



*PEOPLE IN POLICING:
A FIVE YEAR HR STRATEGY
TO 2006*

31 October 2001

Foreword

As individuals, teams and as an organisation, NZ Police serve New Zealand to reduce crime and improve the public's feeling of safety. There is no resource more important in providing that service than our staff.

This is the first People in Policing: Five Year HR Strategy. It signals a longer term focus on the important matters facing everyone in NZ Police. The strategy was developed in consultation with a number of staff and other stakeholders and is based on their opinions as well as analysis of staffing patterns and ongoing issues.


Firstly and foremost the strategy reaffirms our commitment to integrity and applying our values. We are proud of our reputation for honesty and integrity and we aim to maintain and strengthen that reputation.

We serve a culturally rich society and are committed to better reflecting the constituent communities that Police serves. This strategy sets specific goals for us to achieve by 2005, including ensuring our staff are capable, skilled, trained and safe in their delivery of the current and future range of Police services. It also sets out strategies to continue improving our leadership and management capability.

The strategy also signals significant changes to the HR processes, systems and information management. This will see us move to simpler, more timely and more flexible management of people in Police. In developing and implementing these changes we must strive to balance the rights, aspirations and dignity of staff with the needs of NZ Police.

The document does not provide all the answers but rather it provides directions for the future. To achieve the goals set out in this strategy requires the dedication and commitment of everyone in NZ Police.

I look forward to working with you in the implementation of this strategy.



Lyn Provost
Deputy Commissioner
31 October 2001

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Tēnā Koutou, Talofa Lava, Kia Orana, Malo e Lelei, Ni Sa Bula, Fakaalofa Atu, Malo Ni, Halo Olaketa, Greetings and Welcome to the People in Policing HR strategy.

This *Tohu* symbolises our intent to work with all communities toward a Safer Community. The *tohu* and *whakatauākī* (proverb) beneath speaks of leadership, commitment, focus, strength, unity, and progression within the challenge of today's reality.

‘E tū ki te kei o te waka, kia pākia koe e ngā ngaru o te wā’

Stand at the ‘kei’ of the waka and feel the bite of the spray upon your face.



Vision

***CAPABLE POLICE PEOPLE DELIVERING
SAFER COMMUNITIES TOGETHER***

Focus of the People in Policing HR Strategy

People	ensuring staff are skilled and trained.
Policing	ensuring management of people in Police supports the effective delivery of services.
Due Process	ensuring the rights, aspirations and dignity of staff and the needs of Police are reflected in all aspects of HR management.
Smart Processes	ensuring HR management processes are as simple, timely and flexible as possible.

Police Values

Maintain the highest level of integrity and professionalism.

Consult with and be responsive to the needs of the community.

Uphold the rule of law.

Consult with and be responsive to the needs, welfare and aspirations of all Police staff.

Be culturally sensitive.

Integrate Treaty of Waitangi principles and Maori Values in policing.

The Police Values apply directly to the People in Policing HR Strategy and influence every aspect of its operation and direction.

Links to Police Strategic Plan

The People in Policing HR Strategy reflects the goals of Police Directions, and the Police Strategic Plan¹ in particular.



This Strategy is intended to evolve along with the directions and needs of policing. It forms a basis for future decision making about Police human resources and is a guide to achieving the highest standards of staff performance. The strategy supports the strategic goals that have been set in partnership with Government and the community.

Strategic Goals

Police have adopted two strategic goals that align with the Police Mission Statement and the expectations of Government and the community:

Community Safety

Crime Reduction

These goals are supported by two additional goals –

Policing Capability – to continuously improve services to the community and partners.

Policing Integrity – to increase public satisfaction and trust in Police services.

¹ Police Strategic Plan to 2006, October 2001

The People in Policing HR Strategy aligns with these goals but has a particular focus on policing capability and integrity. This focus is intended to achieve continuous improvements in deployment, policing skills, and the capacity to respond to emerging needs. The strategy will effect and facilitate improvements to Police capability and integrity through -

