

NZ Police Workplace Survey 2013

Safe Working Environment for Female and Ethnic Minority Employees



15.04.2013

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1. Introduction

This is the fourth report provided by Kenexa 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 8,863 NZ Police staff members to the 2013 Workplace Survey. The 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 conduct 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.

To further aid the understanding of a safe work environment enabled by colleagues as well as supervisors, this year we also examined people's perceptions regarding their supervisors – their respectful treatment of staff, and the extent to which they behave according to the NZ Police values.

Conclusions in this report are based on cross-tabulation comparisons 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 fourth Workplace Survey, we also examine changes in employee attitude and opinion over the last 12 months, and across the last four years in relation to Respect and Integrity within NZ Police.

2. Key Findings

2.1 Sample

A total of 8,863 employees participated in the 2013 Workplace survey, representing a response rate of 74.8%. Of these, 2,705 were female, and 6,158 were male. In terms of ethnicity, 5,081 respondents identified themselves as Pakeha, 777 as Maori, 1,106 as Europeans, 306 as Pacific Peoples, 160 as Asian, and 48 as coming from some other ethnic background.

2.2 Key Messages

Respect and Integrity within NZ Police generally

- Across the whole of NZ Police, staff's perceptions regarding NZ Police having a safe working environment have improved over the past four years. All questions related to 'Respect and Integrity' have shown a significant lift since the first survey in 2010. The biggest lift has been found in people's perception around a culture that respects diversity (up by almost 10 points in level of agreement score), their ability in being able to report instances of harassment, bullying and discrimination (up by 9 points) as well as other inappropriate workplace conduct without fear of reprisal (up by almost 9 points) and their confidence that the raised concerns will be dealt with appropriately (up by close to 8 points). Across the four years, the biggest jump in results occurred between 2011 and 2012. Between 2012 and 2013 however, the results remained fairly constant across all the questions related to 'Respect and Integrity'.
- In terms of the different elements that make up a safe and respectful working environment for NZ Police, the results across the four years followed a consistent pattern, with the strongest opinions recorded for people's perceptions on their co-workers and supervisors (their respectful and value-aligned behaviours). One question that showed a year-on-year steady improvement is 'staff in my workgroup respect employee diversity', making this currently the second highest scoring 'Respect and Integrity' question. People's responses on the questions that tap into the issues around inappropriate workplace conduct are lower in comparison. Among these, the awareness of who to report remains the highest, whereas the confidence in the appropriate handling of these issues remains the biggest challenge for NZ Police.
- Over the past four years, the proportion of staff who reported having experienced/witnessed some form of inappropriate workplace conduct has decreased slightly from close to 19% of the total workforce in 2010 to 16% in 2013, indicating a slow progress movement towards a safer working environment for NZ Police. Ideally, the gradual shift towards a more respectful and value driven culture within NZ Police should help prevent inappropriate conduct from happening in the first place. However, when these instances do occur, staff will look to the organisation to address them in an appropriate and effective manner, and this remains a challenge for NZ Police. Among the victims/witnesses who reported inappropriate workplace conduct, the proportion of them indicating that the reporting was not followed by effective handling remains above 70% (70% in 2010, 74% in 2011, 72% in 2012 and 76% in 2013). This experience would in turn lead to a lack of confidence in anticipating appropriate actions in the future, and possibly reduce their willingness to report again. Therefore, it is worth further investigating (through the likes of focus groups) what sits behind the lack of improvement in this area - whether the challenge lies within the practices or procedures used to deal with these incidents or within the process in communicating back the outcomes.

Respect and Integrity for Males and Females

- Females within NZ Police continue to hold a less positive view regarding NZ Police having a safe and respectful work environment. With the exception of 'knowing who to contact when reporting inappropriate workplace conduct', females scored lower than males on all other questions related to 'Respect and Integrity' – a pattern consistently observed over the past four years. When examining the gender differences across various demographic categories, it became apparent that more gender variations tend to be found in the three questions related to the safe reporting and effective handling of inappropriate workplace conduct, as well as the question related to co-workers' value-aligned conduct.
- In terms of people's perception on a culture of diversity and respect, females and males used to hold a similar view around 'staff in my workgroup respect employee diversity' in 2010. Overtime however, males' perception on this question improved at a faster rate than females placing a small gender gap in this area in 2012 and 2013. What's more, the biggest gender gap across the years has consistently been their varied view on whether their co-workers exhibit value-aligned behaviours with females scoring about 8 points below males every year, suggesting that females are more critical than males in this respect. Females also hold a less favourable view around supervisor behaviours (treating staff with respect and demonstrating behaviours consistent with NZ Police values). As there is a significantly higher proportion of male leaders within NZ Police at all levels, the results point to a continued challenge around leadership and managerial competency in promoting inclusiveness and managing diversity.
- A gap has been recorded over the past four years between males and females in relation to the safe reporting and effective handling of inappropriate workplace conduct. Not only have females held a less favourable opinions on these questions year on year, the gender gaps widened in 2012 and the size of these gaps remained virtually unchanged in 2013. This is an area of concern particularly given that females are more likely to be a victim/witness of bullying, harassment and discrimination (in 2013, 19% of females indicated having experienced/witnessed inappropriate workplace conduct, compared to 14.7% for males). It is worth mentioning that there has been a gradual reduction in the proportion of females indicating that they have encountered or witnessed inappropriate workplace conduct over the past four years (from 24% in 2010 to 19% in 2013). However, with females continuing to feel less safe about reporting inappropriate conduct, there is the potential risk of conduct such as bullying, harassment or discrimination occurring without it being formally brought to the attention of the authorities. The results continue to illustrate that females and males may not hold the same view regarding the existing procedures or processes being a safe channel for reporting.
- The analysis by gender once again points to the challenge to ensure that reported instances bullying, harassment and discrimination are appropriately handled. At the total organisation level, we saw a lack of improvement year on year in this respect. When looking at female and male victims/witnesses' experience separately, we found that female's perception did not show any shift year on year (in 2010, 74% of those who experienced/witnesses these behaviours felt that these instances were not dealt with appropriately, and in 2013, the proportion remains at 75%). For males, this proportion has in fact slowly increased over time (from 68% in 2010 to 76% in 2013). This experience has not yet impacted on their reported confidence in the organisation's ability to effectively deal with inappropriate conduct in the future, and action is required before this happens.
- Across employee types, both female constabulary and female employees hold a less favourable view than their male counterparts in regards to the safe reporting and effective handling of inappropriate conduct. One key observation this year is that although no gender differences exist among senior sworn staff (Senior Sergeants and Commissioned Officers), a gender difference was found among senior non-sworn staff, with female employees in Band 1 and above scoring significantly lower on the three questions related to inappropriate workplace conduct than their male counterparts.

- Some Districts/Service Centres showed a more wide spread gender inequality with regards to Respect and Integrity, namely International Services, National Intelligence Centre, Police Prosecutions, Wellington District, Auckland City District and Waitemata District.

