

NZ Police Workplace Survey 2012: Safe Working Environment for Female and Ethnic Minority Employees



27.04.2012

TABLE OF CONTENTS

1. INTRODUCTION	3
2. KEY FINDINGS.....	4
2.1 SAMPLE	4
2.2 KEY MESSAGES	4
3. UNDERSTANDING THIS REPORT	9
4. SAMPLING.....	10
4.1 SAMPLE	10
4.2 MARGIN OF ERROR	10
5. RESULTS	11
5.1 TOTAL ORGANISATION LEVEL FINDINGS – RESPECT & INTEGRITY.....	11
5.2 A SAFE WORKING ENVIRONMENT FOR FEMALE STAFF?	13
5.2.1 COMPARISONS OF FEMALE AND MALE SURVEY SCORES – WHOLE OF ORGANISATION	13
5.2.2 DIGGING DEEPER – GENDER COMPARISONS WITHIN KEY DEMOGRAPHIC VARIABLES.....	15
5.2.3 EVIDENCE FOR A SAFE WORKING ENVIRONMENT – ORGANISATION CLIMATE SCORES	27
5.3 A SAFE WORKING ENVIRONMENT FOR STAFF FROM ETHNIC MINORITIES?	30
5.3.1 COMPARISONS OF SURVEY SCORES ACROSS ETHNICITY – WHOLE OF ORGANISATION.....	31
5.3.2 EVIDENCE FOR A SAFE WORKING ENVIRONMENT – ETHNICITY – ORGANISATION CLIMATE SCORES.....	38
APPENDIX 1: PROFILE OF RESPONDENTS	43
APPENDIX 2: QUESTIONNAIRE	47

1. Introduction

This is the third report provided by JRA aimed at assessing the extent to which New Zealand Police provides a safe working environment for its employees, and for its female and minority group staff in particular. Assessment of a safe working environment for these groups was included as part of the organisation's annual health audit, as required by the State Services Commissioner.

The findings in this report are based on the responses of more than 9,300 NZ Police staff members to the 2012 Workplace Survey. The 63-item organisation climate and employee engagement survey included a number of items aimed at assessing 'Respect and Integrity' within the organisation – precursors to a safe working environment. These included respondent perceptions of respect for employee diversity within workgroups, confidence that instances of harassment, discrimination, bullying or inappropriate behaviour could be reported without fear of reprisal, and confidence that any such concerns when reported would be dealt with effectively. In addition, a question was included that asked if people had witnessed or experienced any of the above issues, and if so did they feel it had been dealt with effectively.

Conclusions in this report are based on numerous cross-tabulation comparisons and statistical analyses designed to identify whether female and ethnic minority groups experience the work environment in a more negative manner than other employees. As this report is based upon the third Workplace Survey, we also examine changes in employee attitude and opinion over the last 12 months in relation to Respect and Integrity within NZ Police.

Key findings indicate that there have been significant and steady improvements year-on-year in how people perceive respect and integrity within NZ Police between 2010 and 2012, with larger improvements gained in the past 12 months. Statistically significant increases were found for all survey questions related to 'Respect and Integrity' in the workplace between 2011 and 2012, and these increases were generally of substantial magnitude (over 2.5% weighted mean score). The majority of the staff believe that their colleagues respect employee diversity and behave in accordance with the NZ Police values. Although most staff understand who to contact when raising concerns around harassment, bullying or discrimination, fewer feel that they could do so safely without fear of reprisal. The confidence that any concerns raised regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately remained the lowest scoring area in 2012, although this has improved since 2011. In terms of the actual occurrence of disrespectful and inappropriate workplace conduct, 16.6% of respondents indicated having witnessed or experienced some form of workplace issue (down from 17.9% in 2011). Remaining a concern is the fact that the majority (12.0%) still felt that these issues had *not* been dealt with effectively.

Between 2011 and 2012, perceptions on workplace safety, respect and integrity have significantly improved for both males and females within NZ Police. However, the improvements for males were of a greater magnitude than for females, resulting in a wider gender gap in 2012. In general, female staff tend to hold a stronger awareness in knowing who to contact when reporting inappropriate workplace conduct, however they feel less confident about doing so safely without fear of negative consequences, and express less confidence that such issues, when reported, would be dealt with appropriately. Across the different ethnic backgrounds, significant improvements in staff perceptions were found for Pakeha, Maori and European Peoples across the majority of the 'Respect and Integrity' questions. The same however was not found for Asian Peoples, and they currently hold the least positive view in terms of respect and integrity within NZ Police. In addition, there are pockets within the organisation that suggest issues around a safe working environment may be of concern, and these are highlighted within the below findings.

2. Key Findings

2.1 Sample

9,393 employees participated in the 2012 Workplace survey, representing a 77.1% response rate. Of these, 2,965 were female, and 6,428 were male. In terms of ethnicity, 5,377 respondents identified themselves as Pakeha, 760 as Maori, 1,197 as Europeans, 358 as Pacific Peoples, 173 as Asian, and 43 as coming from some other ethnic background.

2.2 Key Messages

Respect and Integrity within NZ Police generally

- The results in 2012 followed the same pattern as in 2011 and 2010. Overall, staff hold a positive view when evaluating the extent to which their colleagues and peers conduct themselves in accordance with the values expected by NZ Police (around 85% of respondents agreed or strongly agreed with this statement). In general, staff ratings were also favourable in regards to a workplace culture whereby employee diversity is respected (81% of respondents agreed or strongly agreed with this statement). In terms of inappropriate workplace conduct, a mismatch still exists between the awareness of who to contact when witnessing or experiencing bullying, harassment or discrimination (about 81% of respondents indicated they knew who to contact), and the confidence that one can report these issues safely without fear of reprisal (around 69% felt that they could safely report instances of bullying, harassment or discrimination, and approximately 67% for reporting other inappropriate conducts). Therefore, close to a third of the workforce would most likely prefer not to report these issues due to fear that their work lives or relationships might be negatively impacted.
- As in previous years, the area NZ Police is scoring relatively poorly on is employee confidence that appropriate actions will be taken to deal with the inappropriate workplace conduct when raised (over a third of the workforce – 36% still were 'neutral' or 'not confident' when rating this question). When directly asking the respondents whether they believed instances of harassment, bullying or discrimination have been dealt with effectively in the past 12 months, out of those who witnessed or experienced these issues, three times as many indicated that the issues were *not* dealt with appropriately (4.6% indicated 'yes' and 12% indicated 'no'). Taken together, the results in 2012 speak to a positive culture around respect and value congruent behaviours, but employee appraisals are less positive regarding practices or procedures that allow inappropriate workplace conduct to be safely reported and effectively handled.
- The results in 2012 speak to an overall improvement in employee perception of a safe working environment. Since the first survey NZ Police conducted in 2010, staff perceptions on Respect and Integrity within their workplace have improved steadily year-on-year. A small but significant increase was found in employee ratings between 2010 and 2011 on five of the six question used to assess a safe working environment in NZ Police. Between 2011 and 2012, bigger improvements were made, evident in a larger increase in scores across all of these questions.
- Taking a closer look, the biggest improvements between 2011 and 2012 were found in employee confidence that inappropriate workplace conduct would be dealt with appropriately (64% felt confident in this area, compared to 58% in 2011 and 57% in 2010), as well as the feeling that they could raise concerns related to workplace harassment, bullying, discrimination (69% felt that they could do so in 2012, compared to 65% in 2011 and 62% in 2010), or other inappropriate workplace conduct (67% in 2012, compared to 62% in 2011 and 60% in 2010) without fear of reprisal. When asked about the actual handling of inappropriate conduct in the past 12 months, we saw a significant decrease in the proportion of employees who indicated that the issues were *not* effectively dealt with – from 13.3% in 2011 to 12% in 2012. Although these shifts are not of a large magnitude, they suggest that any initiatives or measures implemented in the past 12 months are starting to make a difference to how people perceive NZ Police as a safe place to work.

- When examining gender and ethnicity differences, variation still exists within the organisation in terms of how positively a certain group of employees feel about respect and integrity within NZ Police. In 2011, different gender and ethnicity groups held a similar view that employee diversity is respected among colleagues. However, in 2012, we found a less positive view on this question, expressed by females (compared to males) and among Asian Peoples (compared to other ethnicity groups). Small variation exists in the awareness of who to contact when raising concerns related to inappropriate workplace conduct, and in the main, most variation occurs for questions around feeling safe to report these issues and that reported issues would be dealt with effectively. In addition, variation was found in people's perceptions that workgroup colleagues conduct themselves in accordance to NZ Police values.
- Between 2011 and 2012, improvements were made for both females and males in their perceptions on the questions used to assess a safe working environment. However, the improvements were made to a varying degree, with males showing an increase of larger magnitude than females. As a result, this widens the gender gap in people's perception on 'Respect and Integrity' in the workplace, with females now showing a substantially less favourable view (3% or more below males) on the ability to safely report inappropriately workplace conduct, the confidence that the reported issues will be dealt with effectively, and the sense that people behave in accordance to NZ Police values. However, females scored significantly higher in terms of knowing who to contact to raise concerns related to harassment, bullying and discrimination. Therefore, although we saw improvements in both gender groups, the varying rates of improvement suggest that females and males are still having different experiences in terms of a safe working environment. It also suggests that females and males may not have found the initiatives aimed at improving 'Respect and Integrity' in the past 12 months to be equally relevant or effective.
- In terms of ethnicity, Pacific Peoples continued to provide the most positive ratings across the questions related to 'Respect and Integrity', suggesting that this ethnic minority group is not a potential 'at risk' group. Whereas significant improvements in staff perception were found for Pakeha, Maori and Europeans between 2011 and 2012, the same cannot be said for Asian Peoples. In fact, a slight decrease was found among Asian staff in terms of their confidence that inappropriate workplace conduct would be dealt with appropriately. It is this group of staff who scored the least positively across the majority of the 'Respect and Integrity' questions, suggesting that this ethnic minority group is potentially 'at risk' in terms of perceiving NZ Police as a safe place to work. Attention is thus required to ensure that the perceptions for Asian staff do not slip back.
- The below part of the summary gives further insight into the key findings for each question designed to measure a safe working environment within NZ Police.

Respect for Employee Diversity

- This is one of the highest scoring 'Respect and Integrity' questions, with 81% of respondents feeling that their fellow work-group members respect employee diversity, up from 76% in 2011, and 73% in 2010.
- Relatively high scores were found across most demographic groups (with weighted mean scores typically around 75% or above) with fairly limited variation, suggesting a consistent experience from majority or minority groups in terms of a workplace culture that respects employee diversity.
- There were pockets within the organisation that reported lower scores on respect for diversity. These pockets, when able to be identified (that is, more than 15 respondents), included non-constabulary staff with a Pacific Peoples background, male staff with an Asian ethnic background, female staff in Financial Crime & Assets Recovery, as well as female staff in the Tasman District. These groups scored substantially lower (with a weighted mean score of 70% or lower) than the NZ Police average (weighted mean score of 76.2%) and may reflect potential risk areas.

Knowing who to contact to report instances of workplace harassment, bullying or discrimination

- As in the 2011 survey, staff perceptions on this question tend to be positive. The majority of respondents (81%) indicated that they know who to contact to report instances of workplace harassment, bullying or discrimination, up from 78% in 2011, and 75% in 2010.
- Consistent with the results in 2011, female staff were more likely to know who to report issues to than males.
- In general, people from various groups within the organisation tend not to hold a vastly different view on this question, although some groups scored substantially lower than the NZ Police average (weighted mean score of 75.8%): males in the Finance Service Centre, both males and females in Financial Crime & Assets Recovery, Ict Service Centre (males and females), and females in Police Prosecutions, (typically with a lower than 70% weighted mean score).
- In addition, staff in more senior roles (e.g. commissioned officers, senior sergeants, or employees in higher bands) or those with a wider span of control, both males and females, are more likely to know who to contact when reporting instances of inappropriate conduct, suggesting the need to further increase the awareness among non-supervisory staff.

