

PART 6

Organisational Information

6.1

Good employer requirements

During the year, the Police began negotiations on the collective employment agreements that cover the majority of Police staff. The collective employment agreements' current terms expire on 30 June 2008 and 30 November 2008.

Good and safe working conditions

The Police continues to participate in the ACC Accredited Partnership programme and will be striving to achieve secondary-level compliance in the programme in 2008/09.

The safety footwear project is continuing with a trial due to commence in September 2008.

Hazard management training has been delivered to more than the target 10 percent of supervisors, and this training will continue in the next year. The overall result has seen a decrease in accident rates and absenteeism due to injury.

Impartial selection of suitably qualified persons for appointment

During the year, 597 sworn staff graduated from The Royal New Zealand Police College, including 91 recruited under the United Kingdom recruitment programme. In addition, 593 new non-sworn staff (not including casual staff) started work for the Police.

Organisation and employee development

The Police aims to be a world-class police organisation, serving the needs of New Zealanders and the Government of the day. To achieve this, the Police emphasises what makes a healthy, professional organisation. The organisation wants to be an employer of choice and to attract, develop, manage and support people in policing. The organisation's focus is on developing people in policing to the required capability and competence.

The leadership and management development framework supports the Strategic Plan to 2010 by developing and

managing the delivery of leadership and management development programmes for sworn and non-sworn positions, including specific programmes for women, Māori, Pacific peoples, and members of other ethnic groups.

The leadership and management development framework is designed to assist the Police to meet the challenges facing it by equipping its members with the appropriate leadership and management skills and capabilities. This will enable them to demonstrate effective leadership within the organisation and community.

The framework aligns with the Strategic Plan 2010 and enables staff to:

- demonstrate effective leadership and management at all levels
- work within an ethical and values-based context
- develop and reach their full potential both individually and as members of a team, thus contributing to greater levels of work satisfaction and commitment.

The key development initiatives as part of the Police leadership framework are:

- an individual mentoring programme for senior staff
- succession planning and capability management using a range of evaluative tools
- individual development plans for senior managers
- leadership and management development programmes for senior management
- assessment against various New Zealand Qualification Authority national qualifications (levels 3–5)
- sergeants' and first-line supervisors' leadership and management development programmes
- leadership development programmes for women
- specific development programme for constables who work within Māori, Pacific or other ethnic communities. The numbers of leadership and management development programmes under way (or completed) are summarised in Figure 5.

Figure 5: Leadership and Management Development Programmes Under Way or Completed, 2007/08

Programme	Number of programmes under way or completed	Number of staff involved
Women's leadership development	13	195
Sergeant's leadership development	23	345 plus 50 senior sergeant coaches
Senior sergeant's leadership development (pilot)	3	49
Senior management team leadership development	12 districts	180
Community Engagement Group (constables) leadership pilot (Wellington district)	1	18
Constable's leadership development	7	112
Communications Centre team leaders development	5	66
Individual mentoring – external mentors		67

The Organisation and Employee Development group maintains strong inter-agency relationships to ensure programmes and initiatives meet current best practice. The group is supported by the Leadership and Development Centre and State Services Commission.

Engagement survey

During 2007/08 the Police and the Gallup organisation conducted two surveys to measure the engagement of Police staff. The first survey went to all members of the Criminal Investigations Branch, and the second survey went to a random sample of staff across the organisation.

Results show that staff are well aware of what is expected of them, have a high regard for the professionalism and work of their colleagues and immediate supervisor, and that no gender or ethnic groups are significantly outside the overall results. However, overall, the results were not up to the levels that the Police wants. The Police has identified three distinct areas for improvement: resources and equipment, recognition and fairness.

The survey results were communicated to staff.

6.2 Equity and diversity – focus for 2007/08

The Police is committed to equity and diversity as long-term strategic responses to addressing discrimination and valuing difference within the workplace, and to meet the needs of all individuals within the organisation.

Equity and diversity are critical elements of the Strategic Plan to 2010, which acknowledges the increasing cultural diversity of the New Zealand community. The strategy outlines the objective of having a Police environment that fully reflects the needs of New Zealand's diverse employees and communities.

The Strategic Plan to 2010 incorporates a focus on policing capability and integrity through commitment to Police values

and competencies. The strategy encourages a flexible, diverse and adaptive workforce that is capable of meeting the needs of individuals and recognising the increasing cultural diversity of the New Zealand community. Work includes ongoing benchmarking and standards, and effective reporting and monitoring of achievements.