Respect and Integrity for Ethnic Minorities

- The results over the past four years suggest that some differences still exist in terms of how different ethnic groups perceive NZ Police as having a respectful culture and a safe working environment. However their views do not vary greatly. Various ethnic groups tend to hold a similar view regarding value-aligned behaviours demonstrated by the people they work with – their colleagues and supervisors. Bigger differences were found in people's awareness of who to contact when reporting Respect and Integrity issues (20 points difference between Pakeha with a 82.4% level of agreement and those in 'Other Ethnic Groups with a 62.5% level of agreement) and staff confidence that concerns raised regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately (13 points difference between Pacific Peoples with a 72.9% level of agreement and 'Other Ethnic Groups' with a 60.4% level of agreement).
- Year on year, the more positive ratings tend to come from the 'Pacific Peoples'. This ethnic minority group (and the males in particular) tend to respond the most favourably to the 'Respect and Integrity' questions, and consistently so regarding their confidence in the safe reporting and effective handling of inappropriate workplace conduct. It is worth pointing out however among the 'Pacific Peoples' who indicated having experienced or witnessed some form of inappropriate workplace conduct, the proportion believing that the raised concerns were followed by appropriate actions has gone down over the past four years (43% in 2010, 34% in 2011, 30% in 2012 and 25% in 2013). Therefore, attention is required to maintain the positive experience of this ethnic minority group.
- Relatively speaking, staff in the 'Other Ethnic Groups' tend to hold a less positive view across the various elements that contribute to a safe working environment. Having said that, in terms of the actual experience of those who indicated having witnessed or experienced some form of bullying, harassment or discrimination, the 'Other Ethnic Group' has seen a marked improvement in people's belief that raised concerns are dealt with appropriately (27.3% answered 'yes' to this question in 2011, 38% in 2012 and 56% in 2013).
- Over the past four years, there has been a general upward trend across all ethnic groups in terms of their perceptions on NZ Police having a safe and respectful workplace environment. Of particular note, a small lift has also been recorded for Pakeha employees in their perception of a workplace that respects diversity since 2012 – making them the highest scoring ethnic group on this question, and driving up the overall score for NZ Police in this area. For Maori and European staff, although their perceptions have improved significantly since 2010, the results stood still (and in some cases, fell back slightly) between 2012 and 2013. The challenge is thus to sustain the momentum gained for these two ethnic minority groups. Another observation is that among the Maori staff who have experienced/witnessed some form of bullying, harassment or discrimination, the proportion of those who believe that the raised issues were dealt with appropriately remained the lowest in 2012 and 2013.
- In 2012, the Asian Peoples were identified as a potential 'at risk' group, providing the least favourable view across the majority of the 'Respect and Integrity' questions. Between 2012 and 2013, their perception around 'workplace diversity', their knowledge of who to contact, their confidence in the safe reporting as well as the effective handling of inappropriate workplace conduct have shown significant improvement. It is worth noting that this ethnic minority group consistently scored on the question 'People in my workgroup conduct themselves in accordance with the values expected by NZ Police' (in 2011, 2012 and 2013), reflecting a particularly critical nature of this group in their colleagues day-to-day conduct. One key observation is that female Asian staff feel the least safe about reporting concerns around bullying, harassment and

discrimination, and are the least confident about the appropriate dealing of these issues once reported. Attention is thus needed to address the low perception regarding a safe working environment for this group.

- Finally, the insights drawn from ethnicity comparisons once again show a lack of improvement over the past four years in people's perception that actual instances of inappropriate workplace conduct were effectively dealt with (consistent with the insights drawn from gender comparisons). The results tend to fluctuate for some, remain stationary for others, and overall even move slightly backwards for a number of ethnic groups (with 'Other Ethnic Groups' being the only exception). The results suggest that the organisation's effective response to inappropriate workplace conduct remains an area of challenge for NZ Police.

3. Understanding this Report

3.1 Performance scores

In the main, results are reported as level of agreement scores. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation of adding up the number of 'Agree' and 'Strongly Agree' responses and then dividing this number by the number of valid responses. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

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 or cross tabulation of demographics with less than 5 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 can have a large impact on the group score.

3.3 Statistical analyses

A 'statistically significant' result indicates that there is a real difference in scores between two groups of respondents. It is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means that there is sufficient 'statistical power' to detect even very small differences in scores. For a result to be considered 'statistically significant' in this report we have used the below criteria, based on the size of the demographic comparison groups:

- 100 people or more: a difference of 5% or more
- 50 to 99 people: a difference of 10% or more
- Less than 50 people: a difference of 15% or more

Note that in many instances, the demographic combinations being compared vary substantially in size (i.e. when comparing the scores for 'Pakeha' which has 5081 respondents, with the scores for 'Other Ethnic Groups' which has 48 respondents). In these instances, a more stringent criterion is applied (that is the criterion for the smaller group size). Therefore, in the example when we compare the scores for 'Pakeha' and 'Other Ethnic Groups', a more stringent criteria of 15% (for less than 50 people) is used to determine statistical significance.

3.4 Further methodological information

A comprehensive Survey Methodologies document provides a complete description of scope and methodologies employed in the NZ Police Workplace Survey 2013.

4. Sampling

4.1 Sample

All of NZ Police's approximately 11,855 employees were invited to participate in the survey. A total of 8,863 responses were obtained resulting in a response rate of 74.8%. 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	8863
Female	2705
Male	6158

Ethnicity

Demographic	Number of Responses
Total Organisation	8863
Pakeha	5081
Maori	777
Europeans	1106
Pacific Peoples	306
Asian Peoples	160
Other Ethnic Groups	48

The full demographic profile is located in Appendix 1.

4.2 Margin of Error

Based on a population size of 11,855 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