Confidence in employees that they could raise issues related to workplace harassment, bullying, discrimination or other inappropriate conduct without fear of reprisal

- Although 81% of staff understand who to contact to report instances of inappropriate behaviours, just over two thirds actually feel confident that they could raise these concerns without fear of reprisal. This proportion has increased significantly since 2011 (under two thirds), however the results suggest that in the worst case scenario, close to one third of the inappropriate workplace conduct could go unreported due to a fear of negative consequences. This signals the need for more 'safe' channels for reporting these issues, and the need to implement practices that cultivate a culture of 'trust'.
- Females are generally less confident than males that they can raise issues without fear of reprisal. This gender difference is more likely to occur among constabulary roles (especially among constables and sergeants), as well as non-supervisory roles (those with no reports, or less than 10 reports, or employees in Band A-F). It is worth pointing out that males in the Finance Service Centre held a less favourable view than females in their confidence to report issues without fear of reprisal.
- Employees in more senior roles (e.g. commissioned officers and senior sergeants) tend to be more positive in their perceptions that they could raise inappropriate conduct without fear of reprisal. It is important to recognise that the level of confidence held by those in senior positions is not necessarily shared across the rest of the organisation.
- Greater variation in perceptions are found across the different groups within NZ Police in this area, with some groups showing particularly low scores that may warrant some attention – females within the Ict Service Centre, females in the Southern District, females in Road Policing as well as females in Strategy, Policy & Performance (all showing a weighted mean score of 60% or lower, suggesting a lack of positive opinions).
- There was a significant increase in perceptions since 2011 around the ability to report inappropriate workplace conduct for Pakeha, Maori and European ethnic groups. Staff from an Asian ethnic background can be considered a potential 'at risk' group as their level of confidence in being able to report issues safely has not increased at all since 2011, and they currently scored the least positively in this area (in particular females, and those in a Constabulary role). Another minority group who feel less safe around reporting inappropriate conduct are female Europeans.

Employee confidence that concerns raised in relation to harassment, bullying or discrimination would be dealt with appropriately

- Although staff perceptions have improved since 2011, their confidence that any concerns raised would be dealt with appropriately continued to be the lowest scoring area amongst the Respect and Integrity survey questions. Less than two thirds of the respondents (64%) felt confident that issues related to harassment, bullying or discrimination would be handled appropriately.
- Once again, females in general were less confident than males that concerns raised in relation to harassment, bullying or discrimination would be dealt with appropriately, and the gender differences were particularly prevalent among Constabulary roles.
- Unlike the perception of a respectful culture towards diversity, or the awareness of who to report instances of inappropriate conduct, there is wide variation in employee confidence that inappropriate workplace conduct, once reported, would be dealt with effectively across various employee groups. Some particularly low scores (weighted mean scores below 60%) were found in Financial Crime & Assets Recovery (females), Ict Service Centre (females), Road Policing (males and females), Southern District (females), Strategy, Policing & Performance (females), and the Training Service Centre (males and females). It is worth pointing that within the HR/Training function, females were significantly more confident (weighted mean score of 67.6%) than males (weighted mean score of 60.1%) that concerns related to inappropriate conduct would be dealt with appropriately.
- Once again, we saw significant improvement among Pakeha, Maori and Europeans in their level of confidence that issues would be dealt with appropriately. Those with an 'Asian Peoples' ethnic background held the least favourable view (particularly those in a constabulary role), and a slight decrease in their confidence was shown between 2011 and 2012. Therefore, this minority group could be at risk in terms of their experiences related to safety, respect and integrity at work. In addition, female Europeans and female Maoris also held a relatively negative view that issues related to inappropriate conduct would be properly handled, and attention may also be required for these two groups.

People conducting themselves in accordance with the values expected by NZ Police

- The survey item 'People in my workgroup conduct themselves in accordance with the values expected by NZ Police' was the organisation's highest rated 'Respect and Integrity' area. 85% of all respondents agreed with the statement that colleagues conduct themselves in accordance with NZ Police values.
- Despite being a high rated question in general, some variation in people's perceptions still exist within NZ Police. Females in general are less positive than males in the belief that co-workers behave in accordance to NZ Police values, and this gender difference is more prevalent among constabulary roles. Moreover, a small number of groups did fall below a weighted mean score of 70%, including females in Financial Crime & Assets Recovery (with a weighted mean score below 60%), and females in Ict Service Centre as well as Operations Support.
- Across the different ethnic groups, variations in people's perceptions on value congruent behaviours tend to be small.

Employees who indicate witnessing or experiencing some form of harassment, bullying or discrimination in the last 12 months – and who feel the issue has or has not been dealt with effectively

- In the 2012 survey, 83.4% of respondents indicated that this question was not relevant to them, indicating that the majority of NZ Police employees had *not* experienced or witnessed issues of harassment, discrimination or bullying in the last 12 months (acknowledging of course that some of these respondents may not have felt comfortable responding to this question in an honest manner). This proportion has increased significantly since 2011 (82.1%). Although the increase is small, it is moving in the direction that one would hope for.

- The results show that 16.6% of the respondents did witness or experience some form of harassment, bullying or discrimination in the past 12 months, indicating that disrespectful and inappropriate conduct which hinders a safe working environment still exists in the workplace. What's more, among these who witnessed or experienced the issue, three times as many believed that the issue had *not* been dealt with effectively, compared to those who indicated otherwise (4.6% = yes, effective; 12.0% = no, not effective). What's encouraging however is the small but statistically significant decrease in this proportion between 2011 and 2012 – from 13.3% (out of 17.9% who experienced these issues, which is 74.3% proportionately) to 12% (out of 16.6% who experienced these issues, which is 72.2% proportionately). Although again this shift is not of large magnitude, it is nevertheless a movement in the right direction. Given that employee confidence in the appropriate dealing of these issues is the lowest scored among all 'Respect and Integrity' questions, continued efforts are needed in this area.
- Female are more likely to have witnessed or experienced some form of harassment, discrimination in the workplace over the last 12 months (20.7%), compared to males (14.7%). However, when asked the question of whether the issue had been dealt with effectively ('yes' or 'no'), males were more likely to say 'no' (10.8% out of 14.7% who experienced these issues, which is 73.5% proportionately) than females (14.7% out of 20.7% who experienced these issues, which is 71.0% proportionately). This is a change from what we observed in 2011, when females were more likely to report that these issues were *not* dealt with effectively (16.6% out of 21.5% who experienced these issues, which is 77.2% proportionately) than males (11.8% out of 16.2% who experienced these issues, which is 72.8% proportionately).
- In terms of ethnicity, less than 15% of Pacific Peoples indicated that they have witnessed or experienced harassment, discrimination or bullying in the past 12 months, whereas close to 20% of Asian Peoples still reported having experienced these. In addition, among these who have witnessed or experienced inappropriate conduct, those with a 'Maori' ethnic background tend to hold the least favourable view in terms of how these issues were handled (out of the 16.8% who experienced some form of harassment, bullying or discrimination, only 4.3% felt that they were dealt with appropriately, which is merely 1 in 4). The results thus suggest that differences still exist in the way people from different ethnic backgrounds perceive how the organisation has dealt with the issues that hinder a safe working environment.

3. Understanding this Report

3.1 Performance scores

In the main, results are reported as weighted mean scores. A weighted mean score ranges between 0% and 100% and represents a 'strength of agreement' score that considers responses across the whole 1 to 5 response scale, not just the top end of the response scale (that is, only employees that 'agree' or 'strongly agree' to a survey item). The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. Consideration of the 'goodness' of a score, however, is often best made in the context of survey benchmarks or survey norms.

3.2 Demographic differences

Most of this report is based upon comparisons of demographic differences (e.g., male versus female survey scores). A range of demographic variables are included in the following analyses, and the profiles of respondents within each demographic are detailed in Appendix 1. The number of responses upon which data is based is important, particularly when looking at group comparisons. It should be noted that:

- Any demographic category with less than 5 respondents is not reported both for reasons of statistical reliability and anonymity of respondents
- Any cross tabulation of demographics with less than 15 respondents is not reported both for reasons of statistical reliability and anonymity of respondents
- Data based upon a small number of responses should be treated with caution as each individual response has a large impact on the group score.

3.3 Statistical analyses

Statistical tests of group differences were performed using a variety of analytical techniques, including t-tests and Chi-square. In order to aid interpretation when reading this report, technical output from those analyses has generally been excluded. Instead, colour coding is used to highlight when statistically significant differences between groups have been located.

3.4 Further methodological information

A comprehensive Survey Methodologies document provides a complete description of scope and methodologies employed in the 2012 NZ Police Workplace Survey. The Survey Methodologies document is available by contacting Alan Cassidy, HR Manager : Organisational and Employee Development at PNHQ.

4. Sampling

4.1 Sample

All of NZ Police's approximately 12,186 employees were invited to participate in the survey. A total of 9,393 responses were obtained resulting in a response rate of 77.1%. This is considered an excellent response rate for an organisation of this size.

In terms of the two key groups under consideration in this report (gender and ethnicity), there were:

Gender

Demographic	Number of Responses
Total Organisation	9393
Female	2965
Male	6428

Ethnicity

Demographic	Number of Responses
Total Organisation	9393
Pakeha	5377
Maori	760
Europeans	1197
Pacific Peoples	358
Asian Peoples	173
Other Ethnic Groups	43

The full demographic profile is located in Appendix 1.

4.2 Margin of Error

Based on a population size of 12,186 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 0.5%, indicating a very high degree of precision in measurement at the total organisation level. Note that the actual 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 on the chosen level of statistical confidence. The smaller the population size, for example, the greater the sample size needs to be to maintain a low margin of error.

5. Results

5.1 Total Organisation Level Findings – Respect & Integrity

In order to determine whether the NZ Police provides a safe working environment for its staff, and for female staff and staff from an ethnic minority in particular, the 2012 Workplace Survey included six questions around 'Respect and Integrity' as per the 2011 survey. These questions assessed employee perceptions and experience around respect for diversity, knowing who to contact to report instances of workplace harassment, bullying or discrimination – and the confidence that one can report such instances without reprisal, and that any concerns raised would in fact be dealt with appropriately.

The scores on these six areas for 2012, as well as the past two surveys are presented in table 5.1.1 below. These reflect the overarching views at a 'whole of NZ Police' level and scores at lower levels of the organisation and across gender and ethnicity groupings are presented later in this report.

Table 5.1.1 Perceptions of Respect and Integrity – Whole of NZ Police

Respect and Integrity Questions	2012	2011 (diff 2012- 2011)	2010 (diff 2011- 2010)
5.1: Staff in my workgroup respect employee diversity	76.2%	73.3% (2.9%)	71.7% (1.6%)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.8%	73.4% (2.4%)	71.8% (1.6%)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.3%	65.9% (3.4%)	64.3% (1.6%)
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)	68.2%	64.8% (3.4%)	63.6% (1.2%)
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	66.5%	63.0% (3.5%)	62.5% (0.5%)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.0%	78.6% (1.4%)	75.3% (3.3%)

Weight Mean Score

Note: Green font represents statistically significant improvements in scores between the 2011 and 2012, and between 2010 and 2011 surveys. Note that 'statistically significant' differences are not necessarily very large changes in actual employee opinion.

