authorised Officer	136	30.9	50	19.1	70.9
Constabulary	5364	26.0	57.3	16.7	70.3
Employee	2277	32.6	54.6	12.8	76.4
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.4 Engagement Profiles of Employees

Band 1 & Above is the most engaged employee rank, with 40% of staff engaged and just 7.3% disengaged. These figures are slightly less favourable than in 2016 (50% Engaged, 5.1% Disengaged).

Band A-F and Band G-J have similar Engagement Indices, proportions of Engaged (approximately a third) and Disengaged staff (approximately 13%). These proportions are fairly similar to 2016.

Rank/Level	n	Engaged	Ambivalent	Disengaged	Engagement Index
Band A - F	1488	31.3	55.4	13.3	75.6
Band G - J	624	33.6	53.5	12.9	76.0
Band 1 & Above	165	40.0	52.7	7.3	84.7
Employee	2277	32.6	54.6	12.8	76.4
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.5 Engagement Profiles of Constabulary

Consistent with previous surveys, within the Constabulary, Commissioned Officers tend to have the highest levels of engagement and Constables tend to have the lowest. The figures are similar to those of 2016, however note that 45.2% of the Senior Sergeant group was engaged last year compared to 39.0% this year.

Rank/Level	n	Engaged	Ambivalent	Disengaged	Engagement Index
Constable	3737	22.2	58.9	18.9	67.1
Sergeant	1014	27.2	58.3	14.5	73.2
Senior Sergeant	346	39.0	52.9	8.1	83.1
Commissioned Officer	266	56.8	38.7	4.5	88.1
Constabulary	5364	26.0	57.3	16.7	70.3
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.6 Engagement Profiles by Gender

Females continue to have a significantly higher Engagement Index than males, with more females being engaged and fewer being disengaged compared to males. While the shifts since 2016 have been small, they continue a trend observed over the past few years in which the gap between female and male Engagement Index scores continues to widen, with females consistently scoring higher than males by 3.3 percentage points in 2015, 3.7 percentage points in 2016, and 5.9 percentage points in 2017.

Gender	n	Engaged	Ambivalent	Disengaged	Engagement Index
Female	2592	31.6	56.3	12.1	76.0
Male	5185	26.2	56.5	17.3	70.1
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.7 Engagement Profiles by Tenure

Following the typical pattern observed overseas and in New Zealand, employees new to the organisation (under 2 years) tend to have the highest Engagement Index score and the lowest proportion of disengaged employees. Staff in the 5-19 year range tend to be the least engaged. The level of engagement increases once more for staff who have been in the organisation for over 35 years.

This year the lowest scoring Engagement Index is for the 5-9 year band, down 1.1 percentage points from 2016.

Tenure	n	Engaged	Ambivalent	Disengaged	Engagement Index
Under 2	925	44.3	47.2	8.5	83.7
2-4	1113	30.0	58.3	11.7	77.1
5-9	1486	22.6	59.0	18.4	67.7
10-14	1411	23.3	58.8	17.9	68.0
15 - 19	1068	25.2	55.7	19.1	68.5
20 - 24	693	24.9	59.2	15.9	70.8
25 - 29	485	28.0	58.1	13.9	72.4
30 - 34	303	30.8	51.3	17.9	71.3
Over 35	293	33.4	52.9	13.7	74.8
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.8 Engagement Profiles by Time in Band

Employees who are new to a band tend to have the highest level of engagement. This level of engagement declines by about 5 points between the 'Under 1 year' and '1-2 years' bands, between the '1-2 years' and '3-4 years' bands, and between '3-4 years' and '5-9 year' bands. Unlike tenure, the level of engagement does not follow a 'U-shape' and steadily declines with more time spent within a band.

Time in Band	n	Engaged	Ambivalent	Disengaged	Engagement Index
Under 1 year	1046	42.8	48.3	8.9	83.8
1 - 2 years	1703	33.8	55.5	10.7	78.6
3 - 4 years	1162	28.3	57.1	14.6	73.0
5 - 9 years	1864	22.6	58.0	19.4	66.6
10 years or over	2002	20.1	59.6	20.3	65.0
Total Organisation	7777	28.0	56.4	15.6	72.1

3.9.9 Engagement Profiles by PE Type

The Corporate group has been the most highly engaged group since 2014, and has improved on its 2016 score by 3.1 percentage points.

Road Policing again has the lowest Engagement Index score at 61.5%, a decline of 3.6 percentage points from 2016. Nearly a quarter of its staff fall into the 'Disengaged' category, up from 21.3% in 2016.

PE Type	n	Engaged	Ambivalent	Disengaged	Engagement Index
Corporate	882	38.0	52.8	9.2	80.7
Investigations	1570	23.9	61.6	14.5	71.6
Operations	1108	26.8	54.4	18.8	69.2
Prevention	1286	28.0	57.7	14.3	72.7
Response	2182	30.7	54.2	15.1	73.7
Road Policing	749	18.5	57.1	24.4	61.5
Total Organisation	7777	28.0	56.4	15.6	72.1

Please note that there were insufficient responses to display the results for 'Unassigned'

3.9.10 Engagement Profiles by Ethnicity – Overall Comparison

This year the 'Asian Peoples' group has the highest Engagement Index at 82.4%. The 'Europeans' group continues to have the lowest Engagement Index. It is worth noting that 'Other Ethnic Groups' has a very low proportion of Disengaged staff, with less than 5% falling into this category.

Ethnicity	n	Engaged	Ambivalent	Disengaged	Engagement Index
Pakeha	4357	26.5	57.0	16.5	70.9
Maori	676	30.5	56.0	13.5	74.0
Europeans	906	25.5	56.4	18.1	69.7
Pacific Peoples	315	39.4	50.8	9.8	80.7
Asian Peoples	203	40.4	51.7	7.9	82.4
Other Ethnic Groups	46	30.4	65.3	4.3	81.1
Total Organisation	7777	28.0	56.4	15.6	72.1

Please note that there could be respondents who did not select an ethnicity when completing the survey. Also, the ethnicity categories are not mutually exclusive – for example, someone who identified themselves as 'Pakeha' may have also identified themselves as 'Maori'.