Capability –

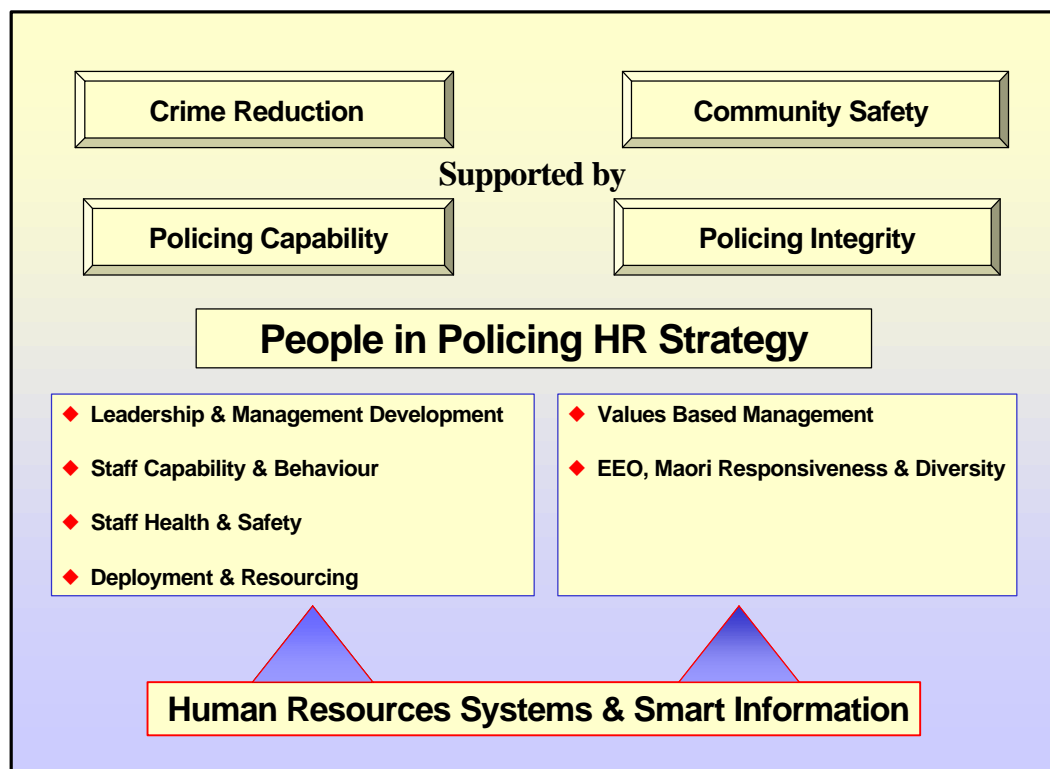
- ◆ developing improved leadership and management,
- ◆ increasing staff capability,
- ◆ enhancing staff health and safety,
- ◆ improving the capacity to deploy a mix of skilled people.

Integrity –

- ◆ adopting values based management,
- ◆ facilitating EEO, Maori responsiveness and diversity initiatives to better reflect the constituent communities that Police serves.

It will be important to ensure the infrastructure that underpins these focus areas is aligned to staff needs and is well supported by quality interactions.

The wider relationship of the People in Policing HR Strategy is as follows –



Strategy 1: Developing Leadership and Management

Objective: Excellent leadership and management capability is developed and maintained to ensure the effective delivery and development of policing services.

Leadership skills are critical for all roles. A strategic perspective is important for all levels of supervision and management. Parallel advancement processes exist within Police for the advancement of sworn and non sworn leaders. This is supplemented by critical recruitment and lateral entry of other key non sworn supervisors and managers. In this environment the development and maintenance of leadership and management skills is essential. Failure to manage the assessment and development of good leaders creates risks that staff and teams will not perform to their fullest potential.

Strategies

To achieve the highest quality in Police leadership and management the following strategies will be adopted;

Recruitment and Work Experience

- ◆ Provide the full range of operational command experience for future sworn leaders within Police.
- ◆ Explore and exploit opportunities for the lateral entry of experienced specialists to meet particular and developing needs.

Assessment Processes

- ◆ Enhance systems to assess staff for their leadership and management potential, including refining performance management systems.

Training and Development

- ◆ Deliver management skills programmes to provide first time supervisors with the skills necessary to manage staff and teams in the Police environment.
- ◆ Deliver leadership skills training programmes to assist leaders realise their potential.
- ◆ Arrange secondment to positions outside Police, and re-engagement options to develop leadership skills.

What will be delivered

Tools for assessing leadership skills/potential will be defined, tested and evaluated
Leadership competencies and measures to assess individual performance will be identified.
Training and professional development options will be defined around leadership competencies.
Training course for supervisors will be developed and delivered
The performance management system will be revised to report on leadership competencies ² .
Appointments process for leadership roles will reflect competency measures.
Smart Information systems will be implemented to support leader decision making
Secondments will be arranged for leadership development for executive, middle management, and new leaders

² Competencies are the characteristics and traits that result in effective performance in a job.