Key Insights - 'Respect and Integrity in the Workplace' – Whole of NZ Police

1. Consistent with the results from the previous two surveys, respondents are more favourable in terms of the feeling that colleagues behave in accordance with the NZ Police values and that they respect employee diversity in general. As with previous years, although staff tend to understand who they can contact in order to report issues around harassment, bullying or discrimination, they are less favourable in their confidence that they could report such instances without fear of reprisal – and are less favourable again that such reports would be dealt with effectively.
2. Looking back at the past three years, steady improvements were made year-on-year on people's perception on the questions related to 'Respect and Integrity'. Between 2010 and

2011, there were small yet statistically significant improvements on the majority of these questions, whereas bigger strides have been made in making NZ Police a safer working environment between 2011 and 2012, evident in the much larger improvement in survey scores on these same questions.

- Between 2011 and 2012, all questions related to 'Respect and Integrity' have shown statistically significant improvement in scores, and all but one question (around value-congruent behaviours) have shown an improvement of substantial magnitude, suggesting an overall lift in people's perception on the workplace practices that promote a 'safe working environment' between 2011 and 2012.

Dealing with Harassment, Bullying and Discrimination Effectively

A seventh question in the Respect and Integrity section asked respondents to *indicate "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?"*. Answers provided were one of three kinds – not applicable, indicating either the respondent had not witnessed/experienced any form of harassment, bullying or discrimination in the last 12 months, or simply did not want to answer the question. For those who did indicate they had experienced or witnessed some kind of issue in the workplace, a 'yes' response indicated the issue had been dealt with effectively, and a 'no' response indicated a belief that the issue had not been dealt with effectively.

Table 5.1.2 "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?"

	2012	2011 (diff 2012- 2011)	2010 (diff 2011- 2010)
Not Applicable	83.4%	82.1% (1.3%)	81.3% (0.8%)
Yes	4.6%	4.6% (0.0%)	5.5% (-0.9%)
No	12.0%	13.3% (-1.3%)	13.2% (0.1%)

(% of respondents selecting the relevant option)

Key Insights

- As in the 2011 survey, just over 80% of respondents indicated that this question was not relevant to them, indicating for most NZ Police employees harassment, discrimination, or bullying had not been experienced or witnessed by them in the last 12 months (or that they were unwilling to respond otherwise to the question). There was a small increase in the number of respondents who indicated witnessing or experiencing harassment, discrimination or bullying was not relevant to them between 2010 and 2011, and yet another small but statistically significant increase between 2011 and 2012. Although the increase each year was not substantial, it is in the direction we are hoping for – an increasing number of staff indicating they have not witnessed or experienced any harassment, discrimination or bullying in the workplace.
- Of the 16.6% of respondents who did go on to answer this question, almost three times as many believed that the issue had *not* been dealt with effectively, compared to those who indicated otherwise (4.6% = yes, effective; 12.0% = no, not effective). What's encouraging is the small but statistically significant decrease in the proportion of employees who indicated that instances of harassment, discrimination or bullying were not effectively dealt with – from 13.3% (out of 17.9% who experienced these issues, which is 74.3% proportionately) to 12.0% (out of 16.6% who experienced these issues, which is 72.2% proportionately). Although again this shift is not of large magnitude, it is nevertheless a movement in the right direction.

5.2 A Safe Working Environment for Female Staff?

5.2.1 Comparisons of Female and Male Survey Scores – Whole of Organisation

In the following section, comparisons are made between male and female survey scores in order to determine whether gender differences exist, and whether these differences indicate a less safe working environment for female staff.

Comparisons between female and male scores on the **Respect and Integrity** questions are first made, followed by comparisons of gender scores across a range of demographic variables (e.g., Constabulary/Non-Constabulary, Rank/Level, District, Tenure, etc).

5.2.1 Simple Gender Comparisons (Respect and Integrity Questions)

Question	Female 2011	Male 2011	Diff (F to M 2011)	Female 2012	Male 2012	Diff (F to M 2012)	Change in Diff. (2011-2012)
5.1: Staff in my workgroup respect employee diversity	73.1%	73.3%	-0.2%	75.1%	76.8%	-1.7%	1.5%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	73.9%	73.2%	0.7%	76.6%	75.4%	1.2%	-0.5%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.0%	66.8%	-2.8%	66.6%	70.6%	-4.0%	1.2%
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)	62.5%	65.9%	-3.4%	65.1%	69.7%	-4.6%	1.2%
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	61.1%	63.9%	-2.8%	64.0%	67.7%	-3.7%	0.9%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	75.8%	79.9%	-4.1%	76.9%	81.4%	-4.5%	0.4%

Note: Coloured font represents statistically significant differences in scores between males and females. Scores presented are weighted mean scores.

Key Insights - Male and Female Perceptions of 'Respect and Integrity in the Workplace'

- Between 2011 and 2012, we saw an improvement in the perception on 'Respect and Integrity' for females (score increase ranging from 1.1% to 2.9%) as well as for males (score increase ranging from 1.5% to 3.8%) within NZ Police. Overall, bigger improvements in scores were found for male staff.
- In 2011, females and males held similar perceptions regarding whether people respect employee diversity at work. In 2012, females are less positive compared to males on this question and the difference is statistically significant.

3. In 2012, females responded more positively in terms of knowing who to report instances of harassment, bullying or discrimination to. However, they scored less positively on all other questions related to 'Respect and Integrity', in particular regarding their confidence that they could raise concerns about inappropriate conduct without fear of reprisal and the overall perception that people within their workgroup conduct themselves in accordance with the NZ Police values – the two questions which also showed the biggest gap in female and male perceptions in 2011.
4. Overall, we saw an increase in the gap between male and female opinion on 'Respect and Integrity' in 2012, compared to 2011. The results suggest that although perceptions have improved for both gender groups, the improvement for females is of a smaller magnitude, and thus widening the gender gap in 2012.

Table 5.2.2 "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?"

	Female 2011	Male 2011	NZ Police 2011	Female 2012	Male 2012	NZ Police 2012
Not Applicable	78.5%	83.8%	82.1%	79.3%	85.3%	83.4%
Yes	4.9%	4.4%	4.6%	6.0%	3.9%	4.6%
No	16.6%	11.8%	13.3%	14.7%	10.8%	12.0%

(% of respondents selecting the relevant option)

Key Insights – Witnessing or Experiencing Issues

1. Between 2011 and 2012, the proportion of female staff had potentially witnessed or experienced some form of harassment, discrimination or bullying remained relatively unchanged (20.7% in 2012 and 21.5% in 2011). However, compared to the results in 2011, we saw a statistically significant reduction in the proportion of the females who indicated that instances of harassment, discrimination or bullying have *not* been dealt with effectively in the past 12 months (14.7% out of 20.7% who experienced these issues in 2012, which is 71.0% proportionately; compared to 16.6% out of 21.5% who experienced these issues in 2011, which is 77.2% proportionately).
2. For males, there is a statistically significant reduction in the proportion of staff who had potentially witnessed or experienced some form of harassment, discrimination or bullying in the workplace in 2012 (14.7%) compared to 2011 (16.2%). However, it is worthwhile noting that due to the large number of responses we are dealing with, statistical tests would pick up even very small changes in results, and the reduction we observed is not considered to be of substantial magnitude. No significant change was found in the proportion of male respondents who indicated whether these instances (if witnessed/experienced) have been dealt with effectively.
3. In 2012, the differences in male and female perceptions were found to be statistically significant and indicate that there are gender differences within the workplace in terms of the perception of a safe working environment. The proportion of female staff indicating they have witnessed or experienced some form of harassment, discrimination in the workplace over the last 12 months (20.7%) is greater than the proportion of males that report the same (14.7%). However, of the respondents that answered the question of whether the issue had been dealt with effectively ('yes' or 'no'), males were more likely to say 'no' (10.8% out of 14.7% who experienced these issues, which is 73.5% proportionately) compared to females (14.7% out of 20.7% who experienced these issues, which is 71.0% proportionately). This is a change from what we observed in 2011, when females were more likely to report that these issues were not dealt with effectively (16.6% out of 21.5% who experienced these issues, which is 77.2% proportionately) than males (11.8% out of 16.2% who experienced these issues, which is 72.8% proportionately).

5.2.2 Digging Deeper – Gender Comparisons within Key Demographic Variables

Table 5.2.3 Gender comparisons across Constabulary and Non-Constabulary Employees

Question	Constabulary		Employee		Authorised Officer	
	Female	Male	Female	Male	Female	Male
	(n=1237)	(n=5489)	(n=1704)	(n=883)	(n=24)	(n=56)
5.1: Staff in my workgroup respect employee diversity	75.7%	77.1%	74.6%	74.9%	75.0%	74.1%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.6%	75.4%	77.3%	75.5%	75.0%	74.1%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.1%	70.9%	67.6%	69.1%	68.8%	65.3%
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	63.4%	70.0%	66.4%	68.2%	65.6%	63.0%
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	62.4%	68.1%	65.1%	65.5%	66.7%	64.6%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	79.8%	82.5%	74.8%	75.5%	76.0%	74.1%

Note: A statistical significance test (T test) was performed for each pair of gender comparison across the demographic categories and for each question. Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective demographic category. Green indicates the higher scoring group on the item, and red indicates the lower scoring group. Scores are weighted mean scores.

Key Insights – Constabulary and Non-Constabulary Employees

1. The results suggest that statistically significant differences exist between male and female constabulary staff in terms of their perceptions on practices related to 'Respect and Integrity'. Although equally well informed as to who to report instances of workplace harassment, bullying or discrimination to, females constabulary staff hold a less positive view towards all other 'Respect and Integrity' questions. Particularly, female constabulary staff are less confident that they could report these issues without fear of reprisal and that the issues would be dealt with appropriately.
2. Female and male employees tend to hold similar views on issues related to 'Respect and Integrity', with the exception that female employees scored more positively in regards to knowing who to contact to report inappropriate workplace conduct.
3. No statistically significant differences were found between male and female authorised officers in their perception on workplace respect and integrity.

Table 5.2.5 Gender Comparisons Across Constabulary and Non-Constabulary Employees

Question	Constabulary - Rank								Employee - Level					
	Constable		Sergeant		Senior Sergeant		Commissioned Officers		Band A - F		Band G - J		Band 1 & above	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
	N	1045	3884	130	1016	40	338	22	251	1267	415	380	388	57
5.1: Staff in my workgroup respect employee diversity	75.0%	75.5%	80.0%	79.5%	73.8%	81.7%	84.1%	86.1%	74.2%	74.3%	75.7%	74.2%	77.2%	81.3%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.6%	72.9%	79.4%	78.1%	83.1%	86.2%	87.5%	88.7%	76.8%	77.2%	78.4%	72.6%	82.5%	80.3%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.0%	68.6%	68.3%	73.1%	76.3%	81.0%	77.3%	84.2%	67.8%	71.9%	66.8%	64.6%	69.3%	76.3%
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	62.2%	67.3%	67.1%	72.9%	72.5%	80.8%	79.5%	83.8%	66.9%	71.0%	64.6%	64.0%	66.7%	74.1%
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	61.9%	66.2%	62.5%	69.0%	68.1%	77.5%	73.9%	80.2%	65.9%	68.5%	62.7%	60.9%	64.0%	72.8%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.0%	81.7%	80.0%	84.2%	75.6%	83.8%	76.1%	85.2%	75.0%	74.9%	73.8%	74.9%	76.8%	81.9%

Note: A statistical significance test (T test) was performed for each pair of gender comparison across the demographic categories and for each question. Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective demographic category. Green indicates the higher scoring group on the item, and red indicates the lower scoring group. Scores are weighted mean scores.