3.10 The Key Drivers of Engagement Within NZ Police

While all of the questions included in the survey are important in understanding how employees view their organisation, some are more important than others in terms of their impact on engagement. Those that have the most impact on engagement are called Key Drivers of Engagement. Because all organisations differ in regard to their culture, climate, and the people they need and attract, not surprisingly the key drivers of engagement vary from organisation to organisation.

Key drivers are powerful predictors of engagement which, read in conjunction with your other online reports and analyses, are of great importance when considering priorities for improvement initiatives.

In previous years, each District and Service Centre received a separate, customised key driver analysis. In 2016 and 2017, a shortened version of the NZ Police Workplace Survey was used which prohibited a 'Key Driver Analysis' from being conducted. Subsequently, those items identified as key drivers for NZ Police Overall in 2015 have been retained this year for the purposes of this report. Using the same key drivers across all demographics allows comparisons of scores and provides the ability to assess employee perceptions about matters that have the greatest impact on engagement levels. Since the Engagement Index has shifted very little in 2017 compared to 2015, and all of the key driver items have been identified as key drivers for two consecutive years (2014 and 2015), it can be safely assumed that the overall key drivers for NZ Police remain generally unchanged.

Key driver items identified in 2015 are presented in the following tables with their respective 2017 survey scores for each demographic being reported.

In the table below, key driver items are ranked in descending order of importance and are colour coded in terms of their scores relative to the IBM Kenexa 2016 State Sector Benchmark. A number of questions within the NZ Police Workplace Survey are unique and do not have a benchmark equivalent. Consequently, a direct comparison of scores is not possible and there is no colour coding for one question in the table below.

- RED DRIVERS:** These are **High Importance-Low Performance drivers** and are considered *priority areas for improvement*, and offer the greatest leverage for performance improvement.
- ORANGE DRIVERS:** **High Importance-Medium Performance drivers.** These have a strong impact on employee engagement, but your organisation's score on these drivers are statistically equivalent to the 2016 IBM State Sector Benchmark. There are likely performance improvements to be had from attending to these drivers, although priority should be placed on the 'red zone' drivers.
- GREEN DRIVERS:** **High Importance-High Performance drivers.** Performance relative to the benchmark is strong, with these drivers providing the organisation with potential competitive advantage. Current efforts and initiatives in these areas should be maintained.
- BLACK DRIVERS:** **High Importance-Indeterminate Performance drivers.** These are drivers where no benchmark data is available, but are still significant drivers of employee engagement.

Table 3.10.1 Key Drivers of Employee Engagement: NZ Police (Total Organisation)

	Key Driver Questions	New Zealand Police 2017	New Zealand Police 2016	State Sector Benchmark 2016
	6.9: NZ Police is an enjoyable place to work**	70.8	70.9 (-0.1)	71.7 (-0.9)
	6.10: I feel I am working for an effective organisation**	59.8	60.5 (-0.7)	NA
	6.7: I feel a sense of belonging to my District or my Service Centre**	61.8	62.0 (-0.2)	64.9 (-3.1)
	4.4: I feel my contribution is valued in NZ Police**	47.6	46.8 (+0.8)	57.8 (-10.2)
	6.8: NZ Police cares about the well-being of its staff**	51.2	51.1 (+0.1)	65.2 (-14.0)
	6.5: NZ Police is interested in the views and opinions of its staff**	38.7	39.0 (-0.3)	52.1 (-13.4)
	6.4: There is a sense of 'common purpose' in NZ Police**	59.5	57.4 (+2.1)	53.7 (+5.8)
	4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police**	46.6	46.6 (0.0)	46.6 (0.0)
	6.2: Communication in my District or my Service Centre is open and honest**	46.7	46.2 (+0.5)	44.6 (+2.1)
	1.8: My job gives me a sense of personal achievement**	75.3	75.4 (-0.1)	76.0 (-0.7)

The questions with **next to them were also key drivers of employee engagement within NZ Police in 2014. (Level of Agreement (%) scoring used).

3.10.1 Conclusions from Key Driver Analysis

Note that all ten key drivers listed above were key driver items in 2015 and in 2014. Key driver score movements in 2016 were not large enough to be meaningful.

'There is a sense of 'common purpose' in NZ Police' had the biggest increase at 2.1 percentage points, and, notably, now scores 5.8 points higher than the State Sector Benchmark 2016.

NZ Police continues to have agreement from large proportions of its people that they get a sense of personal achievement from their jobs (75.3%), and feel that NZ Police is an enjoyable place to work (70.8%).

NZ Police scored meaningfully lower than the State Sector Benchmark 2016 for four of the nine benchmarkable key driver items. These items relate to having a sense of belonging, feeling that staff contribution is valued, that NZ Police cares about staff well-being, and feeling that the views and opinions of staff matter to NZ Police. These are not just low scoring relative to the benchmark, but low in their own right; for example, approximately half of staff are able to agree that the organisation cares about their well-being and just over one in three feel that their opinions matter. There has been no improvement in score to these four items and warrant especial attention by NZ Police.

Although NZ Police's score for 'Communication in my District or my Service Centre is open and honest' has increased slightly by 0.5 points, the benchmark has caught up, and as a result while this was once an area of strength for NZ Police (+2.7% in 2016), it now scores comparably to the benchmark.

3.10.2 Key Driver Demographic Comparisons

Assessing how different employee groups perform across the 2015 NZ Police (total organisation level) key drivers allows us to identify areas that need attention across the organisation and other areas that are strengths. Please see section 3.10.1 for a fuller explanation of why NZ Police 2015 Overall key drivers have been used in 2017.