Strategy 2: Staff Capability & Behaviour

Objective: Capable and motivated staff working effectively to the highest standards of ethical and professional behaviour.

Police is a large organisation employing around 9000 sworn and non sworn staff. These staff work in every part of New Zealand providing a continuous service at all times. This work is highly visible and there is an expectation of quality services to the community which requires the highest standing and reputation. It is therefore essential that Police staff are skilled, motivated and are seen as role models in the communities they serve.

Strategies

To enhance staff capabilities and behaviour the following strategies will be adopted;

Competencies

- ◆ Rationalise the existing diverse competencies to a single common standard to advise decisions around appointments, performance management, skills assessment and certification, and training and development.

Training and Development

- ◆ Ensure nationally mandated training for all districts and business groups, including recruit training, are the responsibility of the Training Service Centre.
- ◆ Ensure local training requirements are arranged and delivered locally, but reflect national guidelines.
- ◆ Evaluate training effectiveness both individually and operationally.
- ◆ Outsource training where this is shown to be cost effective.

Behaviour

- ◆ Ensure the sworn and non sworn codes of conduct reflect the need for Police staff to observe the highest standards of conduct, values and ethics.
- ◆ Review disciplinary arrangements to support the timely and appropriate management of breaches of desired behaviour.
- ◆ Reflect the role and standards enforced by the Police Complaints Authority in disciplinary arrangements and in standards for conduct and ethics.

What will be delivered

Development of a single competency standard for appointments, performance management and training.
Training and development options will be identified around all competencies to assist with managing poor performance, developing new skills/competencies, and maintaining key competencies at a prescribed level.
The sworn Code of Conduct will outline desired behaviours & ethical standards.
Performance management, including disciplinary arrangements, will be revised in line with legislative directions and the sworn and non sworn codes of conduct.
Training for supervisors around the codes of conduct & new disciplinary arrangements.

Strategy 3: Staff Health & Safety

Objective: Provision of comprehensive health and safety systems which address the physical and psychological risks associated with policing.

Policing exposes staff to psychological and physical risks that require training and monitoring for effective management. The particular occupational health and safety risks of policing are recognised as inherent to the profession. There are clear organisational and legislative responsibilities to identify potential risks, to provide training to prevent or minimise adverse effects of such risks, and to provide a safe working environment for all staff. While health and safety services are presently provided, there are emerging issues that require their further improvement to ensure the highest health and safety standards that meet legislative expectations and mitigate risks to Police and all staff.

Strategies

Strategies to improve staff health and safety include;

Competency Assessment

- ◆ Regular assessments of staff in operational roles with identified risks of psychological or physical harm to determine their competence through appropriate programmes (eg. Staff Safety Tactical Training).
- ◆ Regular reviews of competence measures to ensure they are reliable predictors of competence.

Retraining or Redeployment

- ◆ Develop options to redeploy staff are unable to meet competency standards in their current roles to retain their experience and skills within Police.

Incentives

- ◆ Implement incentives and measures to ensure staff and managers meet health and safety obligations for all staff.
- ◆ Develop enhanced support systems to ensure staff exposed to identified health and safety risks are appropriately monitored and managed.

Monitoring

- ◆ Improve occupational safety and health risk identification through improved monitoring systems that ensure health and safety obligations are addressed.

What will be delivered

Training and development options will be regularly reviewed & improved to ensure staff are competent and can be safely deployed in various duties.
Processes will be reviewed for redeploying staff who are unable to meet competency standards.
Incentives and measures will be developed to monitor and ensure staff and managers meet legislative and good practice safety and health obligations.
Counselling and support systems will be rigorously monitored to ensure staff receive appropriate assistance, particularly in areas of identified psychological risk (eg. through the Trauma Policy).
Improved systems will be implemented to gather health and safety information to enable effective monitoring and ensure appropriate staff support is provided.

Strategy 4: Deployment & Resourcing

Objective: To achieve optimal matching between staff numbers, their skills, and options to deploy staff to meet service delivery needs.

Policing requires a diversity of staff to carry out a complexity of services. There is a need to achieve a balance between sworn and non sworn staff, and to ensure a mix of necessary skills and competencies. This balance must take into account developments and emerging needs to provide future policing capabilities. The matching of the deployment, numbers and skills of staff to service delivery needs is critical in delivering core policing functions. The ability to deploy staff and to roster flexibly is therefore essential to maintaining capability at all times.