Key Insights – Gender and Constabulary/Non-Constabulary (Rank and Level)

1. With the exception of Senior Sergeants, males and females across the different ranks and levels within the organisation tend to hold a similar view on the overall culture around respect towards diversity. Female Senior Sergeants however hold a less favourable view towards people's respect towards diversity compared to the male Senior Sergeants.
2. The results suggest fairly consistent views across gender on knowing who to contact when reporting instances of harassment, bullying and discrimination in the workplace. Female constables as well as female employees in Band G-J provided more positive rating on this question compared to their male counterparts.
3. More gender disparity existed among the constabulary staff, with all female groups providing a less favourable rating on value-congruent behaviours exhibited in workgroups. With the exception of Commissioned Officers, female constabulary staff (Constables, Sergeants as well as Senior Sergeants) hold a less favourable view on the appropriate handling of inappropriate workplace conduct, as well as the confidence that one can safely report these issues without fear of reprisal.
4. Across the various employee levels, female employees in Band A-F tend to feel less safe about reporting workplace harassment, bullying, discrimination or other inappropriate conduct, compared to their male counterparts.
5. Overall, the most favourable responses on the questions related to 'Respect and Integrity' tend to come from male Commissioned Officers as well as male employees in Band 1 and above, indicating the effect of seniority on how staff perceive NZ Police as a safe place to work.

Table 5.2.4 Gender Comparisons Across Span of Control

Question	No Reports		Under 10 reports		Between 10 and 50 reports		Over 50 reports	
	Female	Male	Female	Male	Female	Male	Female	Male
	(n=2636)	(n=4968)	(n=224)	(n=856)	(n=95)	(n=480)	(n=10)	(n=124)
5.1: Staff in my workgroup respect employee diversity	74.6%	75.5%	78.9%	80.3%	79.7%	81.2%	-	87.5%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.0%	73.5%	80.2%	79.4%	85.5%	84.0%	-	92.1%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.0%	68.6%	69.6%	74.5%	76.1%	79.0%	-	89.1%
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)	64.6%	67.5%	68.4%	74.7%	71.8%	78.3%	-	87.5%
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.7%	66.0%	64.7%	70.6%	69.4%	76.4%	-	84.1%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	76.7%	80.6%	79.9%	84.1%	75.5%	84.4%	-	86.5%

Note: A statistical significance test (T test) was performed for each pair of gender comparison across the demographic categories and for each question. Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective demographic category. Green indicates the higher scoring group on the item, and red indicates the lower scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Span of control

1. Once again, no statistically significant differences were found between male and female staff across the various Span of Control levels on the general perceptions around respect towards employee diversity.
2. Across the various Span of Control levels, females tend to provide a less positive perception on value congruent workplace conduct, and the safe reporting as well as appropriate handling of inappropriate workplace conducts. Some large gender disparity exists among those with 10 to 50 reports – the middle management group (with females scoring 7 to 9 weighted mean score points lower than their male counterparts).
3. Echoing what was discussed earlier, the most favourable responses towards the 'Respect and Integrity' questions tend to come from those with more than 50 reports, indicating that the perception held by the most senior staff is not necessarily the reality held by employees further down the organisation. We thus re-iterate the importance for senior staff members to reflect on whether their perception of the working environment is aligned to the actual experiences of their subordinates, and particularly their female subordinates.

Table 5.2.6 Gender Comparisons Across Tenure Levels

Question N	Under 2		2 - 5		5 - 10		10 - 15		15 - 20		20 - 25		25 - 30		30 - 35		Over 35	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
	403	506	633	1126	808	1526	468	1097	336	666	180	565	85	393	41	288	11	261
5.1: Staff in my workgroup respect employee diversity	77.5%	79.4%	74.2%	76.1%	74.8%	75.5%	74.9%	75.5%	75.4%	77.1%	73.6%	77.6%	76.5%	79.0%	73.2%	79.4%	-	78.7%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.6%	75.4%	77.0%	74.4%	75.4%	72.4%	76.7%	74.7%	78.7%	77.7%	76.9%	76.8%	79.1%	78.7%	79.9%	80.8%	-	81.1%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	72.0%	75.2%	64.4%	70.0%	64.3%	67.8%	66.5%	67.6%	67.8%	72.2%	67.5%	71.9%	70.0%	74.4%	70.7%	76.7%	-	73.4%
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	70.7%	73.8%	63.1%	68.8%	62.8%	67.0%	64.9%	67.2%	65.9%	70.3%	66.3%	71.4%	68.5%	73.1%	72.6%	76.1%	-	74.0%

Question N	Under 2		2 - 5		5 - 10		10 - 15		15 - 20		20 - 25		25 - 30		30 - 35		Over 35	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
	403	506	633	1126	808	1526	468	1097	336	666	180	565	85	393	41	288	11	261
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	71.8%	75.4%	62.4%	67.1%	61.4%	66.0%	63.3%	64.6%	64.3%	66.9%	63.3%	68.9%	65.0%	70.0%	70.6%	71.7%	-	70.2%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	78.9%	84.1%	75.9%	80.4%	76.8%	80.1%	76.7%	80.9%	78.5%	82.8%	74.0%	83.0%	77.4%	81.5%	77.4%	82.8%	-	82.7%

Note: A statistical significance test (T test) was performed for each pair of gender comparison across the demographic categories and for each question. Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective demographic category. Green indicates the higher scoring group on the item, and red indicates the lower scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Tenure

1. Consistent with the findings in 2011, the variation in scores tend to be smaller for the question related to 'respect for diversity' as well as the understanding of who to contact to report instances of bullying, harassment and discrimination. Having said that, females in the '20 to 25' as well as '30-35' tenure group hold a more negative view compared to the males in the same tenure band in regards to 'respect for diversity' they've experienced. On the other hand, males in the '2 to 10 year' tenure band are less aware of who to contact when reporting inappropriate workplace conduct.
2. In general, females across the various tenure groups are less confident that people in their workgroup behave in accordance to the NZ Police values, that they could raise inappropriate workplace conduct without fear of reprisal, and that these issues once reported would be dealt with appropriately. However, the effect of gender tends to be smaller for staff with 25 years or more of service, suggesting a more aligned view towards 'Respect and Integrity' among the long tenure staff.
3. It is worth pointing out the large difference between female and male staff in the '20-25' tenure group on their appraisal of co-workers behaving in accordance to NZ Police values (with females scoring 9% lower on a weighted mean score).

Table 5.2.7 Gender Comparisons Across Hours of Work (Full Time Versus Part Time)

Question	Full Time		Part Time	
	Female	Male	Female	Male
N	2492	6358	473	70
5.1: Staff in my workgroup respect employee diversity	75.1%	76.8%	75.1%	75.7%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.9%	75.4%	75.1%	76.4%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.8%	70.6%	65.2%	73.2%
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)	65.2%	69.6%	64.6%	71.3%
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	63.9%	67.7%	64.5%	70.1%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	76.6%	81.5%	78.3%	77.9%

Note: A statistical significance test (T test) was performed for each pair of gender comparison across the demographic categories and for each question. Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective demographic category. Green indicates the higher scoring group on the item, and red indicates the lower scoring group. Scores are weighted mean scores.

Key Insights – Part-Time/Full Time

1. Statistically significant gender differences were found among full-time staff, with females scoring lower across all but one of the questions related to 'Respect and Integrity'.
2. Among those who work part time, females are less confident that they could report issues related to workplace harassment, bullying and discrimination without fear of reprisal, and the difference in perception is large (with females scoring 8% lower than males on a weighted mean score).

Table 5.2.8 Gender Comparisons of Respect and Integrity Scores Across Districts (table continues over page).

NOTE: In this table, questions are at the top, and Districts appear to the side. *Read down each **question column*** (and gender sub-columns) to identify which Districts (and gender) score high/low on that particular question.

	Respect for Diversity		Knowing who to contact		Confidence in reporting harassment, bullying or discrimination without fear of reprisal		Confidence in reporting other inappropriate conduct		Confidence that issues will be dealt with appropriately		Behaving in accordance with NZ Police Values	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Auckland City Dist	77.8%	78.8%	75.0%	74.0%	68.4%	73.5%	67.2%	73.2%	66.3%	70.7%	78.7%	83.2%
Bay Of Plenty Dist	73.6%	75.7%	77.6%	75.0%	66.2%	68.6%	64.7%	67.6%	65.6%	67.1%	78.5%	83.8%
Canterbury District	77.8%	80.2%	77.6%	77.7%	70.6%	74.3%	68.5%	73.2%	69.4%	72.3%	82.1%	85.4%
Central District	74.7%	76.4%	77.5%	75.0%	67.7%	70.0%	66.0%	69.4%	63.8%	65.8%	78.2%	81.6%
Communication Centres	77.0%	77.8%	82.5%	82.8%	71.4%	75.4%	68.5%	74.2%	67.1%	70.7%	73.9%	78.2%
Counties/Manukau District	76.5%	77.4%	75.2%	72.9%	65.7%	69.6%	64.8%	68.8%	62.6%	67.8%	80.3%	81.7%
Crime	76.6%	76.7%	74.7%	75.8%	69.1%	71.8%	68.8%	72.5%	65.6%	68.7%	78.8%	79.0%
Eastern District	75.3%	75.7%	75.8%	76.7%	61.7%	66.7%	62.4%	66.2%	60.7%	64.0%	81.2%	81.3%
Executive and Support	82.9%	87.5%	73.7%	82.3%	69.1%	82.3%	67.1%	83.3%	67.1%	83.3%	85.5%	89.6%
Finance	81.3%	79.2%	85.9%	65.3%	84.4%	65.3%	82.8%	63.9%	81.3%	62.5%	82.8%	77.8%
Financial Crime & Assets Recovery	69.1%	78.4%	69.1%	69.8%	64.7%	69.8%	64.1%	72.4%	54.4%	71.6%	58.8%	71.6%
Human Resources	80.0%	82.4%	84.6%	87.5%	71.7%	68.2%	72.1%	66.5%	68.8%	66.3%	75.4%	78.4%
Ict Service Centre	68.5%	72.8%	65.2%	67.6%	55.9%	63.2%	55.4%	62.1%	52.5%	60.4%	65.7%	73.1%
International Services	-	82.6%	-	81.3%	-	79.9%	-	79.2%	-	75.7%	-	83.3%
National Intelligence Centre	79.8%	88.0%	76.6%	82.0%	69.4%	77.0%	65.3%	76.0%	67.7%	69.8%	79.0%	84.0%
Northland District	74.2%	76.9%	75.8%	74.3%	63.2%	69.3%	62.6%	68.2%	61.6%	66.7%	76.4%	79.6%
Operations Support	75.0%	84.4%	82.4%	71.9%	69.1%	64.6%	69.1%	68.8%	76.5%	63.5%	69.1%	77.1%
Org Financial Crime Agency Nz	75.9%	72.8%	73.3%	75.0%	64.7%	71.1%	65.5%	72.8%	71.6%	69.0%	72.4%	76.7%
Police Prosecutions	73.1%	76.1%	69.6%	75.2%	62.9%	68.2%	62.9%	66.4%	61.9%	65.3%	72.6%	79.2%
Prevention	-	-	-	-	-	-	-	-	-	-	-	-
Road Policing	74.6%	70.2%	79.2%	76.3%	64.2%	63.0%	63.4%	62.0%	55.5%	59.0%	72.8%	73.8%