Key achievements include:

- continuing to increase the numbers of women, Māori, Pacific peoples, Asian peoples, and other minority groups (whether ethnic groups, people with disabilities, or gay, lesbian, and transgender groups)
- implementing the Discrimination and Harassment Policy, which is based on good practice principles for the management of discriminatory practices (including sexual, gender and racial harassment and workplace bullying)
- administering and supporting the district equity and diversity strategic plans
- continuing to implement national training for harassment contact officers and harassment coordinators under the new Discrimination and Harassment Policy
- embedding human rights through Police training, policies and procedures
- writing the Statement of Commitment for Work–Life Balance and work recommendations determined through the work–life balance project
- coordinating and supporting district equity and diversity with:
 - a Women in Policing Network
 - equity and diversity networks
 - disability networks
 - diversity liaison officers (for gay, lesbian and transgender staff).

A major focus is the continued development of Police capability and performance in Human Resources: Equity and Diversity, so it can report achievements, identify weaknesses and build on a philosophy of continuous improvement.

6.3

District Equity and Diversity Strategic Plan 2008

The focus of the district equity and diversity strategic plan is as follows.

- To build the capacity in districts to meet the equity and diversity objectives set out in the Police strategic plan and the Human Resource Management Plan. The National Equity and Diversity office has provided guidance to Police districts on how to build capacity and select their own success measures.
- To be an employer of choice by fostering a positive work environment.
- To attract, develop, manage and support people in policing.
- To place significant importance on Police core values: integrity, professionalism, respect, and commitment to Māori and the Treaty of Waitangi.

6.4

Recruitment and appointment

Recruitment strategies designed to attract women, Māori, Pacific peoples, Asian peoples and people from other ethnic minority groups were undertaken in 2007/08.

- All Police recruitment, marketing and communication material was developed with the target audiences in mind. The creative strategy was tailored around messages that would reach and appeal to people within the Police's targeted demographics.
- Direct marketing material, press advertisements, posters and brochures were developed for the targeted groups.
- Major public events that had a recruiting presence included Girls Day Out, Big Gay Out, Ethnic Soccer Tournament, Chinese Lantern Festival, Pasifika, Parachute, and the Chinese Youth Festival.
- Te Haerenga Māori was a recruiting roadshow.
- Television sponsorship targeted women.
- Asian, specifically Chinese and Mandarin-speaking, officers were used in advertising and press releases.
- Public relations opportunities were created such as securing profiles of female officers within magazines.

These initiatives were supported by the iwi liaison officers' network, Pacific liaison officers' network, and the ethnic liaison officers' network and their respective responsiveness plans.

6.5

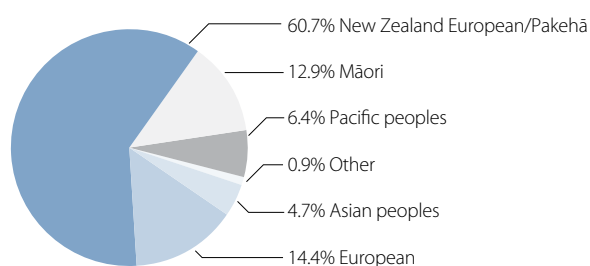
Statistics about women, Māori and Pacific peoples

In recent years, the number of female officers with long service has increased, due to sustained low attrition rates amongst these staff. One implication of this has been a

significant increase in the number of female non-commissioned officers (sergeant and senior sergeant ranks).

Increases in the numbers of Māori, Pacific and Asian staff have come about as a result of active recruitment of these groups, which has brought the Police closer to its goal of representing the ethnic diversity of the communities it serves (see Figures 6 and 9).

Figure 6: Sworn Recruitment by Ethnic Group, 2007/08



6.6

Effective consultation with and representation by women

To improve the degree of consultation the Police has with, and representation by, women, the Police participates in and coordinates several networks. Key achievements by these networks are as follows.