Strategies

Strategies to improve staff deployment and resourcing will include;

Resource Modelling

- ◆ Enhance resource modelling and support planning to better provide a longer term analysis of future policing requirements.

Flexible Employment Arrangements

- ◆ Develop employment agreements, policies and human resource systems to ensure that managers are given as much flexibility as possible in maintaining capability while balancing the welfare and safety needs of staff.
- ◆ Review the benefits of lateral entry for staff in some specialist roles.
- ◆ Encourage districts and business groups to continually review how they meet capability needs, including the balance between internal and external provision of services and achieving an optimal balance between sworn and non sworn staffing.

Recruiting Practices

- ◆ Refocus sworn recruiting to provide a more regular stream of new constables in appropriate numbers to ensure optimum capability is maintained with minimum effects on district induction and training processes.
- ◆ Ensure recruit numbers, qualifications and skills reflect changing policing needs.
- ◆ Ensure performance monitoring of Recruiting and the Training Service Centre reflects feedback from Districts on satisfaction with new constables.
- ◆ Review options around outsourcing, contracting, use of non sworn, specialist sworn, part time and other such arrangements to ensure Police have as many choices as possible in resourcing policing.

Rostering & Deployment

- ◆ Develop improved information on numbers of staff available for duties and more flexible rostering arrangements.
- ◆ Ensure ongoing review of employment arrangements (including remuneration, allowances and contractual arrangements) to maximise operational capability.
- ◆ Encourage secondments to short-term sectional duties and other front line roles for sworn staff in support roles to ensure they retain operational experience and to bolster response capability.

Incentives

- ◆ Explore ways to retain staff in front line roles.
- ◆ Develop options to attract and retain staff in areas with high attrition.

What will be delivered

Improved HR Planning covering a longer timeframe.
Establishment of measures on recruit competency & district satisfaction.
Movement to more regular wings to ensure front line capability is maintained.
The identification of best practice options for rostering and advice to districts on options.
Review smart rostering (information technology assisted) options and the development of a system if appropriate.
Measures of front line sworn capability will be reported on via smart information systems.
Revised rostering, deployment, secondment and resourcing options be implemented to ensure maximum flexibility in meeting operational staffing requirements while supporting staff welfare and safety needs.
Review of employment arrangements to maximise flexibility around use of sworn, non sworn, part time, and other resourcing options while supporting the retention of skilled and experienced staff.
Review of incentives and a strategy produced to consider - <ul style="list-style-type: none"> •cost, benefit, incentive effect and coverage of all allowances. •options around retaining staff in front line operational roles. •conditions affecting retention of staff.

Strategy 5: Values Based Management

Objective: To move to a values-based management approach to human resources strategies, policies, processes and decision making.

As a large organisation Police makes numerous decisions affecting individual staff on a daily basis. Historically these decisions have been subject to a high degree of prescription, and have frequently resulted in an inflexibility of options in human resourcing. In line with developing Police leadership capability, and being as responsive as possible to policing needs, managers require more flexibility in staff management. There is a need to move away from prescriptive approaches to supporting decisions that are more guided by values, principles and guidelines. This change in focus will require readily accessible human resources advice and guidance. It will also increase individual accountability for decisions.

Strategies

Strategies to introduce a values based management framework include;

Human Resources Processes

- ◆ Review processes to ensure they are as simple as possible, timely and outcome focussed while ensuring consistency, fairness and compliance with legal requirements.
- ◆ Present human resources manuals and forms in clear and simple language with their interpretation supported by human resource advisers.
- ◆ Ensure Police managers and staff have a clearer understanding of the authorities in making decisions on human resource matters.

Human Resources Systems

- ◆ Review human resources systems to ensure they are simple to use and produce appropriate outcomes. This includes performance management systems, the appraisal process, appointments, leave management, rostering and deployment.

What will be delivered

A comparison of other Police and state sector HR Practices to indicate where there are opportunities to improve.
The development of quality and performance measures around revised practices, including periodic reports on performance.
Introduction of enhanced on-line HR manuals and guides. Key areas of focus are to include - Sworn Code of Conduct Disciplinary procedures General Instructions Application processes Manuals & Managers' Guides
Further development of the Police HR advisory capability.