	Respect for Diversity		Knowing who to contact		Confidence in reporting harassment, bullying or discrimination without fear of reprisal		Confidence in reporting other inappropriate conduct		Confidence that issues will be dealt with appropriately		Behaving in accordance with NZ Police Values	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Southern District	71.7%	73.5%	78.1%	75.2%	59.8%	68.8%	59.1%	66.4%	57.1%	65.0%	77.6%	81.5%
Strategy, Policy & Performance	75.0%	77.9%	71.7%	72.1%	60.8%	72.1%	58.3%	72.1%	56.7%	66.3%	75.0%	79.8%
Tactical Groups	-	75.0%	-	72.2%	-	71.0%	-	73.0%	-	73.8%	-	86.9%
Tasman District	71.6%	78.3%	79.9%	77.5%	68.3%	74.4%	65.7%	72.4%	65.5%	70.5%	72.0%	83.3%
Training Service Centre	71.5%	74.4%	78.1%	75.7%	64.9%	65.3%	62.0%	65.3%	59.7%	56.5%	70.5%	73.7%
Waikato Dist	72.7%	74.9%	78.7%	77.7%	70.8%	71.1%	67.8%	70.8%	67.8%	68.0%	77.9%	80.4%
Waitemata Dist	73.6%	75.5%	74.0%	74.3%	63.6%	70.3%	62.8%	68.8%	64.1%	66.9%	77.7%	81.1%
Wellington District	73.6%	76.6%	73.6%	75.9%	64.1%	72.0%	62.2%	70.4%	60.5%	69.6%	74.2%	82.6%

Note: A statistical significance test (T test) was performed for each pair of gender comparison for each district/service centre and for each question. Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective district/service centre. Green indicates the higher scoring group on the item, and red indicates the lower scoring group. Scores are weighted mean scores. In addition, orange shaded cells represent scores considered to be low generally speaking (i.e., weighted mean scores less than 60%) and hence possible 'at risk' areas. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Safe Working Environment for Female Staff – District level

1. Across the Districts, males and females tend to hold similar and fairly positive views around the extent to which diversity is respected within their workgroups and the awareness of who to contact to report issues around harassment, discrimination or bullying, the exception being the Tasman District (where females are less positive towards a culture of respect for diversity) and the Finance Service Centre (where a marked difference exists in the awareness of who to contact should inappropriate conduct arise, with males having a much lower awareness).
2. In general, there is more variation between males and females in their appraisal of co-workers' value consistent behaviours, and their confidence in the ability to report things without fear of reprisal and that any reported issues would be dealt with appropriately. Significant gender differences were found in the Auckland District, Canterbury District, Counties/Manukau District, Southern District, Tasman District, Waitemata District, Wellington District, Communication Centres, and Executive and Support, where female perceptions on 'Respect and Integrity' tend to be lower than those of males. Larger differences in gender perceptions were found in the Wellington and Southern Districts as well as the Executive and Support Service Centre. In the Finance Service Centre however, the perceptions of females tend to be higher (with some differences approaching a 20 weighted mean score point).

3. It is noteworthy that very low scores exist for some Districts/Service Centres. Any weighted mean score around the 50s tend to indicate less than half of staff agreed with the question being posed. When several questions score consistently at this level, we would suggest such areas warrant additional attention. As per the orange shading in the table above, areas with less than ideal ratings include Financial Crime & Assets Recovery (females), Ict Service Centre (females), Southern District (females), Strategy, Policy & Performance (females), Road Policing (both males and females on confidence that issues will be dealt with effectively) and Training Service Centre (both males and females on confidence that issues will be dealt with effectively). Overall, the majority of these low scores are found in the question around staff's confidence that issues related to inappropriate conducts will be appropriately handled.

Table 5.2.9 Gender Comparisons of Respect and Integrity Scores Across Functional Role.

NOTE: In this table, questions are at the top, and Functional Roles appear to the side. *Read down each **question column*** (and gender sub-columns) to identify which Functional Role (and gender) score high/low on that particular question.

Question	Respect for Diversity		Knowing who to contact		Confidence in reporting harassment, bullying or discrimination without fair of reprisal		Confidence in reporting other inappropriate conduct		Confidence that issues will be dealt with appropriately		Behaving in accordance with NZ Police Values	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Airport	-	73.6%	-	73.6%	-	63.9%	-	66.0%	-	62.5%	-	76.4%
Communications	77.0%	77.5%	82.6%	82.4%	71.7%	75.0%	68.7%	73.8%	67.3%	70.3%	74.1%	78.3%
Community Policing	76.2%	76.6%	74.2%	76.4%	62.5%	69.9%	63.3%	67.2%	61.3%	67.1%	80.7%	81.8%
Corporate Support	75.2%	79.1%	76.9%	78.6%	68.3%	74.1%	67.6%	74.1%	66.1%	72.6%	76.2%	79.9%
District Management	78.9%	83.7%	80.3%	88.8%	76.3%	86.5%	76.3%	85.5%	78.9%	81.6%	75.0%	86.4%
Finance	66.2%	75.9%	71.6%	81.9%	66.2%	75.0%	65.5%	73.3%	65.5%	72.4%	66.2%	77.6%
Frontline support	70.6%	72.4%	73.9%	73.3%	67.1%	69.0%	67.0%	67.7%	65.9%	65.9%	73.9%	75.2%
General Duties	75.1%	77.1%	76.1%	74.3%	64.6%	70.9%	63.2%	69.8%	63.5%	69.4%	79.2%	82.8%
HR/ Training	77.5%	78.0%	81.8%	81.1%	69.4%	67.0%	68.0%	66.5%	67.6%	60.1%	74.1%	76.4%
ICT	70.2%	73.0%	65.1%	68.3%	56.4%	63.8%	56.4%	62.7%	51.7%	61.0%	67.4%	73.4%
Intelligence	77.8%	78.2%	75.9%	76.0%	66.5%	72.7%	64.3%	72.2%	64.3%	68.3%	78.2%	79.1%
Investigations	77.8%	78.0%	75.8%	73.9%	65.0%	70.2%	63.3%	69.4%	62.5%	67.2%	83.4%	84.7%
Legal	-	-	-	-	-	-	-	-	-	-	-	-
Liaison	-	77.7%	-	81.8%	-	76.4%	-	73.0%	-	67.6%	-	85.1%
Overseas	-	84.6%	-	81.7%	-	81.7%	-	79.8%	-	76.0%	-	83.7%
Policy	79.4%	77.7%	78.1%	81.4%	70.0%	71.8%	69.4%	72.7%	68.1%	68.6%	75.0%	80.9%
Prosecutions	72.5%	75.6%	70.0%	74.6%	62.5%	67.3%	62.5%	65.5%	61.6%	64.4%	72.9%	79.1%
Road Policing	73.2%	73.7%	74.1%	73.7%	63.3%	67.2%	61.5%	66.3%	58.0%	64.1%	77.0%	79.1%
Specialist teams	73.0%	76.2%	73.8%	76.0%	62.3%	69.9%	60.2%	70.0%	60.2%	67.8%	79.5%	83.6%
Vetting	-	-	-	-	-	-	-	-	-	-	-	-
Watchouse	71.1%	77.4%	78.3%	78.8%	67.1%	75.5%	65.8%	75.0%	64.7%	74.0%	74.5%	80.3%
Youth	76.9%	76.6%	76.5%	74.8%	66.1%	69.4%	62.7%	67.9%	60.4%	63.2%	79.0%	80.6%
Other	76.7%	77.5%	75.8%	80.0%	68.3%	80.8%	65.5%	81.7%	62.5%	81.7%	75.8%	82.5%

Note: A statistical significance test (T test) was performed for each pair of gender comparison for each functional role and for each question. Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective function. Green indicates the higher scoring group on the item, and red indicates the lower scoring group. Scores are weighted mean scores. In addition, orange shaded cells represent scores considered to be low generally speaking (i.e., weighted mean scores less than 60%) and hence possible 'at risk' areas. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

1. Significant gender differences were found in Corporate Support, District Management, General Duties, Investigations, Specialist Teams, Watchhouse and Other Functions, where female perceptions on the majority of the 'Respect and Integrity' questions tend to be lower than those of males. Larger differences in gender perceptions were found in District Management and Watchhouse. In HR/Training however, females tend to hold a more positive view than males in regards to their confidence that issues related to inappropriate workplace conduct will be dealt with appropriately.
2. It is worth pointing out that some very low scores (lower than 60%) are prevalent among females in the ICT function, and females hold a much less favourable view regarding whether workplace bullying, harassment and discrimination will be appropriately handled.

5.2.3 Evidence For a Safe Working Environment – Organisation Climate Scores

In this section, gender comparisons are made on all survey questions. Whilst the Respect and Integrity questions were designed as a diagnostic mechanism for locating potential unsafe workplace issues, there are additional survey questions in the 2012 Workplace survey that may prove useful in highlighting potential issue areas.

In the table below, colour coded differences represent questions in which females and males differ significantly in terms of their perception of NZ Police on that attribute.

Question	Female	Male	Difference (Female to Male)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.3%	68.1%	-0.8%
1.2: I feel I am working for an effective organisation	66.1%	65.3%	0.8%
1.3: NZ Police is an enjoyable place to work	71.2%	71.0%	0.2%
1.4: NZ Police cares about the well-being of its staff	57.4%	56.7%	0.7%
1.5: There is a sense of 'common purpose' in NZ Police	63.4%	62.5%	0.9%
1.6: I feel a sense of belonging to my District or my Service Centre	65.3%	65.6%	-0.3%
1.7: I intend to continue working at NZ Police for at least the next 12 months	83.8%	86.8%	-3.0%
1.8: Communication in my District or my Service Centre is open and honest	56.3%	57.9%	-1.6%
1.9: I feel informed about NZ Police and its activities	61.5%	63.4%	-1.9%
1.10: NZ Police is interested in the views and opinions of its staff	51.5%	51.2%	0.3%
1.11: Work groups in NZ Police work well together	55.3%	56.4%	-1.1%
2.1: My supervisor communicates the goals and objectives of our work group effectively	70.8%	73.1%	-2.3%
2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	73.7%	75.1%	-1.4%
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	77.6%	80.0%	-2.4%
2.4: My supervisor treats staff with respect	78.9%	80.4%	-1.5%
2.5: My supervisor supports and encourages me in my job	76.6%	78.0%	-1.4%
2.6: I have confidence in my supervisor	75.1%	78.0%	-2.9%
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	67.7%	69.1%	-1.4%
3.1: Staff in my work group work well together	76.2%	80.4%	-4.2%
3.2: I can rely on the support of others in my work group	77.6%	81.1%	-3.5%
3.3: Roles and responsibilities are clearly defined in my work group	71.1%	74.6%	-3.5%
3.4: I have confidence in the ability of others in my work group	75.5%	78.5%	-3.0%
3.5: I feel part of an effective work group	74.2%	77.9%	-3.7%
3.6: The way work is allocated in my workgroup is fair	67.5%	71.7%	-4.2%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	76.9%	81.4%	-4.5%