- A women's leadership training course called Achieving High Energy, High Performance was conducted. The two-day course was designed to enable women to become more confident achievers and support them to reach their potential by developing and enhancing key skills and confidence.
- The Women in Policing Network raises the profile of women in the Police and identifies issues for women that can then be managed through the national network forum. This ensures women have a 'voice' at the highest level of the organisation. Network members are invited to participate in working groups, including the Flexible Work Practices Framework Working Group, which is assessing new policies to achieve flexibility in the workplace. The network's mission is "to assist the organisation to achieve excellence in policing by realising the potential of women through maximising opportunities, removing barriers and valuing diversity". During 2007/08, the network held nine network meetings via video conference or face to face.
- Of the sworn staff in Wellington and Northland districts over 20 percent are women, and in another five districts more than 18% of sworn staff are women.
- Women in Policing district showcases have been completed, and the information from the showcases will be compiled and used in a pamphlet or booklet as a tool for recruiting, career development and mentoring.

- Of the 47 trained diversity liaison officers, 34 are women.
- Women in Policing Network representatives attended all recruiting seminars (this was a district initiative).
- Women in Policing Network members sat on interview panels in districts.
- District seminars were held including one for non-sworn staff and one I am Woman seminar.
- Female-only recruiting seminars were held in districts.
- Barriers to women reaching senior levels were identified, and a five-day course was arranged for all female senior sergeants. These barriers were lack of self-confidence, motivation, mentoring and support. A three-day follow-up course focused on career development and helping women to becoming role models for other women.

6.7 Implementation of policies, procedures and strategies

Attrition among sworn staff was under 4 percent during 2007/08, among the lowest in the Police's history. Among female officers attrition was also 4 percent, with this very low attrition being a key factor in the number of female officers increasing 6.7 percent (as well as an increase of 14 percent in the number of non-commissioned officers during the year).

6.8 Elimination of discriminatory practices

Six sexual harassment complaints were recorded and resolved to an agreed outcome during 2007/08.

The first training course for harassment contact officers in line with the inclusion of the new Discrimination and Harassment Policy was undertaken in April 2008.

During the year, 23 harassment contact officers were trained at The Royal New Zealand Police College from 11 districts, the Training Service Centre, Communications Centres, Auckland Metro Crime and Operations Support areas, and Police National Headquarters.

The Discrimination and Harassment Policy incorporates the previous Sexual Harassment Policy and covers all forms of discrimination under the Human Rights Act 1993.

6.9 Support for people with disabilities

The New Zealand Police Disability Strategy Implementation Work Plan for 2007/08 contains four key activities:

- Disability Awareness Day – identify a specific area of disability for the focus of International Disability Awareness Day
- Disability Network – continue the network to ensure the

Police provides an administrative resource and promote the network to staff and managers

- Increase awareness of the mainstream programme –continue to raise awareness of the programme
- Support staff who have family members with a disability – provide support and information through the Disability Network to allow these staff to manage their work–life balance and support their family's needs.

Each district equity and diversity network has a disability representative to give specialist advice and to encourage districts to support the Disability Implementation Plan. There have been nine equity and diversity video conferences with disability as a main item for discussion in 2007/08.

6.10 Support for gay, lesbian, bisexual, transgender and intersex communities

Key achievements in relation to the gay, lesbian, bisexual, transgender and intersex communities include the following.

- Forty-seven trained diversity liaison officers were appointed throughout Police districts. The diversity liaison officers provide operational advice and establish effective communication and partnerships between Police and the gay, lesbian, bisexual, transgender and intersex (GLBTI) communities. In 2007/08 nine video conferences were held for diversity liaison officers, a three-day training course at the Royal New Zealand Police College for new diversity liaison officers, and a one-day training day after the Big Gay Out in Auckland.
- Inclusiveness training continued to be delivered around the country by the diversity liaison officers. The training raises awareness of issues faced by the GLBTI communities and aims to create an inclusive workplace for staff and enhance responsiveness.
- The *Ten Percent* newsletter is produced by the Equity and Diversity Office for all Police staff, but it aims to support the inclusiveness of gay and lesbian staff in the Police and improve policing service to the GLBTI community.
- Events were attended by the diversity liaison officers such as Auckland's Big Gay Out, Wellington's Out There in the Square, and Canterbury's Pride Week.
- The Police was involved in the submissions for the Human Rights Commission–led Transgender Inquiry and, following the release of the inquiry report, became part of a working group (with the Ministry of Justice, the Department of Corrections, Child Youth and Family, the Ministry of Social Development and the Human Rights Commission) that is working on the recommendations from the inquiry.

6.11

Equity and diversity networks

District equity and diversity networks provide advice and coordinate implementation of all equity and diversity initiatives in their district. The Equity and Diversity Office has written a District Equity and Diversity Strategic Plan to assist districts to achieve their objectives through key success measures.