The tables on the following pages present the key driver scores across the demographic variables of: District, Service Centres, Rank/Level, Gender, Tenure, Time in Band, PE Type, and Ethnicity.

Please note that this year, Districts and Service Centres have been provided a smaller 'Report of Findings', which includes their performance on the key drivers.

3.10.2.1 Key Drivers by District

Examining the organisational key driver scores by District shows that Auckland City District had the highest scores across seven of the ten key questions; Counties/Manukau District and Canterbury scored the highest for the remaining questions).

This year Tasman saw sizeable improvements in several of the key driver areas, most notably, a 19 point increase to 'Communication in my District or my Service Centre is open and honest', and a 17 point increase to 'There is a sense of 'common purpose' in NZ Police'. This reverses a decline to Tasman's results observed since 2014.

However, Bay of Plenty continued a decline previously noted between 2015 and 2016, with this year declining in all key driver areas. This is particularly evident in a 12.1 point decline for 'NZ Police cares about the well-being of its staff'. Auckland City, Counties/Manukau, Northland and Wellington also saw multiple decreases in the 0-9 point range.

Canterbury, Central, Eastern, and Southern each improved in multiple areas by at least 5 points. For example, all improved substantially in the sense of 'common purpose' felt by staff (by between 5.4 and 9.1 points). It is worth noting, too, that Canterbury maintained its 12 point increase seen between 2015 and 2016 for 'sense of belonging'.

Northland had the lowest key driver scores overall. Less than a third of its people agreed that NZ Police cares about their views and opinions, that day-to-day decisions show that quality of services is a top priority for the organisation, that NZ Police cares about the well-being of staff, that communication is open and honest, or that they feel their contribution is valued. This highlights Northland as a priority area for NZ Police.

Eastern, Central, Bay of Plenty, Southern and Waikato also tended to have lower proportions of their people agree to the key driver questions.

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Canterbury	Central	Eastern	Southern	Tasman	Wellington	Total Organisation
N	556	445	295	373	243	567	7777
6.9: NZ Police is an enjoyable place to work	77.2	59.3	54.9	58.2	64.7	74.7	70.8
6.10: I feel I am working for an effective organisation	62.3	44.9	40.2	46.6	53.5	54.8	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	67.5	42.1	48.1	50.8	62.5	60.9	61.8
4.4: I feel my contribution is valued in NZ Police	52.6	34.2	37.8	40.5	40.1	49.5	47.6
6.8: NZ Police cares about the well-being of its staff	57.9	37.8	36.6	40.5	43.8	52.2	51.2
6.5: NZ Police is interested in the views and opinions of its staff	40.7	25.1	24.7	26.1	35.7	36.1	38.7
6.4: There is a sense of 'common purpose' in NZ Police	62.2	43.9	40.3	47.7	58.1	56.4	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	49.5	35.5	29.0	39.9	34.9	43.8	46.6
6.2: Communication in my District or my Service Centre is open and honest	56.5	29.5	25.2	34.5	46.9	43.4	46.7
1.8: My job gives me a sense of personal achievement	78.2	68.2	76.6	68.1	72.6	78.6	75.3

3.10.2.1 Key Drivers by District (continued)

Key Driver Questions	Auckland City	Bay Of Plenty	Counties / Manukau	Northland	Waikato	Waitemata	Total Organisation
N	558	474	808	236	433	488	7777
6.9: NZ Police is an enjoyable place to work	79.6	61.1	77.8	57.2	58.6	77.8	70.8
6.10: I feel I am working for an effective organisation	70.5	51.0	68.3	36.8	45.2	68.1	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	70.8	47.5	74.5	50.4	53.7	65.5	61.8
4.4: I feel my contribution is valued in NZ Police	54.2	37.6	49.3	32.9	37.7	49.3	47.6
6.8: NZ Police cares about the well-being of its staff	56.7	37.2	54.9	29.2	40.7	55.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	44.6	22.4	45.5	24.2	29.1	41.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	70.6	47.8	66.8	41.9	45.2	66.0	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.3	36.8	56.3	26.5	34.9	52.9	46.6
6.2: Communication in my District or my Service Centre is open and honest	59.2	29.7	54.0	31.5	35.7	48.7	46.7
1.8: My job gives me a sense of personal achievement	82.0	70.0	78.4	63.9	69.2	79.3	75.3

3.10.2.2 Key Drivers by Service Centres

There have been some sizeable movements among the Service Centres, however it is important to remember that some of these groups are very small. This means that individual opinions have a bigger impact on the overall result. Our guidelines are: for groups of 50 people or fewer, look for differences of 15 points or more. For groups of 51-99 people, look for differences of 10 points or more. For groups of 100 people or more, look for gaps of 5 points or more. Please interpret the results with these guidelines in mind.

National Crime Group, Strategy Group, RNZPC, People, and Financial Crime Group tend to have the most highly rated key driver items among the Service Centres. Note, however, that Financial Crime Group has seen some marked declines over the past year.

Information and Technology has improved by at least 5 points for every key driver measured, a marked change in the past year. Most notable is a 23.6 percentage point increase to the sense of 'common purpose', as well as a 22.6 percentage point increase to communication being seen as open and honest. This brings it in line with, or scoring better than, the NZ Police average for the key drivers.

Finance, RNZPC, People, and Response and Operations have also seen significant positive shifts in the past year.

CVIU National has the lowest scores for seven of the ten key driver items. Just one in five of its people agree that NZ Police is interested in the views and opinions of its staff. CVIU National's key driver scores have plummeted in the past year, with nine of the ten key driver items declining by ten points or more, and several dropping by 20 points or more. In particular, 'NZ Police cares about the well-being of its staff' has dropped by nearly 27 percentage points, and 'NZ Police is interested in the views and opinions of its staff' has dropped by 24 percent points. These results suggest that CVIU National needs additional focus and investigation as to why opinion has altered so much over the course of a year.