Question	Female	Male	Difference (Female to Male)
4.1: The responsibilities of my job are clearly defined	72.4%	73.6%	-1.2%
4.2: I know how my work contributes to the effectiveness of NZ Police	77.1%	76.8%	0.3%
4.3: My job gives me a sense of personal achievement	77.2%	78.3%	-1.1%
4.4: I have the tools and resources I need to do my job	62.7%	57.4%	5.3%
4.5: I am sufficiently involved in decisions that affect the way I do my job	59.7%	60.5%	-0.8%
4.6: I am satisfied with my physical work environment	62.6%	64.0%	-1.4%
4.7: The level of work-related stress I experience in my job is acceptable	62.1%	61.3%	0.8%
4.8: I am able to maintain a balance between my personal and working life	71.3%	68.4%	2.9%
4.9: The pay and benefits I receive are fair for the work I do	56.1%	51.5%	4.6%
4.10: I understand how my performance is measured	65.1%	63.4%	1.7%
4.11: My performance is fairly assessed	64.5%	63.2%	1.3%
5.1: Staff in my workgroup respect employee diversity	75.1%	76.8%	-1.7%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.6%	75.4%	1.2%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.6%	70.6%	-4.0%
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)	65.1%	69.7%	-4.6%
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.0%	67.7%	-3.7%
6.1: NZ Police provides adequate training for the work I do	59.9%	58.4%	1.5%
6.2: The work I do makes good use of my knowledge and skills	70.4%	71.3%	-0.9%
6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	62.6%	63.3%	-0.7%
6.4: I am encouraged to try new ways of doing things	62.0%	61.9%	0.1%
6.5: There are career and personal development opportunities for me in NZ Police	58.3%	64.0%	-5.7%
6.6: I am satisfied with my learning and development opportunities in NZ Police	57.4%	60.0%	-2.6%
7.1: NZ Police expects high standards of performance from its people	78.2%	79.8%	-1.6%
7.2: People are held accountable for their performance in my work group	66.6%	69.2%	-2.6%
7.3: Poor performance is dealt with effectively in my work group	57.6%	61.8%	-4.2%
8.1: I get recognition when I do a good job	65.1%	63.8%	1.3%
8.2: We celebrate success in NZ Police	61.3%	59.0%	2.3%
8.3: NZ Police has appropriate ways of recognising outstanding achievement	60.8%	57.9%	2.9%
8.4: I feel my contribution is valued in NZ Police	59.5%	58.8%	0.7%
8.5: People here are appointed to positions based on merit	48.0%	48.3%	-0.3%

Question	Female	Male	Difference (Female to Male)
9.1: Overall, I'm satisfied with my job	71.9%	73.3%	-1.4%
9.2: Overall, I would recommend NZ Police as a great place to work	71.2%	71.5%	-0.3%
9.3: I take an active interest in what happens in NZ Police	76.9%	76.6%	0.3%
9.4: I feel inspired to go the extra mile to help NZ Police succeed	75.0%	72.2%	2.8%
9.5: I feel a sense of commitment to NZ Police	78.9%	77.7%	1.2%
9.6: NZ Police inspires me to do the best I can in my job every day	69.6%	66.4%	3.2%
10.1: I believe actions will be taken based on the results of this survey	53.3%	50.7%	2.6%
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	48.6%	47.4%	1.2%

Weighted Mean Scores (%)

Of the 63 questions analysed, female staff provide lower scores (statistically significant) on 30 questions (19 in 2011) and higher scores on 15 questions (22 in 2011). The results speak to an overall increase in the gap between males and females in their perceptions on the workplace attributes measured in the survey.

Consistent with the findings in 2011, the biggest gap between male and female perceptions once again occurred in the availability of career and personal development opportunities (females scoring 5.7% weighted mean score lower).

Examining the questions that exhibit the largest gender gaps revealed that females tend to hold a less favourable view on aspects of their workgroup (the perception that staff work well together in the workgroup, -4.2%; the fair allocation of work in the group, -4.2%; the effective management of poor performance in the group, -4.2%; and the overall feeling that they are part of an effective work group, -3.7%).

Four of the ten questions that show the biggest gender gaps relate to perceptions on 'Respect and Integrity' (the extent to which co-workers behave in accordance to the NZ Police values, -4.5%; confidence that issues related to bullying, discrimination, harassment and other forms of inappropriate behaviours could be raised without fear of reprisal, -4.0% and -4.6%; and confidence that inappropriate workplace conducts would be appropriately addressed, -3.7%).

In contrast, there are a number of questions in which female staff provide **more favourable responses** compared to male staff, highlighting attributes that can be construed as a workplace environment that promotes fairness and flexibility for female staff. These include:

- The availability of tools and resources (+5.3%) and adequate job training (+1.5%)
- Fair pay and benefits for the work performed (+4.6%)
- Fair assessment of performance (+1.3%), recognition of outstanding performance (+2.9%) as well as celebration of success (+2.3%)
- Work-life balance (+2.9%)

5.3 A Safe Working Environment for Staff from Ethnic Minorities?

In this section comparisons of scores provided by employees from different ethnic groups are examined to determine whether there are differences in opinion as to what NZ Police is like as a place to work. Emphasis is placed on identifying low scoring groups of employees, which may indicate less than ideal work environments for some members of the organisation.

Most of the analyses below are based on the six 'Respect and Integrity' questions included in the 2012 Workplace Survey. These questions were designed specifically to assess key dimensions of safe working environments (e.g., respect for diversity, knowing who to report issues to, confidence that instances of harassment, bullying, discrimination and other inappropriate conduct could be reported without fear of reprisal, and confidence any reported issues would be dealt with appropriately, staff conduct themselves in accordance with NZ Police values.)

A final question in the Respect and Integrity set of questions asked employees if they had witnessed or experienced some form of harassment, bullying or discrimination and if so, had it been dealt with effectively. These seven questions provide an insight into the prevailing culture of the organisation in terms of respect, harassment, bullying, discrimination, inappropriate conduct and the organisation's ability to deal with these issues effectively - as employees represent the most accurate source of information in terms of an organisation's culture.

Unlike the section on Gender, this section cannot provide the same number of cross-ethnicity comparisons given many cross-tabs (e.g., tenure by ethnicity) contains less than 15 respondents. Any cross-tabulated group with less than 15 respondents is not reported by JRA in either its online or offline reports. This protects both the confidentiality of survey respondents, as well as providing more robust statistically based conclusions.

Comparisons are thus made for:

1. Ethnicity – Whole of organisation level (Respect and Integrity questions)
2. Ethnicity – Constabulary and Non-Constabulary staff (aggregate level only) (Respect and Integrity questions)
3. Ethnicity – Gender (Respect and Integrity questions)
4. Ethnicity – Whole of organisation level (all climate and engagement questions)

5.3.1 Comparisons of Survey Scores Across Ethnicity – Whole of Organisation

In the following section, comparisons are made between the survey scores of different ethnic groups in order to determine whether ethnic-based differences exist, and whether these differences indicate a less safe working environment for staff from ethnic minorities.

Table 5.3.1 Simple Ethnicity Comparisons (Respect and Integrity Questions)

Question	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N	5377	760	1197	358	173	43
5.1: Staff in my workgroup respect employee diversity	76.9% (3.5%)	76.3% (3.8%)	76.7% (3.8%)	76.1% (0.8%)	72.4% (1.3%)	74.4% (5.2%)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.4% (2.4%)	75.7% (1.6%)	76.0% (2.8%)	75.6% (1.0%)	72.7% (2.1%)	76.7% (-0.9%)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.7% (3.7%)	70.7% (3.0%)	69.1% (4.7%)	73.2% (1.6%)	65.9% (-0.8%)	68.6% (2.2%)
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)	68.6% (3.8%)	69.3% (3.0%)	67.7% (4.3%)	72.1% (2.3%)	65.6% (-0.4%)	68.0% (2.6%)
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	67.0% (3.9%)	68.2% (2.5%)	65.9% (4.8%)	70.7% (2.9%)	64.5% (-2.3%)	68.0% (6.8%)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	81.0% (1.3%)	81.5% (2.2%)	80.6% (1.4%)	81.0% (1.7%)	78.2% (2.7%)	77.9% (-0.3%)

Note: Coloured fonts reflect the highest and lowest scores in a given row. Bold italics reflect statistically significant shifts compared to the 2011 Survey. Scores presented are Weighted mean scores (%).

Key Insights From 5.3.1 Above

1. Statistically significant positive shifts were found between 2011 and 2012 for the Pakeha, Maori, and European ethnic groups across the majority of the 'Respect and Integrity' questions, suggesting an overall lift in perceptions on a safe working environment for these individuals. Small positive shifts were found in the 'Pacific Peoples' and 'Other Ethnicities' categories. Although the differences did not reach statistical significance, they are nevertheless movements in the right direction. It is worth pointing out that the perceptions of 'Asian Peoples' remained fairly unchanged between 2011 and 2012 (with a slight increase in the question related to value congruent behaviours among co-workers, a slight increase in the awareness of who to contact when reporting harassment, bullying and discrimination, and a slight decrease in the confidence that these reported issues would be dealt with appropriately). Although the shifts are small, given the overall direction that other ethnic groups are moving towards (upwards), the 'Asian Peoples' group should be considered a potential 'at risk' group.
2. Consistent with the results in 2010, 'Pacific Peoples' tend to provide the most positive ratings on the 'Respect and Integrity' questions, although the scores across ethnic groups do not vary greatly. Relatively speaking, 'Asian Peoples' provided the least positive ratings across the majority of the attributes that contribute to a safe working environment, which once again points to the importance of focusing on this group of employees as their ratings indicate less positive experiences.
3. Overall, we saw a bigger ethnicity difference in people's confidence that harassment, discrimination, bullying as well as other inappropriate workplace conducts can be safely reported without fear of reprisal, and that these issues would be dealt with appropriately.

Table 5.3.2 "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?"

	NZ Police	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
Not Applicable	83.4% (1.3%)	84.6% (1.8%)	83.1% (-1.0%)	83.4% (3.1%)	85.2% (1.3%)	80.9% (4.3%)	81.4% (9.6%)
Yes	4.6% (0.0%)	4.4% (0.0%)	4.3% (-0.2%)	4.7% (-0.9%)	4.5% (-1.0%)	5.8% (-2.0%)	7.0% (-0.7%)
No	12.0% (-1.3%)	11.0% (-1.8%)	12.5% (1.0%)	11.9% (-2.2%)	10.3% (-0.3%)	13.3% (-2.3%)	11.6% (-8.9%)

Note: The number in each cell reflects % of respondents selecting the relevant option in 2012 (Not Applicable, Yes, No). Numbers in brackets represent change in % of people selecting the relevant option from the 2011 survey. Bolded italic numbers reflect statistically significant change between 2011 and 2012 surveys.

Key Insights – Witnessing or Experiencing Issues (Ethnicity)

1. In 2012, more than 80% of staff across all ethnic groups indicated that they had not witnessed or experienced some form of harassment, discrimination or bullying in the last 12 months, which is encouraging. Two groups also showed a significant increase in the proportion of people selecting 'not applicable' for this question – Pakeha and Europeans.
2. Overall, less than 15% of Pacific Peoples indicated that they have witnessed or experienced harassment, discrimination or bullying in the past 12 months, whereas close to 20% of Asian Peoples still reported having experienced these.
3. Of those who indicated having witnessed or experienced some form of harassment, discrimination or bullying in the past 12 months, most indicated that the issue had *not* been dealt with effectively, and this pattern was observed for all ethnic groups. However, across the whole NZ Police, the proportion of those who answered 'no' to this question has seen a significant decrease since 2011 (12% out of 16.6% who have experienced these issues in 2012, which is 72.3% proportionately, compared to 13.3% out of the 17.9% who have experienced these issues in 2011, which is 74.3% proportionately). In particular we saw a significant reduction in the proportion of Pakeha staff who felt that the issues were *not* dealt with effectively (11.0% out of 15.4% who have experienced these issues in 2012, which is 71.4% proportionately, compared to 12.8% out of 17.2% who have experienced these issues in 2011, which is 74.4% proportionately).
4. Looking across the various ethnic groups, the 'Other Ethnic Groups' tend to be the most positive in their belief that workplace harassment, bullying and discrimination have been dealt with effectively ('yes' to this question – 7% out of 18.6% who have experienced these issues, which is 37.6% proportionately), whereas 'Maori' tend to be the least positive (4.3% out of 16.8% who have experienced these issues, which is 25.6% proportionately), suggesting that differences still exist in the way people from different ethnic backgrounds perceive how the organisation has dealt with the issues that hinder a safe working environment.