The first Equity and Diversity Report was written and distributed to national managers. It incorporated all district achievements and initiatives from their district equity and diversity strategic plans. Equity and diversity video conferences now include Women in Policing, equity and disability networks. These groups met nine times in 2007/08, including a face-to-face conference in June 2008 with the theme 'To Be the Best I Can Be'.

Figure 7: Staff Numbers – Full-Time Equivalents, 2007 and 2008

	As at 30 June 2008			As at 30 June 2007		
	Sworn	Non-sworn	Total	Sworn	Non-sworn	Total
Northland District	325	56	381	293	54	347
Waitematā District	715	142	857	678	135	813
Auckland City District	692	164	856	681	162	843
Counties Manukau District	751	196	947	728	177	905
Auckland Metro Crime and Operations Support	221	62	283	216	60	276
Waikato District	569	100	669	545	92	637
Bay of Plenty District	601	118	719	579	91	670
Eastern District	398	62	460	367	57	424
Central District	687	116	803	660	111	771
Wellington District	769	166	935	758	161	919
Tasman District	301	57	358	302	56	358
Canterbury District	876	131	1,007	856	136	992
Southern District	556	95	651	511	94	605
Police National Headquarters	91	273	364	87	234	321
Training Services Centre	129	149	278	129	136	265
Licensing and Vetting	1	21	22	1	20	21
Police Prosecutions Service	152	128	280	135	121	256
Communications Centres	66	423	489	72	412	484
Police Infringement Bureau	14	96	110	14	94	108
Commercial Vehicle Investigation Unit	79	24	103	85	23	108
Crime Group	41	102	143	42	93	135
Information and Communications Technology	5	241	246	6	226	232
Legal Services Group	4	19	23	6	19	25
National Tactics Service Centre	74	1	75	69	-	69
International Services Group	81	12	93	71	6	77
Subtotal	8,196	2,954	11,150	7,891	2,770	10,661
Corporate Service Centre	15	6	21	10	1	11
Recruits	242	-	242	213	-	213
Total	8,453	2,960	11,413	8,113	2,771	10,884

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Corporate Service Centre numbers reflect staff on final retirement leave.
- Due to the consolidation of numbers, minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Figure 8: Staff by Gender, 2007 and 2008

	As at 30 June 2008			As at 30 June 2007		
	Sworn	Non-sworn	Total	Sworn	Non-sworn	Total
Female	1,449	1,915	3,364	1,358	1,823	3,181
Male	7,004	1,045	8,049	6,755	948	7,703
Total	8,453	2,960	11,413	8,113	2,771	10,884
% female	17.1%	64.7%	29.5%	16.7%	65.8%	29.2%

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Due to the consolidation of numbers some minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Figure 9: Ethnicity Profile of Police and the New Zealand Population, 2006–2008

	Police profile		Population
	As at 30 June 2008 (%)	As at 30 June 2007 (%)	2006 census (%)
New Zealand European/Pakeha	74.1	75.8	72.8
New Zealand Māori	11.1	11.1	14.6
Pacific peoples	4.5	4.4	7.5
Asian peoples	1.9	1.6	9.3
European	15.8	15.1	7.1
Other ethnic groups	0.5	0.5	1.0

Notes

- "Census" means the New Zealand Census of Population and Dwellings.
- Staff are given the option of recording multiple ethnic groups. If a staff member has chosen to do this, the groups are identified are each counted, so the percentages in this table will sum to more than 100 percent.
- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Population statistics are from the 2006 Census of Population and Dwellings and include all of the people who stated each ethnic group, whether as their only ethnic group or as one of several ethnic groups. Where a person reported more than one ethnic group, they have been counted in each applicable group.