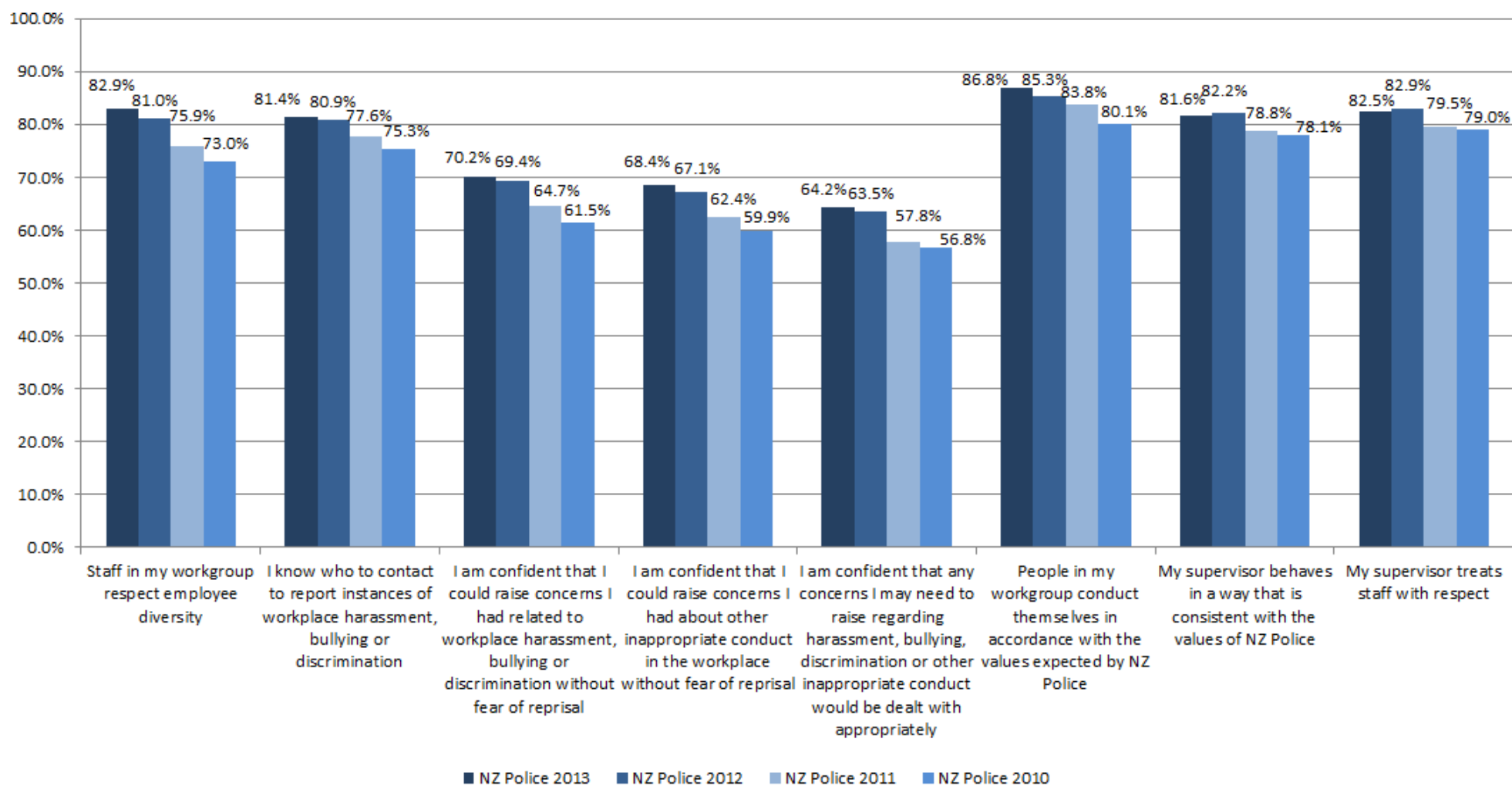
In order to determine whether the NZ Police provides a safe working environment for its staff in general, and for female staff and staff from an ethnic minority in particular, the 2013 Workplace Survey included six questions around 'Respect and Integrity' as per the previous surveys. These questions assessed employee perceptions and experiences related to 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. As in previous years, this report also incorporates the question around staff conduct in accordance with NZ Police values. To further aid the understanding of a safe work environment enabled by colleagues as well as supervisors, this year we also examined people's perceptions regarding their supervisors – their respectful treatment of staff, and the extent to which they behave according to the NZ Police values.

The scores on these eight areas for 2013, as well as the past three surveys are presented in Graph 5.1.1. These reflect the overarching views at a 'whole of NZ Police' level. Scores at lower levels of the organisation and across gender and ethnicity groupings are presented later in this report.

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

1. Consistent with the results from the previous three surveys, respondents are more favourable when rating their colleagues and supervisors' behaviours - feeling that colleagues behave in accordance with the NZ Police values and that they respect employee diversity in general; feeling that supervisors treat staff with respect and exhibit value-based behaviours. With regards to inappropriate workplace conduct, the challenge remains in staff confidence in reporting instances of harassment, bullying, discrimination or other inappropriate workplace conduct without fear of reprisal, and their confidence that such reports would be dealt with effectively.
2. Looking back at the past four years, the biggest upward movement was made between 2011 and 2012, where the majority of the questions showed a sizeable lift in score. Between 2012 and 2013 however, the results appear to be holding still when viewed across NZ Police as a whole, suggesting an overall lack of change in people's perception on NZ Police having a safe working environment. The only question showing a small lift is 'Staff in my workgroup respect employee diversity' (by close to 2 points), although the shift is not of a significant magnitude. Incidentally, this is the only question showing a steady year-on-year improvement in score.

5.1.1 Perceptions of Respect and Integrity – Whole of NZ Police

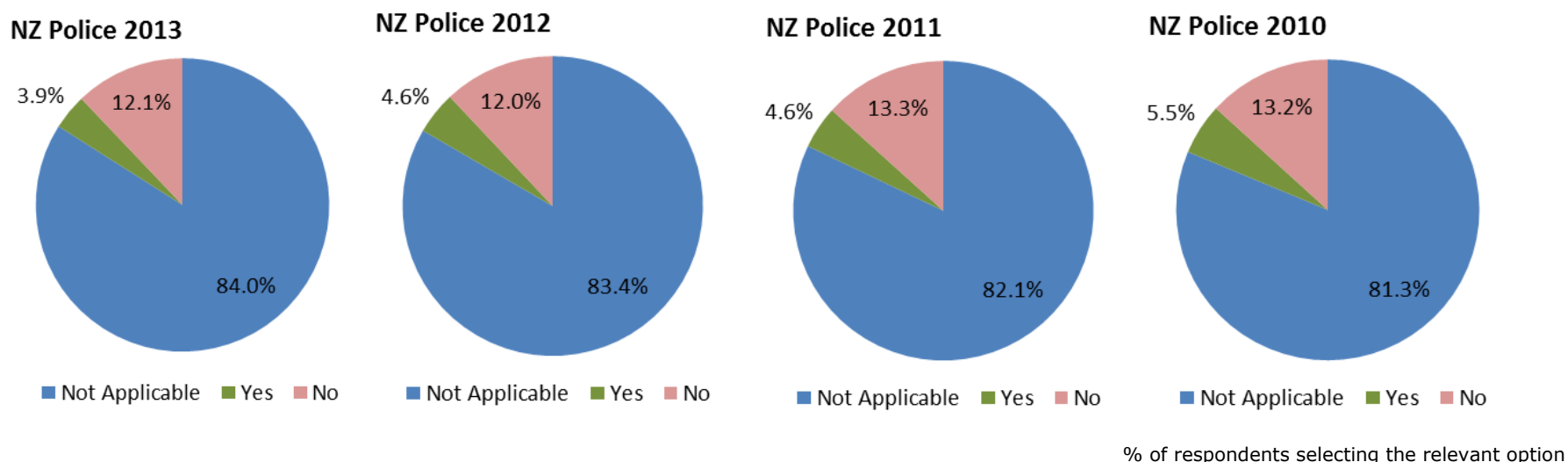


Level of Agreement Score

Dealing with Harassment, Bullying and Discrimination Effectively

As in previous years, respondents were asked 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.

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?"



Key Insights

1. Looking across the past four years, there has been an increase (of small increment) year-on-year on the proportion of respondents who indicated witnessing or experiencing harassment, discrimination or bullying was not relevant to them. 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.
2. Of the 16% of respondents who did go on to answer this question, three quarters believed that the issue had not been dealt with effectively, compared to those who indicated otherwise. This is similar to the proportions in the past three years (72% indicated so in 2012, 74% in 2011 and 70% in 2010). Overall the results speak to a continuing challenge around the effective handling of inappropriate workplace conduct.

5.2 A Safe Working Environment for Female Staff?

5.2.1 Respect and Integrity Across Gender – 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.

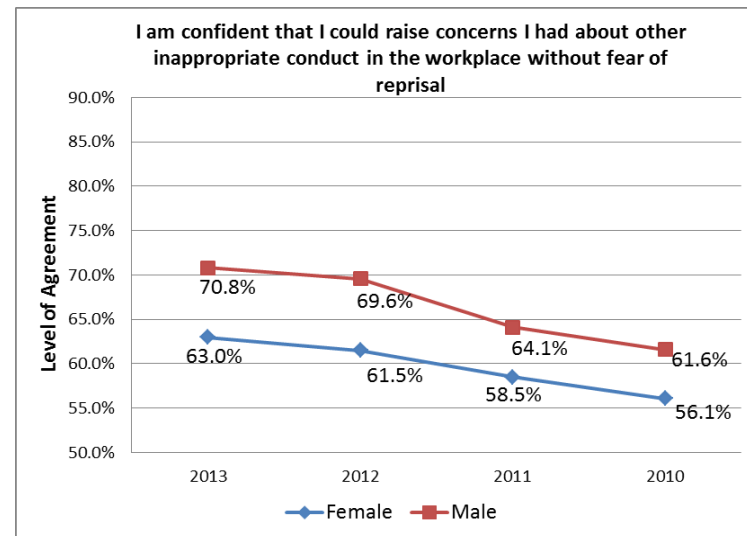
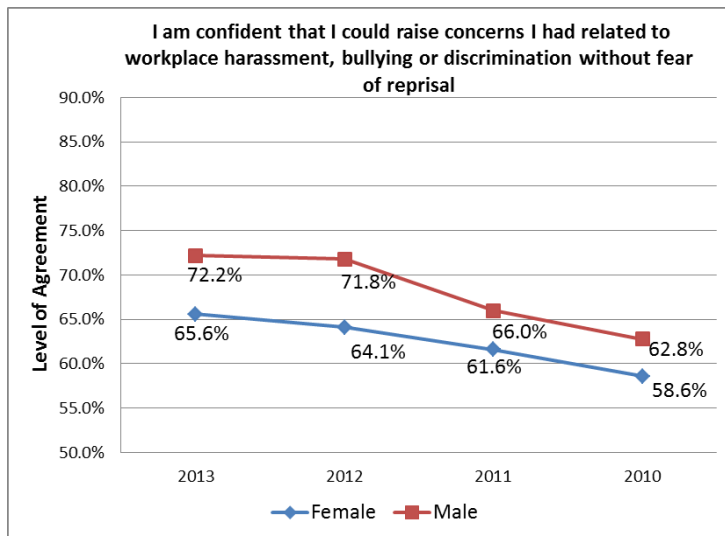
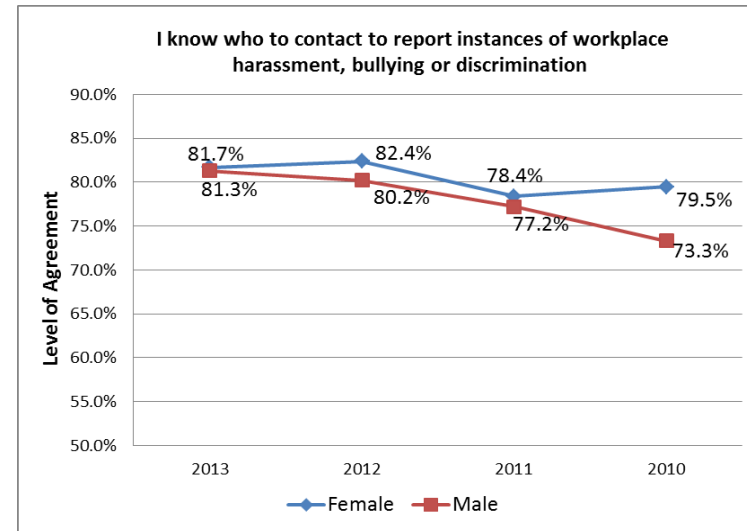
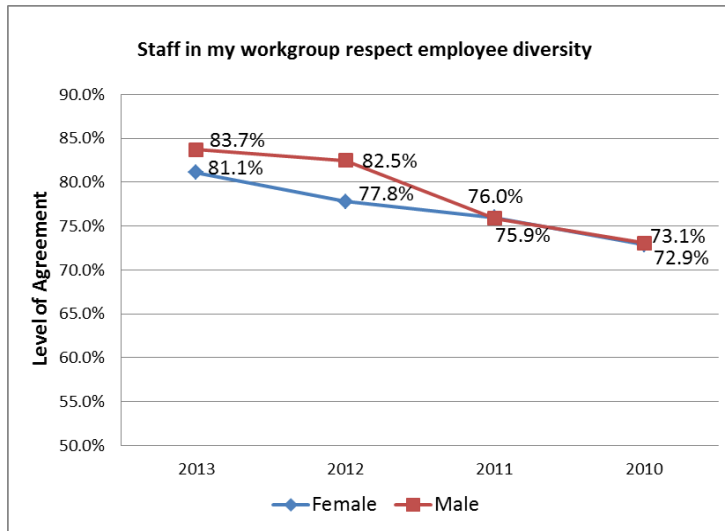
Overall comparisons between female and male scores on the **Respect and Integrity** questions are first made, followed by comparisons of gender scores across a range of demographic variables (e.g., Constabulary/Non-Constabulary, Rank/Level, District/Service Centre, Tenure, etc).