Table 5.3.3 Ethnicity Comparisons – Constabulary, Non-Constabulary Employees, and Authorised Officers

Question N	Constabulary						Employee						Authorised Officer					
	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O
	4421	655	1036	286	124	33	936	99	153	68	47	10	20	6	8	4	2	0
5.1: Staff in my workgroup respect employee diversity	77.3%	76.5%	76.6%	77.6%	71.6%	75.0%	74.9%	75.5%	77.1%	69.9%	74.5%	-	76.3%	-	-	-	-	-
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.9%	75.2%	75.7%	74.7%	71.8%	75.0%	78.3%	80.3%	78.4%	79.4%	75.5%	-	77.5%	-	-	-	-	-
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.1%	70.3%	68.8%	73.3%	65.7%	68.2%	68.0%	73.5%	72.1%	72.8%	68.3%	-	66.3%	-	-	-	-	-
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	69.0%	69.2%	67.4%	72.3%	65.4%	68.2%	66.9%	70.4%	70.6%	71.0%	67.8%	-	63.8%	-	-	-	-	-

Question N	Constabulary						Employee						Authorised Officer					
	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O
	4421	655	1036	286	124	33	936	99	153	68	47	10	20	6	8	4	2	0
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	67.3%	68.4%	65.6%	71.6%	64.5%	66.7%	65.4%	66.7%	67.8%	66.9%	66.1%	-	67.5%	-	-	-	-	-
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	82.1%	82.0%	81.0%	83.1%	79.8%	80.3%	75.7%	78.8%	78.4%	72.8%	73.9%	-	76.3%	-	-	-	-	-

Note: 'Pa' = Pakeha, 'M' = Maori, 'E' = 'Europeans', 'Pc' = 'Pacific Peoples', 'A' = 'Asian Peoples' and 'O' = 'Other Ethnic Groups'. Comparisons are made across the cross tabulated categories for each row. Green indicates the highest scoring demographic combination on the respective question, and red indicates the lowest scoring demographic combination. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Ethnicity by Constabulary, Non-Constabulary Employees, and Authorised Officers

1. Constabulary staff from a Pacific Peoples background tend to hold the most positive view that diversity is respected within the organisation, whereas the Pacific Peoples working in a non-constabulary capacity tend to hold the least positive view on this same question. With a close to 8% difference in score, these two groups of Pacific Peoples are having very different experiences in their immediate work environment in terms of a culture that respects employee diversity. The same pattern of results is found for the question related to value congruent workplace conduct. The Pacific Peoples working in a constabulary role are far more likely to observe co-worker behaviours that are consistent with the NZ Police values (83.1%), than their non-constabulary counterparts (72.8%). In fact, perceptions on this question tend to be higher among constabulary staff in general (regardless of ethnicity).
2. In terms of inappropriate workplace conduct, Asian constabulary staff can be considered an 'at-risk' group – compared to other groups, they are less aware of the person to contact when witnessing or experiencing bullying, harassment or discrimination (close to 9% below Maori employees, the

highest scoring group), feel less safe about reporting these inappropriate conducts (over 8% below Maori employees, the highest scoring group) and are less confident that the issues will be dealt with appropriately when raised (7% below constabulary staff from a Pacific Peoples background, the highest scoring group).

Table 5.3.4 Gender x Ethnicity Cross-Tab (Respect and Integrity questions)

Question
--

Note: Comparisons are made across the cross tabulated categories for each row. Green indicates the highest scoring demographic combination on the respective question, and red indicates the lowest scoring demographic combination. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Gender and Ethnicity

1. Female Pacific staff generally hold the most positive view on 'Respect and Integrity' in the workplace, scoring the highest on all questions related to inappropriate workplace conducts (the awareness of who to report the issues to, the confidence that they can safely raise these issues as they arise, and the confidence that these issues will be dealt with appropriately).
2. Varying views appear to exist among the male and female Asian staff, with female Asian staff feeling the most positive about a workplace culture that respects employee diversity, and male Asian staff scoring the lowest on this area. In general, female Asian staff feel the least safe about reporting incidents of harassment, bullying and discrimination (over 10% below Pacific females, the highest scoring group), and are least positive in terms of their perceptions on workplace conducts that are consistent with the NZ Police values (7% below Maori males, the highest scoring group).
3. Attention should also be paid to the female European staff, as they feel least confident that they could report inappropriate workplace conduct without fear of reprisal (close to 10% below Pacific females, the highest scoring group) and are the least confident that issues related to inappropriate workplace conduct will be handled appropriately (8% below Pacific females, the highest scoring group).

5.3.2 Evidence For a Safe Working Environment – Ethnicity – Organisation Climate Scores

In this section, comparisons are made on all survey questions across the different ethnic demographic markers. Whilst the Respect and Integrity questions were designed as a diagnostic mechanism for locating potential unsafe workplace issues, there are additional survey questions in the 2012 Workplace survey that may prove useful in highlighting potential issue areas.

In the table below, colour coding is used to highlight highest (green) and lowest (red) scoring questions. Read across to locate the group/s with the highest and lowest score on a question. Read down to identify which groups tend to most often display the highest and lowest scores.

Question and Section	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N	5377	760	1197	358	173	43
1. Performance Index	67.8%	69.1%	67.4%	70.9%	69.4%	68.2%
1. Vision and Purpose + Communication and Cooperation	63.8%	64.3%	63.5%	67.2%	66.9%	66.7%
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.9%	68.9%	67.6%	72.0%	70.5%	72.0%
1.2: I feel I am working for an effective organisation	65.2%	65.4%	64.5%	71.3%	66.7%	70.2%
1.3: NZ Police is an enjoyable place to work	71.2%	72.0%	69.6%	73.4%	72.2%	68.0%
1.4: NZ Police cares about the well-being of its staff	56.4%	56.7%	56.1%	59.8%	61.0%	61.0%
1.5: There is a sense of 'common purpose' in NZ Police	62.3%	62.8%	61.6%	67.9%	68.4%	69.2%
1.6: I feel a sense of belonging to my District or my Service Centre	65.5%	66.6%	65.5%	68.6%	68.0%	62.2%
1.7: I intend to continue working at NZ Police for at least the next 12 months	87.3%	86.5%	86.0%	88.3%	89.1%	82.1%
1.8: Communication in my District or my Service Centre is open and honest	56.9%	57.9%	57.4%	60.5%	62.3%	61.0%
1.9: I feel informed about NZ Police and its activities	62.7%	62.7%	63.1%	64.5%	63.0%	72.7%
1.10: NZ Police is interested in the views and opinions of its staff	50.5%	52.2%	51.4%	53.9%	56.8%	56.4%
1.11: Work groups in NZ Police work well together	56.3%	55.6%	55.6%	59.2%	57.9%	59.9%

Question and Section	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N	5377	760	1197	358	173	43
2. My Supervisor	76.1%	77.9%	76.3%	77.4%	78.3%	71.4%
2.1: My supervisor communicates the goals and objectives of our work group effectively	72.7%	75.0%	73.1%	73.8%	76.2%	67.3%
2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	75.2%	77.2%	75.0%	75.8%	76.7%	70.7%
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	80.0%	81.1%	79.5%	79.9%	80.8%	75.0%
2.4: My supervisor treats staff with respect	80.5%	81.3%	80.8%	80.6%	80.9%	78.0%
2.5: My supervisor supports and encourages me in my job	78.0%	80.0%	78.3%	79.2%	80.2%	70.8%
2.6: I have confidence in my supervisor	77.7%	79.1%	78.2%	79.2%	80.3%	73.2%
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	68.7%	72.0%	69.4%	73.5%	72.8%	64.3%
3. My Work Group	77.6%	78.8%	77.0%	79.2%	75.7%	74.6%
3.1: Staff in my work group work well together	80.0%	81.8%	79.1%	81.0%	77.6%	76.2%
3.2: I can rely on the support of others in my work group	80.9%	82.2%	80.1%	81.9%	76.7%	75.6%
3.3: Roles and responsibilities are clearly defined in my work group	74.5%	75.5%	74.1%	76.4%	73.8%	76.2%
3.4: I have confidence in the ability of others in my work group	78.3%	79.8%	77.1%	80.8%	77.2%	73.8%
3.5: I feel part of an effective work group	77.4%	79.0%	77.0%	79.8%	75.0%	76.2%
3.6: The way work is allocated in my workgroup is fair	71.0%	72.1%	71.2%	73.5%	72.1%	66.3%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	81.0%	81.5%	80.6%	81.0%	78.2%	77.9%
4. My Job	65.2%	66.9%	65.6%	68.5%	67.1%	68.2%
4.1: The responsibilities of my job are clearly defined	73.5%	73.9%	73.6%	77.4%	76.0%	74.4%
4.2: I know how my work contributes to the effectiveness of NZ Police	76.5%	77.9%	76.8%	79.1%	78.6%	76.7%
4.3: My job gives me a sense of personal achievement	78.4%	79.9%	77.7%	80.2%	79.5%	79.7%

Question and Section	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N	5377	760	1197	358	173	43
4.4: I have the tools and resources I need to do my job	57.5%	58.7%	58.2%	62.3%	63.9%	66.9%
4.5: I am sufficiently involved in decisions that affect the way I do my job	59.6%	62.7%	60.5%	67.4%	65.6%	66.3%
4.6: I am satisfied with my physical work environment	63.3%	65.6%	64.8%	66.7%	66.9%	67.4%
4.7: The level of work-related stress I experience in my job is acceptable	61.0%	63.4%	62.2%	63.6%	62.0%	62.8%
4.8: I am able to maintain a balance between my personal and working life	68.6%	70.8%	68.9%	69.7%	68.3%	68.0%
4.9: The pay and benefits I receive are fair for the work I do	52.2%	53.1%	51.8%	53.2%	48.8%	57.6%
4.10: I understand how my performance is measured	63.5%	66.0%	63.7%	67.6%	63.5%	65.1%
4.11: My performance is fairly assessed	63.2%	64.2%	64.2%	66.3%	64.2%	65.1%
5. Respect & Integrity in the Workplace	71.7%	72.0%	71.1%	73.5%	68.3%	71.2%
5.1: Staff in my workgroup respect employee diversity	76.9%	76.3%	76.7%	76.1%	72.4%	74.4%
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.4%	75.7%	76.0%	75.6%	72.7%	76.7%
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.7%	70.7%	69.1%	73.2%	65.9%	68.6%
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)	68.6%	69.3%	67.7%	72.1%	65.6%	68.0%
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	67.0%	68.2%	65.9%	70.7%	64.5%	68.0%
6. Learning and Development	63.4%	65.3%	61.6%	68.1%	65.4%	65.2%
6.1: NZ Police provides adequate training for the work I do	58.7%	59.2%	58.4%	62.9%	62.4%	64.5%
6.2: The work I do makes good use of my knowledge and skills	71.8%	72.7%	69.1%	73.5%	72.8%	73.3%
6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	63.4%	65.8%	61.6%	68.9%	67.9%	66.9%