Strategy 6: EEO, Maori Responsiveness, and Diversity

Objective: A Police environment which fully reflects EEO, Maori Responsiveness and diversity needs.

The New Zealand community is becoming increasingly culturally diverse. Police is committed to encouraging diversity in the composition of its staff to ensure all ethnic groups are represented. A number of EEO and diversity targets have been agreed upon and provide a basis to measure progress in achieving the outcome sought. Other efforts to achieve diversity and to reflect a greater responsiveness to Maori are in development and will provide a basis for further improvement in this vital area which critically affects the quality of Police service delivery.

Strategies

Strategies to enhance EEO, Maori responsiveness, and diversity include;

Understanding

- ◆ Greater inclusion of the views of Maori, Pacific Peoples, women, and other ethnic groups in Police human resources planning and processes.
- ◆ Improved training for all areas of EEO and diversity, including understanding of the culture and practices of Maori, Pacific Peoples and other ethnic groups.
- ◆ Develop a greater focus on 'family friendly' workplace practices and policies to better meet changing social and support needs of staff.

Goals

- ◆ Attainment of the following diversity goals by 2005 –
 - 12.5% of sworn staff and 7.5% of senior managers will be Maori.
 - 20% of sworn staff and 7.5% of senior managers will be women.
 - 7% of sworn staff and 2.5% of senior managers will be Pacific Peoples.

Recruiting

- ◆ Greater emphasis in recruiting and retention policies to recognise the effects of age and life experience on work expectations and approaches.
- ◆ Review of policies for re-entry into the organisation and lateral entry.

What will be delivered

A continued focus for recruitment strategies on increasing the numbers of Maori, Pacific Peoples, women and other ethnic groups will be supported.
Policies for more flexible employment options such as lateral entry, re-entry after exit, flexible employment and 'family friendly' directions will reviewed & an integrated strategy implemented.
Maori, Pacific Peoples, members of other ethnic groups, and women staff will be identified who have the potential to achieve senior management roles, and supported in their development.
Curriculum for all training will explicitly include consideration of other cultural perspectives.
Exit interviews will be introduced for selected target groups.

Performance Measures

Police will test the success of the People in Policing HR Strategy by;

- ◆ Benchmarking the human resources environment with other state sector and Police organisations,
- ◆ Developing measures to ensure that best practice is achieved with regard to other state sector and Police organisations,
- ◆ Developing mechanisms for consulting, communicating and monitoring satisfaction.

Measures will be developed to provide smart information for decision making and to advise on the success of HR systems and policies. These measures include;

HR Capability & Systems

Measure	Organisation Wide	District/ Group	Leader/ Section	Frequency
Satisfaction with HR systems, advice & documentation	✓	✓		6 Monthly
Reviews upheld	✓			Quarterly
Climate surveys – satisfaction with Police HR	✓	✓	✓	2 Yearly
KPIs produced to specification, time & cost	✓			Quarterly
HR processes –compliance with stated service levels	✓			Quarterly

Leadership & Staff Capability

Leadership reviews		✓	✓	Annually
Exits	✓	✓	✓	Quarterly
Leave	✓	✓	✓	Monthly
Average service in current role	✓	✓	✓	Annually
Attrition & staff numbers vs targets.	✓	✓	✓	Monthly
Secondments	✓	✓		Quarterly
Grievances/Complaints upheld	✓	✓	✓	Quarterly

Health & Safety

Staff not certified as competent for current roles	✓	✓	✓	Monthly
Staff completing/failing certification requirements	✓	✓	✓	Quarterly
Injury/Rehabilitation costs	✓	✓		Quarterly
Lost time injuries	✓	✓		Quarterly

Deployment & Rostering

Staff deployed to front line roles (target vs actual)	✓	✓	✓	Monthly
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EEO, Maori Responsiveness & Diversity

EEO/Diversity measures	✓			Annually
Number working FEO arrangements	✓	✓		Annually
Applicant data from vacancies	✓	✓		Annually

Implementation Strategy

Implementation of the People in Policing HR Strategy will involve a prioritised programme of work to be detailed in a companion document *Implementation of the People in Policing HR Strategy*. The implementation strategy will involve prioritised work according to time frames and assessed demand. Prioritisation will specifically reflect legislative changes, organisational requirements and resourcing imperatives. It will also support implementation of the Police Strategic Plan to 2006. Prioritisation will adopt the following time frames –

Short Term	For completion by December 2002
Medium Term	For completion by December 2003
Longer Term	For completion by December 2005