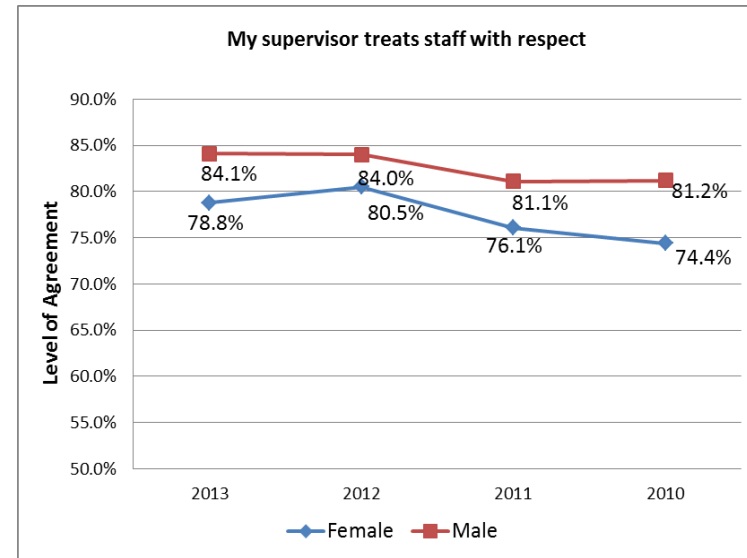
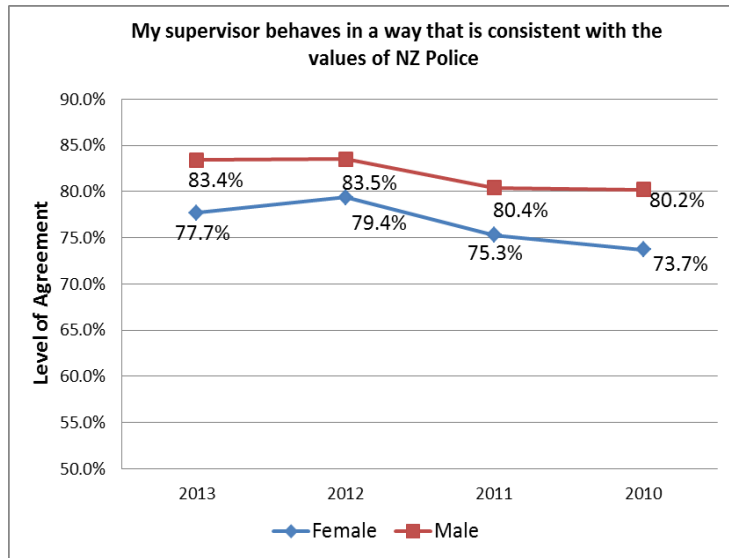
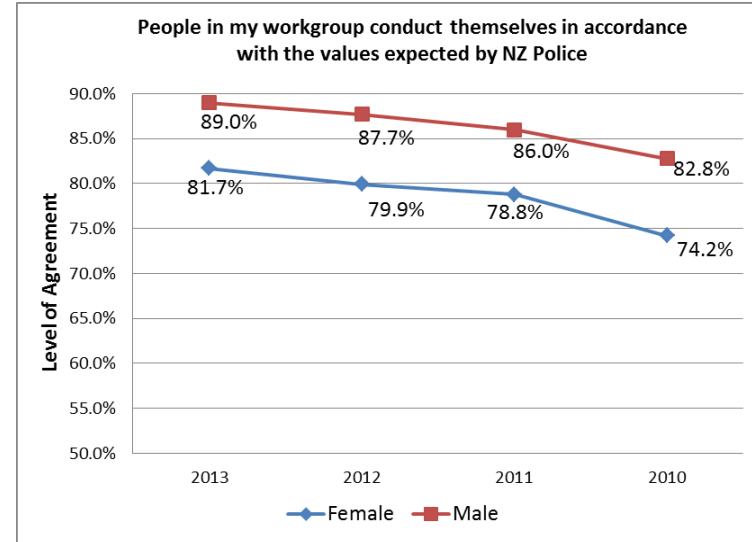
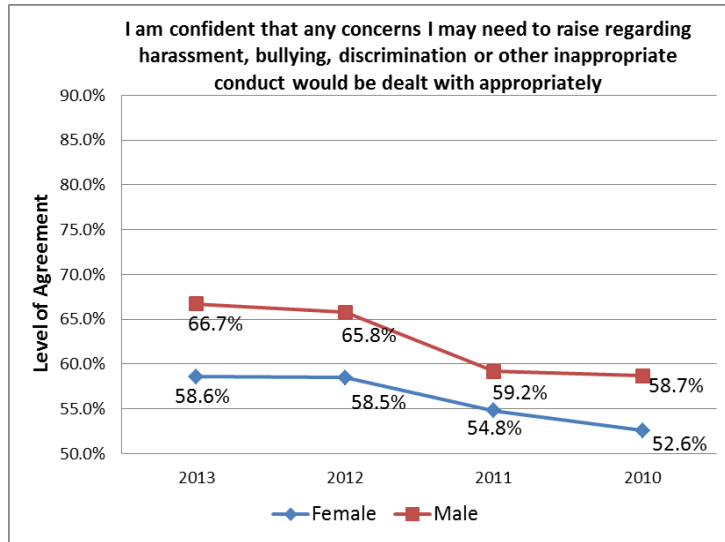
5.2.1 Simple Gender Comparisons (Respect and Integrity Questions)

The below graphs depict the gender comparisons across the eight questions related to Respect and Integrity across the last four years.

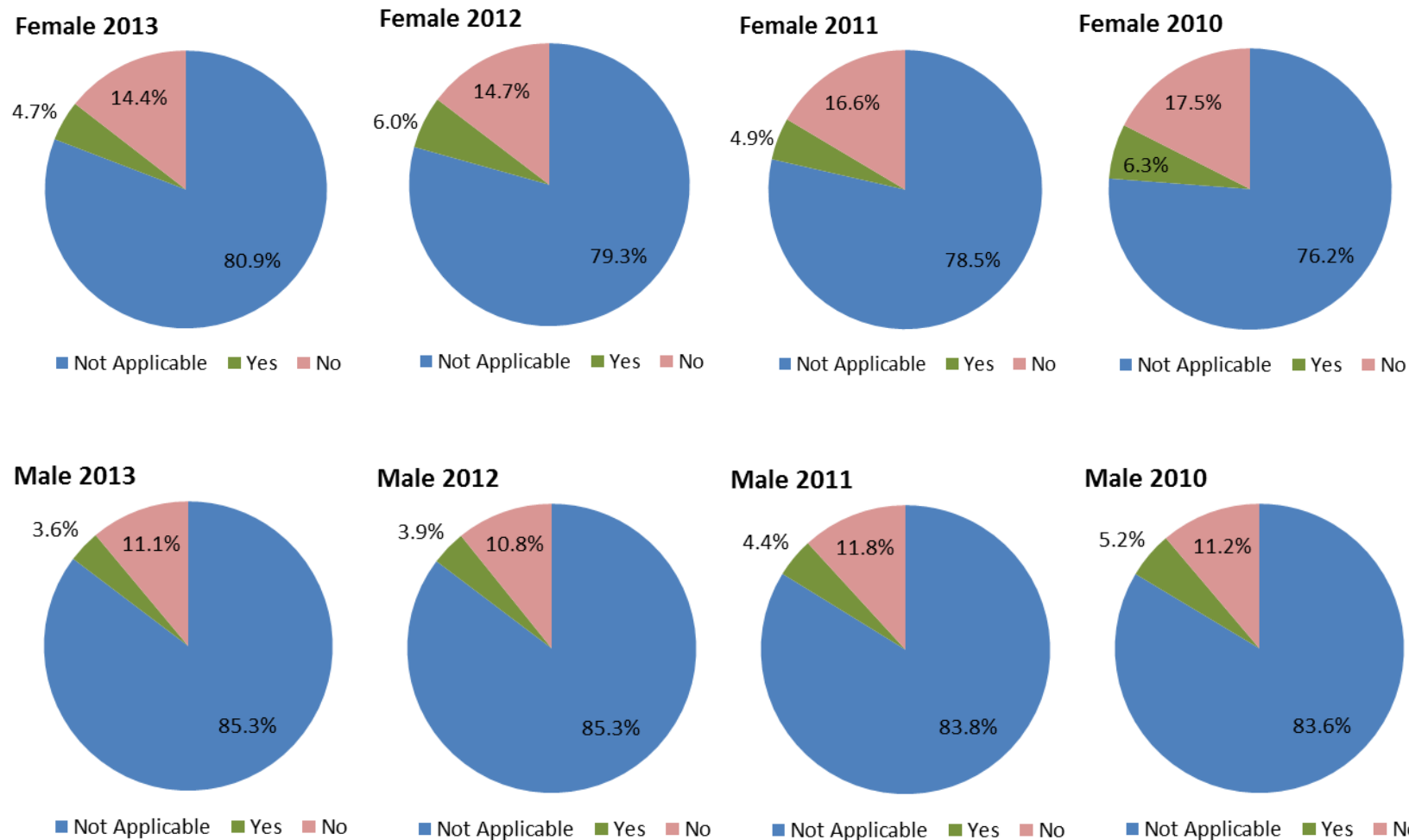
Key Insights - Male and Female Perceptions of 'Respect and Integrity in the Workplace'

1. The perceptions of males and females are more similar on 'respect for diversity' and 'knowing who to contact when reporting instances of inappropriate workplace conduct'. Interestingly however, while the two gender groups were on par with each other on their view towards 'workplace diversity' in 2010 and 2011, their opinions started to diverge in 2012, with males holding a more positive view than females. On the other hand, we see an almost reversed pattern regarding 'knowing who to contact to report instances of bullying, harassment and discrimination', with females holding a significantly more positive view back in 2010, and this gender gap slowly closing over time.
2. Males scored consistently higher than females on other 'Resect and Integrity' questions across the past four years.
3. The gender gaps widened in 2012 for staff confidence in the safe reporting as well as the effective handling of harassment, bullying, discrimination and other inappropriate workplace conduct, and the size of these gaps remained in 2013.
4. Year on year, the biggest gender gap was found in people's perception of their colleagues behaving in accordance with the values of NZ Police with differences hovering around 8 points in terms of level of agreement.





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?"



% of respondents selecting the relevant option

Key Insights – Witnessing or Experiencing Issues

1. Four years on, the proportion of female victims/witnesses of inappropriate conduct remains slightly higher than that of males. In 2013, 19.1% of females report having witnessed or experienced some form of harassment, bullying and discrimination, and for males, 14.7%.
2. Reviewing the results of the past four surveys, the prevalence of inappropriate workplace conduct reported by females four years ago can be considered significantly different to that in 2013. In 2010, close to one quarter of females reported having witnessed some form of inappropriate workplace conduct, and this is now reduced to 19%. However, the actual experience of the victims/witnesses haven't shifted over the past four years (in 2010, 74% of those who witnessed/experienced some form of inappropriate conduct reported that effective handling of the situation **did not** follow, and in 2013 the proportion still sits at 75%).
3. For males, there is a slight decrease in terms of the actual incidents of inappropriate workplace conduct reported, but the shift is not of the same magnitude as for females (16.4% in 2010 versus 14.7% in 2013). What is worth noting however, is that the proportion of males who **do not** believe that inappropriate workplace conducts are effectively dealt with has slowly increased overtime (from 68% in 2010 to 76% in 2012). Therefore, in 2013, although proportionately, females are more likely to report having experienced/witnessed inappropriate workplace conduct, males and females are now similar in their perception of the effective dealing of these behaviours.

5.2.3 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
	1146	5265	1540	817	19	76
6.1: Staff in my workgroup respect employee diversity	84.3%	84.2%	78.6%	82.3%	78.9%	67.1%
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.9%	81.2%	82.2%	81.5%	84.2%	84.2%
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.1%	72.6%	65.0%	70.4%	78.9%	67.1%
6.4: 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)	62.7%	71.1%	63.1%	69.1%	77.8%	71.1%
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	59.6%	66.9%	57.7%	65.1%	73.7%	67.1%
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	86.1%	90.1%	78.5%	82.8%	68.4%	80.3%
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	81.4%	84.6%	74.9%	75.8%	84.2%	82.7%
3.4: My supervisor treats staff with respect	82.5%	85.0%	76.0%	78.2%	84.2%	81.6%

Note: 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.

Key Insights – Constabulary and Non-Constabulary Employees

1. Consistent with the results in previous years, female constabulary staff are less confident that they could report workplace bullying, harassment, discrimination and other inappropriate conduct without fear of reprisal, and that the issues once reported would be dealt with appropriately. The same can be said about female employees.
2. Female and male authorised officers tend to hold similar views on issues related to 'Respect and Integrity', as with previous years.

Table 5.2.4 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
	962	3687	125	1008	36	326	23	24	1263	452	224	292	53	73
6.1: Staff in my workgroup respect employee diversity	83.0%	81.5%	90.3%	88.5%	91.7%	92.6%	95.7%	95.5%	77.4%	78.7%	82.5%	85.2%	90.6%	93.2%
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.2%	77.5%	87.1%	87.5%	94.4%	92.3%	95.7%	95.9%	81.9%	81.5%	82.1%	79.7%	88.7%	89.0%
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.8%	68.7%	76.4%	78.6%	75.0%	86.2%	91.3%	88.1%	64.4%	71.9%	70.1%	65.9%	58.5%	79.2%
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	60.3%	66.8%	72.8%	77.0%	75.0%	86.5%	91.3%	89.3%	62.5%	70.1%	67.4%	65.3%	58.5%	78.9%
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	57.7%	63.5%	62.6%	70.5%	77.8%	79.6%	95.5%	86.9%	56.8%	65.3%	61.4%	60.9%	62.3%	80.6%
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	85.7%	89.1%	88.8%	92.0%	80.6%	94.2%	95.7%	92.2%	77.5%	80.2%	82.9%	84.8%	83.0%	90.4%
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	81.2%	85.2%	83.1%	81.3%	77.8%	85.2%	82.6%	87.3%	74.1%	77.1%	77.2%	71.1%	83.0%	86.3%
3.4: My supervisor treats staff with respect	82.5%	86.0%	82.3%	82.0%	86.1%	81.7%	78.3%	86.9%	75.7%	77.6%	76.3%	76.6%	81.1%	87.7%

Note: 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.

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

1. With the exception of Senior Sergeants, Commissioned Officers and Employees in Bands G-J, female staff (Constables, Sergeants, Employees in Band A-F as well as Band 1 and above) hold a less favourable view on the appropriate handling of inappropriate workplace conduct than males, with the lowest responses coming from females in the lowest Rank or Level.
2. Female constables, as well as female employees in the lowest and highest bands also scored significantly less favourably compared to their male counterparts in relation to the safe reporting of workplace harassment, bullying, discrimination or other inappropriate conduct.
3. Similar to previous years, 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. However, it is worth looking further into the significant gender differences that exist among **senior** non-constabulary roles.

Table 5.2.5 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
	2391	4718	203	855	93	444	18	141
6.1: Staff in my workgroup respect employee diversity	80.0%	81.3%	88.1%	90.5%	91.4%	93.4%	94.4%	95.0%
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.8%	78.2%	86.2%	89.3%	91.4%	92.5%	94.4%	97.9%
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.1%	69.0%	74.6%	79.3%	81.7%	86.0%	72.2%	92.1%
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	61.5%	67.4%	73.4%	78.1%	78.5%	85.7%	72.2%	92.2%
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	57.3%	63.6%	66.3%	72.2%	71.7%	80.3%	72.2%	90.8%
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	81.1%	88.0%	84.2%	91.4%	89.2%	94.3%	88.9%	92.9%
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	77.4%	83.3%	76.8%	81.1%	82.8%	86.4%	94.4%	90.8%
3.4: My supervisor treats staff with respect	78.5%	84.3%	78.8%	80.1%	84.9%	87.6%	88.9%	89.4%

Note: 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.