Question and Section	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N	5377	760	1197	358	173	43
6.4: I am encouraged to try new ways of doing things	62.2%	64.1%	60.6%	67.8%	62.7%	64.0%
6.5: There are career and personal development opportunities for me in NZ Police	64.0%	67.9%	61.9%	69.7%	65.6%	61.3%
6.6: I am satisfied with my learning and development opportunities in NZ Police	60.2%	62.1%	58.2%	65.6%	61.1%	60.1%
7. Performance and Feedback	69.5%	72.3%	69.9%	75.5%	73.1%	72.7%
7.1: NZ Police expects high standards of performance from its people	79.4%	82.0%	79.0%	84.3%	80.2%	78.5%
7.2: People are held accountable for their performance in my work group	68.6%	70.8%	69.3%	74.5%	74.0%	72.6%
7.3: Poor performance is dealt with effectively in my work group	60.6%	64.0%	61.4%	67.6%	64.9%	66.9%
8. Recognition	57.7%	59.4%	57.6%	61.0%	60.7%	58.8%
8.1: I get recognition when I do a good job	63.9%	66.9%	64.5%	66.8%	65.9%	61.6%
8.2: We celebrate success in NZ Police	59.3%	60.6%	60.0%	60.7%	63.8%	61.3%
8.3: NZ Police has appropriate ways of recognising outstanding achievement	58.6%	59.7%	57.8%	63.0%	61.3%	63.1%
8.4: I feel my contribution is valued in NZ Police	58.7%	60.1%	58.5%	62.3%	61.8%	59.9%
8.5: People here are appointed to positions based on merit	48.0%	49.6%	47.4%	52.3%	50.4%	47.6%
9. Final Thoughts	73.3%	74.1%	72.0%	76.1%	76.1%	71.9%
9.1: Overall, I'm satisfied with my job	73.4%	75.2%	72.5%	74.7%	73.3%	70.3%
9.2: Overall, I would recommend NZ Police as a great place to work	71.4%	73.2%	69.8%	76.4%	73.1%	68.6%
9.3: I take an active interest in what happens in NZ Police	77.1%	76.5%	75.8%	76.4%	77.8%	74.4%
9.4: I feel inspired to go the extra mile to help NZ Police succeed	72.5%	73.1%	71.9%	77.0%	77.5%	73.3%
9.5: I feel a sense of commitment to NZ Police	78.5%	77.8%	76.6%	79.9%	81.4%	77.9%
9.6: NZ Police inspires me to do the best I can in my job every day	66.9%	68.8%	65.5%	72.1%	73.4%	66.9%

Question and Section	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N	5377	760	1197	358	173	43
10. The Survey - Your Views	48.9%	50.8%	48.8%	55.4%	54.0%	52.7%
10.1: I believe actions will be taken based on the results of this survey	51.0%	51.5%	50.5%	56.6%	55.5%	54.1%
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	46.9%	50.0%	47.2%	54.6%	52.9%	51.8%

Key Insights – Ethnicity Comparisons across all Survey Questions

1. As per the 2011 survey results, staff with a 'Pacific Peoples' ethnic background display the most favourable ratings on the biggest number of survey questions. This suggests this group is not a minority group facing an unsafe working environment.
2. The least favourable scores come primarily from respondents with a 'European' ethnic background (Vision and Purpose, Communication, Learning and Development as well as Recognition).
3. Employees with a 'Pakeha' ethnic background scored the least positively on aspects related to their job (roles and responsibilities, training, tools and resources, performance measurement and work-life balance).
4. Employees in the 'Other Ethnic Groups' tend to hold the least positive view on their immediate supervisors and their workgroups, whereas staff with a 'Maori' or 'Pacific Peoples' ethnic background tend to view their supervisors and work groups more positively, indicating varying views across ethnicity in terms of the quality of social interactions at work.
5. Employees with an 'Asian' ethnic background tend to be more positive in regards to the staff care demonstrated by the organisation, as well as their supervisory relationship. However, this minority group is at risk in terms of facing an unsafe working environment given their least favourable perceptions across all questions related to 'Respect and Integrity'. The positive relationships they have with their immediate supervisors could serve as a leverage towards promoting a safer working environment for this group.

Appendix 1: Profile of Respondents

The tables below present the respondent count for the various gender and ethnicity cross tabulations analysed in this report. To protect the confidentiality of survey respondents, and to maintain statistical reliability, survey scores will not be reported for any demographic and/or demographic cross-tab with less than 15 responses (shaded grey below).

Gender

Female	Male	Total
2965	6428	9393

Constabulary /Employee/Authorised Officer x Gender Cross Tabulation

	Female	Male	Total
Constabulary	1237	5489	6726
Employee	1704	883	2587
Authorised Officer	24	56	80

Rank/Level x Gender Cross Tabulation

		Female	Male	Total
Constabulary - Rank	Constable	1045	3884	4929
	Sergeant	130	1016	1146
	Senior Sergeant	40	338	378
	Commissioned Officers	22	251	273
Employee - Level	Band A - F	1267	415	1682
	Band G - J	380	388	768
	Band 1 & above	57	80	137

Span of Control x Gender Cross Tabulation

	Female	Male	Total
No Reports	2636	4968	7604
Under 10 reports	224	856	1080
Between 10 and 50 reports	95	480	575
Over 50 reports	10	124	134

Hours of Work (Full Time Versus Part Time)x Gender Cross Tabulation

	Female	Male	Total
Full Time	2492	6358	8850
Part Time	473	70	543

District/Service Centre x Gender Cross Tabulation

	Female	Male	Total
Executive and Support	38	24	62
Crime	80	119	199
Financial Crime & Assets Recovery	17	29	46
International Services	15	36	51
Org Financial Crime Agency Nz	29	58	87
Prevention	3	11	14
Bay Of Plenty Dist	156	439	595
Central District	158	452	610
Eastern District	93	281	374
Waikato Dist	154	430	584
Wellington District	233	454	687
National Intelligence Centre	31	25	56
Communication Centres	292	189	481
Operations Support	17	24	41
Police Prosecutions	107	160	267
Road Policing	59	100	159
Tactical Groups	4	63	67
Finance	16	18	34
Human Resources	60	44	104
Ict Service Centre	51	159	210
Strategy, Policy & Performance	30	26	56
Training Service Centre	72	135	207
Canterbury District	190	569	759
Southern District	145	326	471
Tasman District	83	256	339
Auckland City Dist	226	523	749
Counties/Manukau District	320	795	1115
Northland District	89	202	291
Waitemata Dist	197	481	678

Functional Group x Gender Cross Tabulation

	Female	Male	Total
Airport	2	36	38
Communications	291	188	479
Community Policing	62	200	262
Corporate Support	541	227	768
District Management	19	190	209
Finance	37	29	66
Frontline support	115	304	419
General Duties	396	1826	2222
HR/ Training	139	197	336
ICT	43	161	204
Intelligence	195	154	349
Investigations	354	1156	1510
Legal	11	7	18
Liaison	7	37	44
Overseas	13	26	39
Policy	40	55	95
Prosecutions	110	170	280
Road Policing	140	758	898
Specialist teams	61	372	433
Vetting	13	15	28
Watchhouse	228	53	281
Youth	118	237	355
Other	30	30	60

Tenure x Gender Cross Tabulation

	Female	Male	Total
Under 2	403	506	909
2 - 5	633	1126	1759
5 - 10	808	1526	2334
10 - 15	468	1097	1565
15 - 20	336	666	1002
20 - 25	180	565	745
25 - 30	85	393	478
30 - 35	41	288	329
Over 35	11	261	272

Ethnicity

Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	Total
5377	760	1197	358	173	43	7908

Constabulary /Employee/Authorised Officer x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	Total
Constabulary	4421	655	1036	286	124	33	6555
Employee	936	99	153	68	47	10	1313
Authorised Officer	20	6	8	4	2	0	40

Ethnicity x Gender Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	Total
Female	1522	219	273	94	41	9	2158
Male	3855	541	924	264	132	34	5750

Appendix 2: Questionnaire

The NZ Police Workplace Survey 2012 is made up of 63 rating scale questions grouped into ten sections, one drop-down box (yes/no) question, as well as 3 open-ended questions at the end of survey. The questions are presented below. Please note that the questionnaire is a copyrighted instrument.

1. Vision and Purpose + Communication and Cooperation

- 1.1 NZ Police has a clear vision of where it's going and how it's going to get there
- 1.2 I feel I am working for an effective organisation
- 1.3 NZ Police is an enjoyable place to work
- 1.4 NZ Police cares about the well-being of its staff
- 1.5 There is a sense of 'common purpose' in NZ Police
- 1.6 I feel a sense of belonging to my District or my Service Centre
- 1.7 I intend to continue working at NZ Police for at least the next 12 months
- 1.8 Communication in my District or my Service Centre is open and honest
- 1.9 I feel informed about NZ Police and its activities
- 1.10 NZ Police is interested in the views and opinions of its staff
- 1.11 Work groups in NZ Police work well together

2. My Supervisor

- 3.1 My supervisor communicates the goals and objectives of our work group effectively
- 3.2 My supervisor encourages, and is willing to act on suggestions and ideas from my work group
- 3.3 My supervisor behaves in a way that is consistent with the values of NZ Police
- 3.4 My supervisor treats staff with respect
- 3.5 My supervisor supports and encourages me in my job
- 3.6 I have confidence in my supervisor
- 3.7 I get regular feedback on my performance from my supervisor (formal/informal)

3. My Work Group

- 4.1 Staff in my work group work well together
- 4.2 I can rely on the support of others in my work group
- 4.3 Roles and responsibilities are clearly defined in my work group
- 4.4 I have confidence in the ability of others in my work group
- 4.5 I feel part of an effective work group
- 4.6 The way work is allocated in my workgroup is fair
- 4.7 People in my workgroup conduct themselves in accordance with the values expected by NZ Police

4. My Job

- 4.1 The responsibilities of my job are clearly defined
- 4.2 I know how my work contributes to the effectiveness of NZ Police
- 4.3 My job gives me a sense of personal achievement
- 4.4 I have the tools and resources I need to do my job
- 4.5 I am sufficiently involved in decisions that affect the way I do my job
- 4.6 I am satisfied with my physical work environment
- 4.7 The level of work-related stress I experience in my job is acceptable
- 4.8 I am able to maintain a balance between my personal and working life
- 4.9 The pay and benefits I receive are fair for the work I do
- 4.10 I understand how my performance is measured
- 4.11 My performance is fairly assessed

5. Respect & Integrity in the Workplace

- 5.1 Staff in my workgroup 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? (Drop Down Box - Yes/No/Not Applicable)

6. Learning and Development

- 6.1 NZ Police provides adequate training for the work I do
- 6.2 The work I do makes good use of my knowledge and skills
- 6.3 I am encouraged to develop my knowledge, skills and abilities in NZ Police
- 6.4 I am encouraged to try new ways of doing things
- 6.5 There are career and personal development opportunities for me in NZ Police
- 6.6 I am satisfied with my learning and development opportunities in NZ Police

7. Performance and Feedback

- 7.1 NZ Police expects high standards of performance from its people
- 7.2 People are held accountable for their performance in my work group
- 7.3 Poor performance is dealt with effectively in my work group

8. Recognition

- 8.1 I get recognition when I do a good job
- 8.2 We celebrate success in NZ Police
- 8.3 NZ Police has appropriate ways of recognising outstanding achievement
- 8.4 I feel my contribution is valued in NZ Police
- 8.5 People here are appointed to positions based on merit

9. Final Thoughts (Engagement)

- 9.1 Overall, I'm satisfied with my job
- 9.2 Overall, I would recommend NZ Police as a great place to work
- 9.3 I take an active interest in what happens in NZ Police
- 9.4 I feel inspired to go the extra mile to help NZ Police succeed
- 9.5 I feel a sense of commitment to NZ Police
- 9.6 NZ Police inspires me to do the best I can in my job every day

10. The Survey – Your Views

- 10.1 I believe actions will be taken based on the results of this survey
- 10.2 Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup

11. Open Ended Questions

- 11.1 The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is:
- 11.2 The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is:
- 11.3 Please use the space below to add any further comments you wish to make: