

Francis Independent External Review

Progress Report Number Two

Welcome to Progress Report No. 2

For us to perform at our best, our workplace culture needs to be positive, safe and healthy.

The Francis Independent External Review, commissioned in 2019, looked at whether Police had appropriate systems and processes in place to prevent and respond to bullying, benchmarking these against workplace standards across the public service. Police accepted all 30 of the recommendations and worked first on those that could be actioned effectively in the post-COVID environment. Our aim is to have all the recommendations implemented by 30 June 2021.

We want to prevent bullying by creating and sustaining a healthy organisational culture, and to manage incidents, where they occur, through safe and secure channels for disclosures and effective resolution of concerns.

This report summarises our progress over the last quarter of the 2020 year. It is more concise than our previous progress report. Our focus has been on developing and consulting on key initiatives and considering the findings of the Independent Police Conduct Authority (IPCA)/Police Workplace Culture Survey. We will continue to provide regular updates on our mission to make Police an even better place to work.

Effective leadership

THE FRANCIS REVIEW SAID

Recommendation 1

Ensure that there is no tolerance for misaligned behaviours or inappropriate leadership styles at senior levels.

Recommendation 3

Develop Leadership Success Profiles (LSPs) for each developmental level of the Police framework.

Recommendation 4

Support formal, course-based leadership development with on-job training elements to ensure continuous skills refreshment.

Recommendation 6

Further embed the PHPF culture conversations by equipping all Sergeant, Senior Sergeant and Inspector level staff with practical training in coaching skills, to ensure consistent, high quality conversations.

The issue

To achieve a high performing, safe and positive culture, our leaders must lead by example, consistently demonstrating high personal integrity. They need a clear picture of what is expected of them and what successful leadership looks like. They also need training and support to coach their teams to perform at their best.

Our response

What makes for an effective leader?

We have developed Leadership Success Profiles (LSPs) that describe what good leadership looks like at every level within Police, alongside the positive behaviours, attributes and technical competencies our people need to operate successfully.

As outlined in our first report, last year we added the competencies of Inclusion, Reflection, Curious and Calm to our LSP suite. This quarter we have focussed on identifying how we can improve cultural competency across our workplace. This includes work to develop a specific cultural competency and the application of the Māori Crown Relations Capability Framework for the Public Service, developed by Te Arawhiti.

In line with the Francis Review recommendations, we have also ensured that the personal attributes in our Core Competencies form part of our new recruitment and appointment process, led by Talent Pathway. This means our people are being assessed on personal attributes and behaviours, in addition to their technical skills. The work to re-launch the Core Competencies is taking shape and remains on track to be delivered before the end of this financial year.

Connecting leadership with performance

The aim of the Police High Performance Framework (PHPF) is to support our people to be the best they can be. The PHPF comprises five components - Strategy, Culture, Leadership, Capability and Performance Management. We have commenced roll out refresher sessions across the organisation that bring together PHPF, our core

competencies and our three priorities (Be First then Do, Services New Zealanders Expect, and Prevention through Partnerships) using practical operational examples to help our staff understand how our strategy and competencies link together.

Skills development

The Continuous Education Programme (CEP) aims to ensure that everyone within the Police has access to learning and development opportunities to help them be the best that they can in their current and future roles. In line with the Francis Review, CEP also includes a specific and deliberate focus on coaching and reflective practice, in support of our move to develop effective coaches and reflective practitioners across the organisation. In the next two years it is expected that all Police people leaders, sworn and employee, will be enrolled in a development programme. CEP was delivered to Team leaders and Leader Managers at the beginning of the financial year and will be extended to Strategic Leaders in May 2021.

The programme incorporates our Core Competencies and uses conferencing, table-top command exercises and reflective operational practice to deliver a year-long learning experience. The PHPF is at the heart of the programme, and participants are required to be able to use the framework effectively at the end of the course. They must also be able to practice evidence-based feedback models such as DESC (Describe, Explain, Suggest, Consequence) and SCARF (Status, Certainty, Autonomy, Relatedness, Fairness). We are working with Waikato University to evaluate the programme and to ensure we continue to deliver a best practice model of learning for the future.

Explicit behavioural standards and a considered approach to cultural health

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Recommendation 9

Undertake more frequent pulse surveys or real time feedback exercises on behavioural matters, including bullying, to take more frequent temperature checks and help focus deeper investigations.

Recommendation 27

Encourage greater use of exit interviews, share pattern data and ensure follow up to respondents.

The issue

The Francis Review acknowledged the work we have done to shape and sustain a positive culture, but that we needed to be more deliberate about keeping our values alive and being clear about the behaviours we expect. The Review said we could do more to give our increasingly diverse workforce a voice with regards to raising bullying or other breaches of values. More frequent, targeted surveys on matters of concern would be more useful. The Review also highlighted the value of exit interviews as an organisational health check.

Our response

More feedback opportunities

We remain committed to ensuring we understand our peoples' experience of working at Police and to acting on their feedback. This financial year Police completed four organisation-wide pulse surveys. In September 2020, Police and the IPCA also commissioned a wide-ranging workplace culture survey to understand the current state of Police's culture, its strengths and areas for improvement.

The survey was conducted online by an independent research company over two weeks and had a response rate of 40 percent, or 5,790 staff. The top line results of the survey have now been released. Most staff feel Police is a great place to work, are comfortable with the workplace culture and have a sense that it is improving. However, the survey also shows there's more we can and need to do to ensure our culture is high-performing and inclusive, and that our people are safe and valued.

The survey shows that some staff have observed and experienced behaviours that are inconsistent with our values of professionalism, respect and integrity, but that they do not feel they can report this behaviour. This is of real concern to the Executive Leadership Team. In February 2021, we will trial parts of Kia Tū, our new approach for preventing and addressing unacceptable behaviour in Police. Further information on Kia Tū can be found on page five of this report.

The topline results of the workplace culture survey have provided us with invaluable information on areas where we can improve, and a benchmark for future progress. The release of the IPCA Thematic Report into Police Culture (when the full survey results will also be available) will enable us to develop a single, integrated plan for culture transformation within Police.

Exit interviews as a health check

Exit surveys provide a great opportunity for our people to share their experience of working for Police. This information helps the organisation to understand why people choose to leave. In addition to completing an Exit Survey, our people can now choose to talk to a HR Advisor about why they are leaving.

To ensure our Exit Survey process is fit for purpose, we have clarified roles, responsibilities and processes for following up on survey and direct feedback. We have also undertaken a thematic review into the exit surveys that have been

completed to date, we are now turning those insights into dashboards for key people leaders and appropriate service centre groups such as Leadership and Capability Group and People Operations.

Clarifying our strategic priorities

We are changing the way we communicate about our Strategic Priorities after feedback in August showed that some people remained unclear about our priorities and provided insights into the most effective channels for communication for different internal audiences.

Positive cultural drivers in the employee lifecycle

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Recommendation 12

Ensure that all recruitment processes at all levels include consideration of personal attributes and behaviours.

Recommendation 14

Revamp the internal appointments processes to reflect talent management changes, increase the use of objective data (such as upwards feedback) and to reduce bias (such as the use of blind shortlisting or external panels).

The issue

To prevent bullying, protective elements need to be embedded in employment processes, from recruitment to exit. The Review also noted that there was scope to develop much more rigorous and consistent talent mapping and management processes. All staff need to know how they are viewed by the organisation and to be able to anticipate progression pathways, development and succession opportunities.

Applicants are telling us they feel it is a more even playing field and they have multiple opportunities to prove their suitability for the role: it is no longer just about how well you can write a CV or present at interview.

A formal review of the programme's impact is planned for February 2021 which will include satisfaction surveys to gauge if we are meeting our goal of delivering a simpler, fairer and more transparent recruitment and appointment process.

Our response

Talent Pathway

Since the launch of our new centralised recruitment system, Talent Pathway, in September 2020, applicants applying for jobs have been assessed on their personal attributes and behaviours in addition to their technical skills. Talent Pathway is supporting over 600 vacancies nationally.

Initial feedback from both applicants and hiring managers has been positive. Hiring managers have appreciated the presentation of applicants' profiles in a more holistic way.

Safe and secure processes for disclosure and skilled support for staff

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Recommendation 18

Replace the current Speak Up channel with an externally hosted helpline staffed by trained professionals who utilise a 'victim first' approach to provide initial advice on HR or wellbeing matters, undertake triage and assist staff to access additional care as required.

Recommendation 21

Refresh and re-communicate internal policies on bullying, harassment and discrimination.

Recommendation 22

Clarify and re-communicate the formal processes for making a complaint under the Protected Disclosures Act 2000.

The issue

It is essential that we have safe and secure channels for disclosure and skilled support for victims or complainants. Speak Up was established as the primary channel for reporting bullying but, in its current form, suffers from several problems. People making complaints need more support and may not feel their safety is being prioritised. At the same time, current policies around harassment and discrimination and the Protected Disclosures Act need to provide clearer guidance to staff.

Our response

Kia Tū – standing up against unacceptable behaviour

Kia Tū is our new approach for addressing and responding to unacceptable behaviour and has been designed to address the issues our people had with Speak Up, however is much more than just a way to report poor behaviour.

Kia Tū means 'stand up for what is right, take a stand for others, do the right thing, be seen, heard and proud of who you are'. It is about creating a workplace culture where people feel comfortable raising concerns when they see or experience unacceptable behaviour and takes a restorative practice approach to resolving issues.

Kia Tū aims to:

- ▶ minimise unacceptable behaviour at work by fostering a culture that exposes and addresses this behaviour;

- ▶ address the behaviour when it occurs through a simple, safe and secure process for disclosures and effective resolution of concerns;
- ▶ ensure concerns are handled in a consistent, even-handed manner that supports everyone involved, and keep them informed throughout the resolution process.

The Kia Tū resolution process aims to resolve concerns quickly and at the lowest appropriate level, depending on the nature of the concern and/or the relationships involved. The approach is based on the same guiding principles as the Disciplinary Process, now being piloted in select sites.

These are:

- ▶ Te Pūtahi o te Tangata: people centric
- ▶ Whakawhirinaki: trusted
- ▶ Whaiwhakaaro: responsive
- ▶ Tikanga Haumarū: safe, and
- ▶ Noho Haepapa: accountable.

Key features of Kia Tū include:

- ▶ Updated policy and guidelines on what is, and what is not, unacceptable behaviour
- ▶ A choice of options for addressing concerns, depending on the behaviour and the outcome people want
- ▶ A formal approach for reporting serious cases or where restorative approaches have failed
- ▶ Different ways to report, including online and via a new 0800 call back service or external agency for very serious issues

- ▶ An “In-house” model to ensure a consistent, end-to-end approach
- ▶ An independent Triage Panel to assess, monitor and oversee case resolution and closure
- ▶ Secure and confidential handling and storage of information

In its first three months, we will trial Kia Tū to test our new approach, get staff feedback and make further improvements, to ensure Kia Tū is fit for purpose before formally launching it nationally.

Effective complaint management and resolution

THE FRANCIS REVIEW SAID

Recommendation 24

Establish a central or regionally ‘hubbed’ triage centre for receipt of complaints files, categorisation decisions and commissioning of investigations.

Recommendation 25

Adopt restorative justice principles as the default approach to complaints relating to interpersonal behaviour, with more formal approaches only used in serious cases or if restorative approaches have failed.

Recommendation 26

Create, on a consistent model, interdisciplinary teams at District level, including wellbeing, HR and other support providers, agree service standards, information sharing protocols and risk assessment approaches for high needs staff.

Recommendation 28

Establish a centralised case management centre for all internal complaints files (on the model of the case management system used for operational policing) and provide regular updates to complainants on the progress of their files.

Recommendation 29

Develop a specialist internal team of investigators, trained in employment law, to undertake formal investigations into disciplinary matters and ensure members work to consistent processes and timelines. Support these teams with consistent moderation and quality assurance mechanisms, perhaps provided by external advisors.

Recommendation 30

Agree the governance and accountability arrangements for actioning these recommendations, including a single Executive sponsor.

The issue

The Review noted that current HR systems and processes for managing and investigating complaints were disjointed and inconsistent. Responsibilities and process handoffs were unclear in and across districts, between districts and headquarters, and between internal functional groups and between Executive sponsors. Also, seemingly minor performance or conduct issues were being escalated

into protracted and formal disciplinary processes where better outcomes may have resulted from earlier and lower-level interventions. The disciplinary process needed to be redesigned. A restorative practice approach was recommended, with formal investigations reserved for more serious cases.

Our response

Disciplinary process pilots under way

Recommendations 24-26 and 28-29 of the Review are being addressed as part of our Disciplinary Process Project.

Working closely with staff and key stakeholders, including the IPCA, Police is trialling a new process that emphasises restorative practice and appropriate resolutions. Pilots will be undertaken in eight sites: Auckland City, Bay of Plenty, Eastern, Wellington, Canterbury and all Emergency Communications Centres in Northern, Central and Southern regions.

New policy, guidance, and training have been developed. Locally-focussed Employment Resolution Teams (ERTs) are managing cases and providing advice, support and guidance to all parties. A team of trained and dedicated investigators is responsible for employment and criminal investigations.

Policy and guidelines, forms and training material, have been shared with both the NZ Police Association and the Independent Police Conduct Authority. Key stakeholder groups, including HR Advisory, Employment Relations, Professional Conduct, Police Association, IPCA and the Police Leaders Guild, have been engaged throughout the design and development of the process. All these groups have also received training in our new way of working and appointments have been made to all of the dedicated pilot roles.

Wellington District, Central Emergency Comms Centre, Eastern and Bay of Plenty Districts have all received training in preparation for the start of their pilots. Auckland City and Canterbury Districts, as well as the Southern Comms Centre and Northern Comms Centre, will be trained and rolled out by end of February 2021.

What's next?

The Executive Leadership Team will continue to monitor implementation of the recommendations of the Francis Review, with the Organisational Capability Governance Group providing oversight and direction of the relevant initiatives within Police. The next quarterly progress report will be released in April 2020. For more information email: HighPerformanceTeam@police.govt.nz