Figure 10: Sworn Staff by Rank and Gender, 2007 and 2008

	As at 30 June 2008				As at 30 June 2007			
	No. male	No. female	Total	% female	No. male	No. female	Total	% female
Commissioner	1	-	1	0.0	1	-	1	0.0
Deputy commissioner	1	-	1	0.0	1	-	1	0.0
Assistant commissioner	3	-	3	0.0	4	-	4	0.0
Superintendent	40	3	43	7.0	42	3	45	6.7
Inspector	218	11	229	4.8	207	10	217	4.6
Senior sergeant	367	41	408	10.0	356	28	384	7.3
Sergeant	1,186	117	1,303	9.0	1,089	111	1,200	9.3
Constable	5,000	1,219	6,219	19.6	4,896	1,150	6,046	19.0
Matron	-	1	1	100.0	-	1	1	100.0
Recruits	185	58	243	23.9	158	55	213	25.8
Total	7,004	1,449	8,453	17.1	6,755	1,358	8,113	16.7

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Due to the consolidation of numbers, some minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Figure 11: Non-Sworn Staff by Rank and Gender, 2007 and 2008

Rank	As at 30 June 2008				As at 30 June 2007			
	No. male	No. female	Total	% female	No. male	No. female	Total	% female
Deputy commissioner	-	1	1	100.0	-	1	1	100.0
Assistant commissioner	5	-	5	7.4	4	1	5	20.0
Superintendent	6	3	9	33.3	6	3	9	33.3
Inspector	69	51	120	42.5	65	40	105	38.1
Senior sergeant	33	28	61	45.9	24	21	45	46.7
Sergeant	118	88	206	42.7	101	77	178	43.3
Constable	266	268	534	50.2	233	255	488	52.3
Not equivalent to sworn rank	548	1,477	2,025	72.9	515	1,425	1,940	73.5
Total	1,045	1,915	2,990	64.0	948	1,823	2,771	65.8

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Non-sworn equivalent ranks are based on remuneration bands not necessarily their positions within the organisational structure.
- Due to the consolidation of numbers, some minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Remuneration

The number of Police members, excluding 'casual' staff employed on an as required basis, who received total remuneration during 2007/08 by \$10,000 band was as shown in Table 6.7.

Figure 12: Total Remuneration, 2007/08

Total remuneration band	Total personnel	Overseas ^[1]	Left New Zealand Police ^[2]	Started during year ^[3]	Remuneration authority ^[4]
\$0–\$10,000	710	0	119	301	
\$10,000–\$20,000	580	0	103	390	
\$20,000–\$30,000	434	0	98	145	
\$30,000–\$40,000	596	1	92	179	
\$40,000–\$50,000	967	2	64	160	
\$50,000–\$60,000	1,794	1	36	74	
\$60,000–\$70,000	1,940	3	45	35	
\$70,000–\$80,000	1,613	15	32	11	
\$80,000–\$90,000	1,698	33	22	4	
\$90,000–\$100,000	1,087	18	9	2	
\$100,000–\$110,000	726	23	8	3	
\$110,000–\$120,000	424	21	8	0	
\$120,000–\$130,000	161	16	3	0	
\$130,000–\$140,000	77	4	5	2	
\$140,000–\$150,000	36	3	1	0	
\$150,000–\$160,000	19	4	2	0	
\$160,000–\$170,000	15	4	4	0	
\$170,000–\$180,000	6	0	2	0	
\$180,000–\$190,000	12	5	2	0	
\$190,000–\$200,000	11	2	3	0	
\$200,000–\$210,000	3	0	2	0	
\$220,000–\$230,000	6	0	0	0	
\$230,000–\$240,000	7	0	1	0	
\$250,000–\$260,000	3	0	0	0	
\$260,000–\$270,000	2	2	0	0	
\$290,000–\$300,000	1	1	1	0	
\$320,000–\$330,000	1	1	0	0	
\$340,000–\$350,000	1	1	0	0	
\$350,000–\$360,000	1	0	0	0	1
\$360,000–\$370,000	1	0	0	0	1
\$370,000–\$380,000	1	0	0	0	
\$380,000–\$390,000	1	0	1	0	
\$440,000–\$450,000	1	0	0	0	1
\$450,000–\$460,000	1	1	1	0	
Total	12,936	161	664	1,306	3

Notes

Total remuneration in this context is defined by the Companies Act 1993, and is not the same definition as that in Police employment agreements.

The table includes all staff (including part time staff, staff who had a period of leave without pay, staff who started during the year, and staff who received pay increases during the year) by the remuneration band that they received during 2007/08, not the full-time remuneration at any point of the year.

[1] Staff who received additional allowances relating to their overseas postings.

[2] Staff who left Police during 2007/08 and may have been paid contractual entitlements.

[3] Staff who began working for the Police during 2007/08 and have not yet received a full year's remuneration.

[4] Staff whose remuneration was determined by the Remuneration Authority for at least part of the year.