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Comms Centre	Financial Crime Group	National Crime Group	OFCANZ	Upper North Investigations Support	National Intel	NM Response and Operations	Total Organisation
n	407	65	161	84	42	56	105	7777
6.9: NZ Police is an enjoyable place to work	77.4	78.5	78.3	83.1	70.7	62.5	69.5	70.8
6.10: I feel I am working for an effective organisation	72.8	78.5	79.2	69.9	51.2	58.2	52.4	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	68.2	75.4	68.1	67.9	50.0	50.0	57.7	61.8
4.4: I feel my contribution is valued in NZ Police	52.6	59.4	69.4	47.6	38.1	44.6	48.6	47.6
6.8: NZ Police cares about the well-being of its staff	49.8	67.2	71.4	61.9	52.4	58.9	45.7	51.2
6.5: NZ Police is interested in the views and opinions of its staff	43.2	53.8	56.9	44.6	34.1	42.9	40.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	73.6	67.7	79.9	59.8	50.0	55.4	55.3	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.6	53.1	60.4	44.6	45.2	37.5	45.7	46.6
6.2: Communication in my District or my Service Centre is open and honest	49.9	56.9	66.9	57.1	48.8	42.9	46.6	46.7
1.8: My job gives me a sense of personal achievement	79.5	78.1	83.2	76.2	81.0	60.0	79.0	75.3

3.10.2.2 Key Drivers by Service Centres (Continued)

Key Driver Questions	Prosecutions	Finance	Information and Technology	People	RNZPC	CVIU National	PIB	Strategy Group	Total Organisation
n	190	34	199	162	174	87	75	69	7777
6.9: NZ Police is an enjoyable place to work	64.0	58.8	72.4	68.1	87.3	62.8	68.0	82.6	70.8
6.10: I feel I am working for an effective organisation	51.9	64.7	67.9	73.6	76.3	44.2	70.3	72.5	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	58.8	58.8	69.8	65.2	79.9	55.3	53.3	66.2	61.8
4.4: I feel my contribution is valued in NZ Police	39.7	57.6	57.1	57.8	64.0	32.6	57.3	58.0	47.6
6.8: NZ Police cares about the well-being of its staff	42.6	66.7	66.8	71.9	64.2	34.9	66.2	76.5	51.2
6.5: NZ Police is interested in the views and opinions of its staff	27.0	58.8	50.8	61.7	52.0	19.8	56.0	69.6	38.7
6.4: There is a sense of 'common purpose' in NZ Police	48.7	63.6	74.9	77.8	62.6	40.7	61.3	81.2	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	37.2	57.6	47.7	60.0	47.7	29.4	57.3	56.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	39.2	38.2	57.6	60.2	66.5	27.9	48.0	62.3	46.7
1.8: My job gives me a sense of personal achievement	73.9	64.7	74.7	75.9	82.8	79.1	57.3	71.0	75.3

3.10.2.3 Key Drivers by Rank/Level

Following the pattern of Engagement Index scores, Employees tend to score most favourably on most key drivers, with Constabulary staff scoring least favourably for most of the key drivers.

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Authorised Officer	Constabulary	Employee	Total Organisation
n	136	5364	2277	7777
6.9: NZ Police is an enjoyable place to work	69.6	69.6	73.5	70.8
6.10: I feel I am working for an effective organisation	62.2	55.5	69.7	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	56.3	60.6	64.9	61.8
4.4: I feel my contribution is valued in NZ Police	48.1	44.7	54.4	47.6
6.8: NZ Police cares about the well-being of its staff	51.5	47.1	61.0	51.2
6.5: NZ Police is interested in the views and opinions of its staff	43.7	34.8	47.5	38.7
6.4: There is a sense of 'common purpose' in NZ Police	63.0	55.2	69.4	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	48.5	43.6	53.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	47.8	43.6	53.8	46.7
1.8: My job gives me a sense of personal achievement	67.6	76.5	73.1	75.3

3.10.2.4 Key Drivers for Constabulary

Looking more closely at the Constabulary Rank, Constables as a group gave the lowest ratings to all key driver items, and Commissioned Officers rated them most positively. This mirrors the pattern of scoring observed for the Engagement Index.

It is common to see that the more senior staff are, the more positively they tend to answer questions about their workplace; however, it is worth considering the differences in opinion within NZ Police further. For example, about 75% of Commissioned Officers agree that NZ Police is interested in the views and opinions of its staff, while about 30% of Constables agree to this question. Similarly, nearly 80% of Commissioned Officers agree that communication in their District or Service Centre is open and honest, while only approximately 40% of Constables agree to this question. The size of the difference in opinion suggests that the Commissioned Officers' view of the organisation is not shared by the majority of staff, and that the quality of information and process by which information is shared could be improved.

Key Driver Questions	Constable	Sergeant	Senior Sergeant	Commissioned Officer	Constabulary	Total Organisation
n	3737	1014	346	266	5364	7777
6.9: NZ Police is an enjoyable place to work	66.3	73.6	81.6	86.0	69.6	70.8
6.10: I feel I am working for an effective organisation	51.1	59.5	70.7	83.2	55.5	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	55.7	65.7	78.3	87.1	60.6	61.8
4.4: I feel my contribution is valued in NZ Police	39.1	50.7	64.7	73.3	44.7	47.6
6.8: NZ Police cares about the well-being of its staff	41.9	51.5	64.7	79.3	47.1	51.2
6.5: NZ Police is interested in the views and opinions of its staff	29.2	37.5	55.9	75.2	34.8	38.7
6.4: There is a sense of 'common purpose' in NZ Police	49.8	60.5	72.2	87.5	55.2	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	40.4	43.5	57.4	69.4	43.6	46.6
6.2: Communication in my District or my Service Centre is open and honest	38.4	48.1	59.8	78.0	43.6	46.7
1.8: My job gives me a sense of personal achievement	74.8	78.4	80.9	87.9	76.5	75.3

3.10.2.5 Key Drivers for Employees

Among the various Bands, A-F scored lower for almost all items barring 'Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police.' Band 1 & above scored the highest for all ten key driver items.

Note that even Band 1 & above staff tend to have a low collective opinion for 'Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police'.

Key Driver Questions	Band A – F	Band G - J	Band 1 & above	Employee	Total Organisation
n	1488	624	165	2277	7777
6.9: NZ Police is an enjoyable place to work	72.7	74.6	76.8	73.5	70.8
6.10: I feel I am working for an effective organisation	69.4	68.9	75.8	69.7	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	62.3	66.9	80.6	64.9	61.8
4.4: I feel my contribution is valued in NZ Police	52.0	57.4	64.2	54.4	47.6
6.8: NZ Police cares about the well-being of its staff	57.7	65.5	73.0	61.0	51.2
6.5: NZ Police is interested in the views and opinions of its staff	43.6	51.4	68.9	47.5	38.7
6.4: There is a sense of 'common purpose' in NZ Police	67.3	70.7	83.5	69.4	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	54.7	49.8	57.0	53.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	50.4	58.0	68.3	53.8	46.7
1.8: My job gives me a sense of personal achievement	71.4	74.9	81.2	73.1	75.3

3.10.2.6 Key Drivers by Gender

Consistent with the pattern observed for Engagement Index, females tend to rate the key driver items higher than males do. There is no meaningful difference between the genders for feeling a sense of personal achievement from the jobs staff do, however.

The largest difference between the genders for these key drivers is that females are markedly more likely to feel that they are working for an effective organisation (difference of 8.8 percentage points).

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Female	Male	Total Organisation
n	2592	5185	7777
6.9: NZ Police is an enjoyable place to work	72.3	70.0	70.8
6.10: I feel I am working for an effective organisation	65.7	56.9	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	64.3	60.6	61.8
4.4: I feel my contribution is valued in NZ Police	50.1	46.3	47.6
6.8: NZ Police cares about the well-being of its staff	55.5	49.1	51.2
6.5: NZ Police is interested in the views and opinions of its staff	42.7	36.7	38.7
6.4: There is a sense of 'common purpose' in NZ Police	64.2	57.1	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	51.6	44.1	46.6
6.2: Communication in my District or my Service Centre is open and honest	49.9	45.0	46.7
1.8: My job gives me a sense of personal achievement	75.1	75.4	75.3

3.10.2.7 Key Drivers by Tenure

As is the case with the Engagement Index scores, newcomers of less than 2 years' tenure tend to have the highest opinions. The 5-9 year range was least positive for most of the key driver questions.

Note that newcomers' opinions see the greatest drop in perceptions for views and opinions of staff matter (drop of 18 percentage points), followed by well-being of staff (drop of 15.2 percentage points) and contribution is valued (drop of 14.7 percentage points) after the first two years of employment.

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Under 2	2-4	5-9	10-14	15 - 19	20 - 24	25 - 29	30 - 34	Over 35	Total Organisation
n	925	1113	1486	1411	1068	693	485	303	293	7777
6.9: NZ Police is an enjoyable place to work	82.4	76.6	66.5	65.5	68.6	69.2	69.5	71.0	72.3	70.8
6.10: I feel I am working for an effective organisation	77.9	64.8	54.3	53.7	55.0	57.7	59.5	59.7	64.0	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	73.2	66.5	57.6	58.2	57.3	60.8	61.6	60.9	66.4	61.8
4.4: I feel my contribution is valued in NZ Police	61.7	47.0	41.8	42.7	46.9	48.7	49.1	49.5	53.6	47.6
6.8: NZ Police cares about the well-being of its staff	68.8	53.6	45.0	44.5	47.1	52.4	51.6	56.9	56.5	51.2
6.5: NZ Police is interested in the views and opinions of its staff	57.7	39.7	32.7	33.6	34.1	37.8	41.2	41.8	40.3	38.7
6.4: There is a sense of 'common purpose' in NZ Police	76.7	64.3	52.9	55.8	57.0	55.6	56.8	59.9	59.0	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	64.8	51.7	41.1	41.2	43.1	43.6	43.8	46.8	47.6	46.6
6.2: Communication in my District or my Service Centre is open and honest	62.5	49.4	40.5	42.5	42.4	45.2	49.2	49.5	49.7	46.7
1.8: My job gives me a sense of personal achievement	79.7	74.6	72.1	74.5	72.6	77.5	78.5	80.5	79.2	75.3

3.10.2.8 Key Drivers by Time in Band

Consistent with the past five surveys, those who have been in a Band for less than one year have responded most favourably to all key driver questions, while those that have been in the same band for at least ten years have the least favourable ratings.

While those who have been employed in a Band for less than 1 year have the highest ratings, several questions see sharp declines within this first year, so that by the time they have been in a Band for between 1 and 2 years, the ratings decline by about 10 percentage points for over half of the key drivers - views and opinions of staff matter, communication is open and honest, contribution is valued, quality of services, and well-being of staff.

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Under 1 year	1 - 2 years	3 - 4 years	5 - 9 years	10 years or over	Total Organisation
n	1046	1703	1162	1864	2002	7777
6.9: NZ Police is an enjoyable place to work	82.3	78.3	71.4	65.2	63.2	70.8
6.10: I feel I am working for an effective organisation	76.4	66.5	61.3	52.8	51.1	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	74.3	70.7	62.6	56.1	52.5	61.8
4.4: I feel my contribution is valued in NZ Police	63.5	52.3	46.9	41.5	41.2	47.6
6.8: NZ Police cares about the well-being of its staff	69.1	58.7	49.9	43.9	43.1	51.2
6.5: NZ Police is interested in the views and opinions of its staff	56.4	44.8	38.4	32.2	30.3	38.7
6.4: There is a sense of 'common purpose' in NZ Police	74.3	67.2	62.7	52.1	50.1	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	64.1	53.5	45.1	40.1	38.4	46.6
6.2: Communication in my District or my Service Centre is open and honest	65.2	53.2	47.1	39.6	37.6	46.7
1.8: My job gives me a sense of personal achievement	81.4	78.0	74.1	73.0	72.8	75.3

3.10.2.9 Key Drivers by PE Type

Corporate continues to hold the highest scores for most key driver items, and Road Policing continues to score the lowest of all groups. Note that only 28.3% of Road Policing staff feel that their views and opinions matter to NZ Police.

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Corporate	Investigations	Operations	Prevention	Response	Road Policing	Total Organisation
n	882	1570	1108	1286	2182	749	7777
6.9: NZ Police is an enjoyable place to work	79.1	71.9	68.2	70.5	72.4	58.2	70.8
6.10: I feel I am working for an effective organisation	74.7	57.3	57.5	59.3	60.8	48.7	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	73.7	62.3	58.5	62.7	62.3	48.5	61.8
4.4: I feel my contribution is valued in NZ Police	63.2	47.0	45.8	49.8	44.9	37.3	47.6
6.8: NZ Police cares about the well-being of its staff	71.9	51.3	47.2	54.9	47.1	38.4	51.2
6.5: NZ Police is interested in the views and opinions of its staff	59.2	36.4	35.7	39.8	36.5	28.3	38.7
6.4: There is a sense of 'common purpose' in NZ Police	75.0	57.0	57.6	60.1	60.2	46.0	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.1	44.4	44.6	46.9	49.4	34.0	46.6
6.2: Communication in my District or my Service Centre is open and honest	63.7	45.2	46.4	45.2	45.3	36.5	46.7
1.8: My job gives me a sense of personal achievement	78.9	80.2	71.9	74.6	75.6	66.8	75.3

Please note there were insufficient responses to display the results for the 'Unassigned' group

3.10.2.10 Key Drivers by Ethnicity – Overall Ethnicity Comparisons

'Pakeha' staff continue to rate most of the key driver items least positively, although their collective responses are very similar to those of the 'Europeans' group, and within a few percentage points of the 'Maori' group. The 'Asian Peoples' group tends to be the most positive when rating the key driver items.

Read **across** the rows to see which demographic/s score/s the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	Total Organisation
n	4357	676	906	315	203	46	7777
6.9: NZ Police is an enjoyable place to work	70.4	71.3	68.7	77.8	82.1	80.4	70.8
6.10: I feel I am working for an effective organisation	56.5	62.5	60.1	74.8	74.3	82.6	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	60.6	63.1	61.7	70.9	71.6	67.4	61.8
4.4: I feel my contribution is valued in NZ Police	45.7	48.4	46.1	56.1	66.7	45.7	47.6
6.8: NZ Police cares about the well-being of its staff	48.9	48.9	49.4	61.4	67.5	66.7	51.2
6.5: NZ Police is interested in the views and opinions of its staff	36.5	39.3	36.7	51.3	57.4	52.2	38.7
6.4: There is a sense of 'common purpose' in NZ Police	57.2	59.5	60.2	65.5	73.1	69.6	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.1	49.6	43.3	62.1	72.8	50.0	46.6
6.2: Communication in my District or my Service Centre is open and honest	44.7	45.4	46.2	53.4	64.2	56.5	46.7
1.8: My job gives me a sense of personal achievement	75.7	76.1	76.2	83.4	84.7	76.1	75.3

Please note that the ethnicity categories are not mutually exclusive – that is, someone who identified themselves as 'Pakeha' may have also identified themselves as 'Maori'

Appendix 1: Profile of Respondents

Note: To protect the confidentiality of survey respondents, survey scores will not be reported for any demographic with less than 5 responses (highlighted in blue).

District/Service Centre

District/Service Centre	Number of Responses	Response Rate
Total Organisation	7777	63.9%
Communications Centre	407	62.0%
Central Comms (Communications Centre)	88	64.7%
Nat Comms Mment Group (Communications Centre)	11	73.3%
Northern Comms (Communications Centre)	225	61.5%
Southern Comms (Communications Centre)	83	59.7%
Financial Crime Group	65	91.5%
FCG: Central ARU (Financial Crime Group)	11	100.0%
FCG: Northern ARU (Financial Crime Group)	14	87.5%
FCG: Southern ARU (Financial Crime Group)	5	100.0%
FCG: Waikato ARU (Financial Crime Group)	12	85.7%
FCG: Financial Intelligence (Financial Crime Group)	19	90.5%
Financial Crime Group HQ (Financial Crime Group)	3	100.0%
Police National Headquarters (Financial Crime Group)	1	100.0%
National Crime Group	161	78.9%
Canterbury DHQ (National Crime Group)	2	66.7%
Crime (National Crime Group)	115	80.4%
Metro Crime (National Crime Group)	7	63.6%
National Fingerprints Centre (National Crime Group)	37	78.7%
OFCANZ	84	84.0%
OFCANZ (OFCANZ)	84	84.0%
Upper North Investigations Support	42	68.9%
Metro Crime (Upper North Investigations Support)	42	68.9%
Canterbury	556	56.0%
Canterbury DHQ (Canterbury)	276	54.0%
Central Area Canterbury (Canterbury)	197	54.7%
Mid/South Canterbury (Canterbury)	83	68.6%
Central	445	56.3%
Central District DHQ (Central)	133	63.3%
Palmerston North Rural (Central)	135	52.3%
Taranaki (Central)	95	56.5%
Whanganui (Central)	82	53.2%
Eastern	295	62.1%
Eastern DHQ (Eastern)	111	62.4%
Hawkes Bay (Eastern)	116	61.1%
Tairāwhiti (Eastern)	68	63.6%

District/Service Centre	Number of Responses	Response Rate
Southern	373	57.9%
Otago Coastal (Southern)	104	50.0%
Otago Rural (Southern)	56	66.7%
Southern DHQ (Southern)	124	61.7%
Southland (Southern)	89	58.9%
Tasman	243	63.1%
Marlborough (Tasman)	55	60.4%
Nelson Bays (Tasman)	87	62.6%
Tasman DHQ (Tasman)	57	64.8%
West Coast (Tasman)	44	65.7%
Wellington	567	66.5%
Hutt Valley (Wellington)	87	61.3%
Kapiti-Mana (Wellington)	67	63.2%
Wairarapa (Wellington)	58	71.6%
Wellington (Wellington)	90	66.7%
Wellington DHQ (Wellington)	265	68.1%
National Intel	56	87.5%
Nat Intelligence Centre (National Intel)	56	87.5%
NM Response and Operations	105	72.9%
Central District DHQ (NM Response and Operations)	1	100.0%
Police National Headquarters (NM Response and Operations)	23	74.2%
Protection Services (NM Response and Operations)	38	56.7%
Special Tactics Group (NM Response and Operations)	38	95.0%
Specialist Search Group (NM Response and Operations)	5	100.0%
Prosecutions	190	62.1%
Auckland City Pros (Prosecutions)	21	58.3%
Bay of Plenty Pros (Prosecutions)	15	57.7%
Canterbury Dist Pros (Prosecutions)	18	66.7%
Central Dist Pros (Prosecutions)	17	65.4%
Counties/Manukau Pros (Prosecutions)	25	61.0%
Eastern Dist Pros (Prosecutions)	6	37.5%
Northland Prosecutions (Prosecutions)	9	60.0%
PNHQ - Pros (Prosecutions)	11	91.7%
Southern Dist Pros (Prosecutions)	7	50.0%
Tasman Dist Pros (Prosecutions)	8	88.9%
Waikato Pros (Prosecutions)	13	54.2%
Waitemata Pros (Prosecutions)	20	64.5%
Wellington Dist Pros (Prosecutions)	20	69.0%
Finance	34	70.8%
PNHQ - HR & BS Management (Finance)	9	64.3%

District/Service Centre	Number of Responses	Response Rate
Police National Headquarters (Finance)	25	73.5%
Information and Technology	199	83.3%
Central ICTSC (Information and Technology)	14	82.4%
ICT Service Centre (Information and Technology)	162	84.4%
Northern ICTSC (Information and Technology)	13	68.4%
Southern ICTSC (Information and Technology)	10	90.9%
People	162	70.4%
HRSC Recruiting (People)	21	84.0%
ICT Service Centre (People)	0	0.0%
PNHQ - HR & BS Management (People)	49	69.0%
Police National Headquarters (People)	92	69.2%
RNZPC	174	74.4%
Corporate Services Group (RNZPC)	16	59.3%
Field Learning and Development (RNZPC)	12	92.3%
National Managers Office (RNZPC)	3	75.0%
School of Initial Training (RNZPC)	10	66.7%
School of Investigations (RNZPC)	16	94.1%
School of Leadership, Mgmt Command (RNZPC)	5	83.3%
School of Prevention (RNZPC)	22	66.7%
School of Response (RNZPC)	66	72.5%
Teaching and Learning (RNZPC)	24	85.7%
CVIU National	87	82.1%
CVIU Central (CVIU National)	21	67.7%
CVIU Midland (CVIU National)	26	96.3%
CVIU Northern (CVIU National)	15	75.0%
CVIU PNHQ (CVIU National)	3	100.0%
CVIU Southern (CVIU National)	22	88.0%
PIB	75	82.4%
Nat Comms Mment Group (PIB)	2	100.0%
Police Infringement Bureau (PIB)	73	82.0%
Strategy Group	69	75.0%
Strategy (Strategy Group)	69	75.0%
Auckland City	558	59.2%
Auckland Central (Auckland City)	79	52.0%
Auckland CIB (Auckland City)	79	65.3%
Auckland DHQ (Auckland City)	111	62.7%
Auckland District Ops Support (Auckland City)	78	49.7%
Auckland East (Auckland City)	94	72.3%
Auckland West (Auckland City)	65	50.4%
Metro Operations (Auckland City)	52	67.5%
Bay Of Plenty	474	62.7%
Bay of Plenty DHQ (Bay Of Plenty)	129	67.9%
Eastern Bay of Plenty (Bay Of Plenty)	54	50.5%

District/Service Centre	Number of Responses	Response Rate
Rotorua (Bay Of Plenty)	73	55.7%
Taupo (Bay Of Plenty)	77	58.8%
Western Bay of Plenty (Bay Of Plenty)	141	71.6%
Counties / Manukau	808	66.2%
CM Central (Counties / Manukau)	122	74.4%
CM East (Counties / Manukau)	97	59.5%
CM South (Counties / Manukau)	141	70.1%
CM West (Counties / Manukau)	137	62.0%
Counties/Manukau DHQ (Counties / Manukau)	311	65.9%
Northland	236	59.9%
Far North (Northland)	50	50.0%
Northland DHQ (Northland)	109	65.7%
Whangarei (Northland)	77	60.2%
Waikato	433	62.9%
Hamilton City (Waikato)	99	60.7%
Waikato DHQ (Waikato)	195	65.7%
Waikato East (Waikato)	85	77.3%
Waikato West (Waikato)	53	45.3%
Waitemata	488	58.3%
Auckland Motorways (Waitemata)	34	42.0%
North Shore (Waitemata)	111	61.3%
Rodney (Waitemata)	74	60.2%
Waitakere (Waitemata)	140	63.6%
Waitemata DHQ (Waitemata)	129	55.6%

Rank/Level

Rank/Level	Number of Responses
Authorised Officer	136
Band A - F	131
Band G - J	5
Constabulary	5364
Constable	3737
Sergeant	1014
Senior Sergeant	346
Commissioned Officer	266
Employee	2277
Band A - F	1488
Band G - J	624
Band 1 & above	165
Total Organisation	7777

Tenure

Tenure	Number of Responses
Under 2	925
2-4	1113
5-9	1486
10-14	1411
15 - 19	1068
20 - 24	693
25 - 29	485
30 - 34	303
Over 35	293
Total Organisation	7777

Time in Band

Time in Band	Number of Responses
Under 1 year	1046
1 - 2 years	1703
3 - 4 years	1162
5 - 9 years	1864
10 years or over	2002
Total Organisation	7777

Gender

Gender	Number of Responses
Female	2592
Male	5185
Total Organisation	7777

PE Type

PE Type	Number of Responses
Corporate	882
Investigations	1570
Operations	1108
Prevention	1286
Response	2182
Road Policing	749
Unassigned	0
Total Organisation	7777

Ethnicity

Ethnicity	Number of Responses
Pakeha	4357
Maori	676
Europeans	906
Pacific Peoples	315
Asian Peoples	203
Other Ethnic Groups	46
Total Organisation	7777

Appendix 2: Questionnaire

The NZ Police Workplace Survey 2017 is made up of 50 rating scale questions grouped into seven sections, one drop-down box (yes/no) question, as well as 2 open-ended questions at the end of survey. The questions are presented below. Please note that the questionnaire is a copyrighted instrument.

1. The Work I Do

- 1.1: The responsibilities of my job are clearly defined
- 1.2: I know how my work contributes to the effectiveness of NZ Police
- 1.3: I understand how my performance is measured
- 1.4: My performance is fairly assessed
- 1.5: I am sufficiently involved in decisions that affect the way I do my job
- 1.6: The level of work-related stress I experience in my job is acceptable
- 1.7: The work I do makes good use of my knowledge and skills
- 1.8: My job gives me a sense of personal achievement
- 1.9: I am strongly committed to the work I do
- 1.10: I am motivated to do the best I can in my job everyday

2. Learning and Development

- 2.1: NZ Police provides adequate training for the work I do
- 2.2: I am encouraged to try new ways of doing things
- 2.3: There are learning and development opportunities for me in NZ Police
- 2.4: There are career development opportunities for me in NZ Police

3. My Team

- 3.1: People in my team conduct themselves in accordance with the values expected by NZ Police
- 3.2: I feel part of an effective team
- 3.3: People are held accountable for their performance in my team
- 3.4: Poor performance is dealt with effectively in my team
- 3.5: My supervisor behaves in a way that is consistent with the values of NZ Police
- 3.6: My supervisor communicates the goals and objectives of our team effectively
- 3.7: I get regular feedback on my performance from my supervisor (formal/informal)

4. Performance Focus

- 4.1: NZ Police has appropriate ways of recognising outstanding achievement
- 4.2: People here are appointed to positions based on merit
- 4.3: We celebrate success in NZ Police
- 4.4: I feel my contribution is valued in NZ Police
- 4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
- 4.6: NZ Police expects high standards of performance from its people
- 4.7: NZ Police delivers on the promises it makes to its customers

5. Respect & Integrity in the Workplace

- 5.1: Staff in my team respect employee diversity
- 5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination
- 5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 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)
- 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
- 5.6: 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? (Yes/No)

6. Vision and Purpose + Communication and Cooperation

- 6.1: NZ Police has a clear vision of where it's going and how it's going to get there
- 6.2: Communication in my District or my Service Centre is open and honest
- 6.3: I feel informed about NZ Police and its activities
- 6.4: There is a sense of 'common purpose' in NZ Police
- 6.5: NZ Police is interested in the views and opinions of its staff
- 6.6: Teams within NZ Police work well together
- 6.7: I feel a sense of belonging to my District or my Service Centre
- 6.8: NZ Police cares about the well-being of its staff
- 6.9: NZ Police is an enjoyable place to work
- 6.10: I feel I am working for an effective organisation
- 6.11: I intend to continue working at NZ Police for at least the next 12 months

7. Final Thoughts

- 7.1: Overall, I'm satisfied with my job
- 7.2: Overall, I would recommend NZ Police as a great place to work
- 7.3: I take an active interest in what happens in NZ Police
- 7.4: I feel inspired to go the extra mile to help NZ Police succeed
- 7.5: I feel a sense of commitment to NZ Police
- 7.6: NZ Police inspires me to do the best I can in my job every day

8. Open Ended Questions

- 8.1: The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is:
- 8.2: The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is:

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% on average for the six engagement questions are classified as engaged given they respond very positively to most of the engagement questions. Employees who scored above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' to the questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50% on average for the six engaged questions. These employees are generally not sufficiently motivated by the organisation to provide an 'agree' to 'strongly agree' response to the engagement questions.

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.

In 2016, a shortened version of the NZ Police Workplace Survey was used which prohibited a 'Key Driver Analysis' from being conducted. Subsequently, those items identified as key drivers for NZ Police Overall in 2015 have been retained this year for the purposes of this report. Please refer to section 3.10 for more detailed information.

'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 a 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 at the total NZ Police level we used a criterion of 2.5%.

For two sets of results to be considered meaningfully different in the Report of Findings we use the following criteria:

- More than 7,000 people: a difference of 2.5% or more
- 100-7,000 people: a difference of 5% or more
- 50 to 99 people: a difference of 10% or more
- Less than 50 people: a difference of 15% or more

The Questionnaire: The 2017 New Zealand Police Workplace Survey contained 50 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 seven 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.