Key Insights – Span of control

1. Across the various Span of Control levels, with the exception of 'Between 10 and 50 reports', females tend to provide a less positive perception on the safe reporting as well as appropriate handling of inappropriate workplace conducts. Similar to what was discussed earlier, a significant gender gap was found for the more senior roles within NZ Police with females managers with more than 50 reports scoring significantly lower than their male counterparts regarding the ability to safely report and their confidence in the effective handling of inappropriate workplace conduct. Given the relatively small sizes of these more senior roles, it is worth noting that the experience of a few individuals may have a profound influence over the results for the senior female managers.
2. Gender differences also exist among those with 'no' reports whereby female staff hold a significantly less positive view around the respectful and value-congruent behaviours shown by their supervisors.
3. Echoing the above, some fairly sizeable differences exist between females and males with 'less than 10 reports' (i.e. middle management or team leader level) in terms of their perception on their colleagues' demonstration of behaviours that are consistent with the NZ Police values.

Table 5.2.6 Gender Comparisons Across Tenure Levels

Question	Under 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
	818	1333	803	1535	432	1037	346	764	167	530	97	429	20	255	22	275
6.1: Staff in my workgroup respect employee diversity	81.8%	83.4%	80.1%	80.9%	82.1%	84.2%	81.3%	86.0%	78.4%	85.0%	82.1%	85.1%	73.7%	85.0%	86.4%	87.0%
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.1%	80.5%	81.6%	76.3%	82.4%	81.2%	83.4%	84.1%	79.0%	83.2%	82.5%	85.5%	85.0%	85.0%	77.3%	91.8%
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.4%	73.7%	62.4%	66.4%	65.0%	72.0%	69.7%	73.4%	63.9%	74.9%	67.0%	78.3%	65.0%	76.4%	68.2%	75.9%
6.4: 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)	65.4%	71.2%	59.3%	64.5%	63.3%	71.4%	65.9%	72.5%	59.3%	72.7%	69.8%	78.5%	55.0%	76.5%	68.2%	76.8%
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	62.5%	71.5%	53.9%	62.3%	56.2%	63.0%	59.2%	66.1%	60.6%	66.2%	69.1%	72.7%	55.0%	71.3%	63.6%	70.1%
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	81.4%	89.0%	80.6%	86.8%	80.6%	90.0%	83.5%	89.3%	85.6%	90.5%	81.3%	89.0%	90.0%	92.1%	85.7%	90.7%
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	81.2%	86.5%	75.5%	84.3%	76.3%	82.3%	74.9%	82.7%	79.0%	80.6%	77.1%	81.5%	80.0%	80.6%	85.7%	79.6%
3.4: My supervisor treats staff with respect	82.0%	87.1%	76.7%	84.7%	78.0%	84.6%	75.8%	84.0%	80.2%	80.5%	79.2%	81.1%	75.0%	79.4%	90.5%	80.2%

Note: 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.

Key Insights – Tenure

1. 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 with a tenure between 10 and 25 years hold a more negative view compared to the males in the same tenure band in regards to 'respect for diversity' they've experienced.
2. Consistent with the findings from last year, males in the '5 to 10 year' tenure band are less aware of who to contact when reporting inappropriate workplace conduct.
3. With the exception of '35 years and over', females across the various tenure groups tend to be less confident that they could raise awareness to incidents of inappropriate workplace conduct without fear of reprisal, and that these issues once reported would be dealt with appropriately. This suggest a more aligned view towards 'Respect and Integrity' among the long tenure staff – consistent with findings from previous surveys.
4. Females with tenure up to 20 years tend to be less positive compared to males in the same tenure band in their opinions towards their colleagues as well as supervisors day-to-day behaviours – showing respect and demonstrating conduct that is consistent with the NZ Police values. The views are however more aligned once staff have reached 25 years of tenure, perhaps as work relationships deepen over time.

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

Question	Full Time		Part Time	
	Female	Male	Female	Male
	2292	6111	413	47
6.1: Staff in my workgroup respect employee diversity	80.9%	83.7%	81.7%	87.2%
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.3%	81.2%	78.0%	85.1%
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.1%	72.2%	62.9%	69.6%
6.4: 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)	63.7%	70.8%	59.4%	71.7%
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	58.9%	66.7%	56.7%	67.4%
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	81.5%	89.0%	82.4%	91.5%
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	77.6%	83.4%	78.0%	83.0%
3.4: My supervisor treats staff with respect	78.5%	84.0%	80.4%	91.5%

Note: 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.

Key Insights – Part-Time/Full Time

Statistically significant gender differences were found among full-time staff, with females scoring lower across the majority of the questions related to 'Respect and Integrity' – consistent with the findings from previous years. No significant differences between male and female part-time staff.

Table 5.2.8 Gender Comparisons of Respect and Integrity Scores Across Districts/Service Centres (table continues over the next two pages).

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.

District/Service Centre	Gender	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	Staff in work group behaving in accordance with NZ Police Values	Supervisor behaving in accordance with NZ Police Values	Supervisor treating staff with respect
Executive and Support	Female	88.9%	81.5%	70.4%	74.1%	61.5%	100.0%	81.5%	81.5%
	Male	90.3%	80.6%	77.4%	77.4%	71.0%	83.9%	80.6%	77.4%
Crime	Female	82.9%	85.5%	75.0%	70.7%	62.7%	84.2%	77.6%	80.3%
	Male	83.3%	77.0%	70.9%	75.4%	66.1%	90.3%	83.3%	82.9%
Financial Crime Group	Female	70.6%	82.4%	58.8%	64.7%	47.1%	52.9%	82.4%	76.5%
	Male	84.4%	84.4%	90.6%	90.6%	81.3%	90.6%	90.6%	84.4%
International Services	Female	81.8%	90.9%	54.5%	63.6%	54.5%	81.8%	72.7%	81.8%
	Male	100.0%	93.3%	93.3%	86.7%	86.7%	100.0%	100.0%	100.0%
Org Financial Crime Agency NZ	Female	86.4%	75.0%	75.0%	70.8%	66.7%	82.6%	87.5%	83.3%
	Male	74.5%	72.7%	58.2%	52.7%	57.1%	85.7%	76.4%	72.7%
Prevention	Female	80.0%	60.0%	60.0%	40.0%	40.0%	80.0%	60.0%	80.0%
	Male	78.6%	78.6%	71.4%	71.4%	64.3%	92.9%	76.9%	76.9%
Canterbury District	Female	84.4%	78.9%	70.2%	69.6%	65.8%	83.1%	80.7%	82.6%
	Male	84.4%	78.9%	73.7%	72.0%	68.0%	89.9%	85.0%	86.1%
Central District	Female	81.5%	81.5%	73.1%	69.0%	57.7%	90.0%	86.0%	85.3%
	Male	83.3%	79.6%	71.7%	71.1%	68.1%	89.5%	80.6%	82.3%
Eastern District	Female	79.1%	84.0%	54.3%	50.5%	43.0%	88.2%	77.4%	80.6%
	Male	82.9%	84.0%	68.7%	66.3%	59.7%	91.5%	86.4%	85.4%
Southern District	Female	79.0%	84.9%	63.3%	54.6%	58.3%	84.9%	80.0%	78.3%
	Male	80.3%	80.3%	68.7%	66.5%	60.2%	90.0%	83.2%	81.0%

Tasman District	Female	81.1%	89.2%	75.7%	71.6%	66.2%	78.4%	85.1%	87.8%
	Male	86.6%	88.3%	79.7%	75.8%	73.6%	91.3%	88.3%	88.7%
Wellington District	Female	83.9%	75.5%	65.5%	62.8%	60.3%	83.9%	75.9%	78.7%
	Male	87.2%	82.2%	74.8%	74.3%	69.3%	90.1%	85.4%	85.8%
National Intelligence Centre	Female	84.8%	66.7%	56.3%	60.6%	57.6%	78.8%	81.8%	78.8%
	Male	100.0%	94.7%	94.7%	94.7%	89.5%	94.7%	94.7%	94.7%
Communication Centres	Female	86.0%	91.0%	67.7%	68.2%	61.2%	82.7%	79.3%	78.4%
	Male	90.3%	88.0%	72.2%	73.3%	71.6%	88.6%	83.0%	79.0%
Operations Support	Female	69.2%	69.2%	69.2%	69.2%	61.5%	84.6%	76.9%	69.2%
	Male	100.0%	76.5%	76.5%	76.5%	76.5%	100.0%	82.4%	88.2%
Police Prosecutions	Female	67.6%	76.4%	61.7%	53.8%	51.4%	74.8%	70.8%	78.3%
	Male	81.3%	75.9%	70.1%	67.5%	60.2%	84.5%	76.8%	79.9%
Tactical Groups	Female	-	-	-	-	-	-	-	-
	Male	85.0%	73.3%	75.0%	76.7%	80.0%	95.0%	90.0%	90.0%
Finance	Female	38.1%	76.2%	71.4%	71.4%	76.2%	57.1%	57.1%	47.6%
	Male	84.0%	80.0%	83.3%	76.0%	76.0%	80.0%	68.0%	80.0%
Human Resources	Female	86.4%	89.1%	75.5%	74.5%	67.0%	82.7%	78.2%	74.5%
	Male	92.1%	93.7%	73.0%	73.0%	73.0%	82.5%	81.0%	81.0%
ICT	Female	75.6%	78.3%	65.2%	60.9%	54.3%	77.8%	69.6%	71.7%
	Male	82.2%	79.0%	68.8%	67.7%	63.5%	85.3%	64.3%	72.6%
Strategy, Policy & Performance	Female	84.2%	81.6%	52.6%	50.0%	47.4%	84.2%	84.2%	78.9%
	Male	91.3%	82.6%	72.7%	71.4%	81.8%	95.7%	95.7%	95.7%
Training Service Centre	Female	84.7%	78.0%	61.7%	56.7%	52.5%	76.3%	78.3%	80.0%
	Male	80.3%	83.6%	69.5%	67.7%	58.6%	77.2%	74.2%	76.6%
Road Policing	Female	77.6%	86.2%	56.1%	54.4%	54.5%	67.3%	67.9%	76.8%
	Male	71.2%	78.4%	60.4%	58.6%	57.7%	70.3%	67.6%	71.2%

Auckland City Dist	Female	77.4%	73.7%	66.3%	61.1%	60.8%	81.0%	78.4%	78.4%
	Male	88.4%	82.5%	77.6%	77.8%	76.9%	90.9%	90.6%	91.5%
Bay Of Plenty Dist	Female	78.7%	84.5%	62.0%	62.0%	56.8%	83.6%	81.6%	76.6%
	Male	82.9%	81.0%	72.6%	68.5%	62.7%	92.6%	84.2%	81.7%
Counties/Manukau District	Female	80.4%	81.5%	62.7%	60.4%	55.5%	82.2%	77.1%	80.4%
	Male	83.4%	79.4%	69.7%	68.0%	65.0%	87.0%	84.7%	84.5%
Northland District	Female	79.2%	69.4%	56.9%	52.8%	50.0%	74.0%	65.8%	69.9%
	Male	74.7%	75.8%	62.4%	60.4%	58.4%	88.4%	75.5%	81.2%
Waikato Dist	Female	84.4%	89.3%	69.2%	66.4%	58.3%	82.0%	73.0%	77.0%
	Male	78.5%	86.4%	71.7%	70.9%	64.7%	88.8%	82.4%	84.5%
Waitemata Dist	Female	83.0%	77.6%	62.3%	61.6%	61.0%	78.2%	75.5%	78.9%
	Male	85.6%	80.9%	74.2%	72.1%	66.0%	91.3%	86.0%	87.7%

Note: 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. In addition, orange shaded cells represent scores considered to be low generally speaking (i.e., level of agreement scores less than 50%) and hence possible 'at risk' areas. Blank cells indicate less than 5 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. A few exceptions are International Services, National Intelligence Centre, Operations Support, Police Prosecutions, Finance, Auckland City District and Wellington District where females scored lower on either or both questions. For Waikato District, females are more positive in their view towards workplace diversity than males. The difference in male and female perceptions within Finance can be considered a concern (where only 38% of females feel that their colleagues respect diversity, compared to 84% of males). In addition, females within the Finance district are also markedly less positive in their view towards respectful supervisor behaviours (less than half agree or strongly agree, compared to 80% males). Therefore, attention is needed to further investigate the issue around 'respect' for females within Finance.
2. In general, there is more variation between males and females in their confidence in the ability to report inappropriate workplace conduct without fear of reprisal and that any reported issues would be dealt with appropriately. Almost half of the district/service centres (15 out of 29) showed significant gender differences for at least two of these three questions related to inappropriate workplace conduct, with females holding a significantly less positive view than males. One exception is Organised Financial Crime Agency, where males are less favourable compared to females in regards to the safe reporting of inappropriate workplace conduct. Some very low scores (below 50% level of agreement) were recorded for females within Financial Crime, Prevention and Eastern District, making them areas of potential concern.

3. Across the districts/service centres, questions related to co-worker as well as supervisors day-to-day behaviours tend to attract higher scores. However, some gender differences still exist, particularly regarding co-workers behaviours being consistent with NZ Police's values (17 out of the 29 Districts showed significant gender differences for this question with females holding a more negative view, with the exception being Executive and Support).
4. Some district/service centres present more gender variations than others, namely International Services, National Intelligence Centre, Police Prosecutions, Wellington District, Auckland City District and Waitemata District, suggesting more wide spread gender inequality with regards to their experience of NZ Police as a safe working environment.

Table 5.2.9 Gender Comparisons of Respect and Integrity Scores Across Functional Role (table continues over the next page).

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.

Functional Roles	Gender	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	Staff in work group behaving in accordance with NZ Police Values	Supervisor behaving in accordance with NZ Police Values	Supervisor treating staff with respect
Airport	Female	-	-	-	-	-	-	-	-
	Male	81.1%	86.5%	78.4%	64.9%	62.2%	89.2%	78.4%	81.1%
Communications	Female	86.4%	91.4%	68.1%	68.3%	61.3%	82.7%	79.4%	78.5%
	Male	90.8%	87.8%	72.3%	73.4%	71.7%	89.0%	83.2%	79.2%
Community Policing	Female	78.3%	80.0%	57.6%	54.2%	55.2%	80.0%	81.7%	75.0%
	Male	80.4%	81.1%	68.4%	66.8%	63.8%	88.2%	79.9%	82.6%
Corporate Support	Female	76.8%	78.8%	67.0%	64.5%	59.7%	79.0%	76.6%	75.7%
	Male	88.4%	83.0%	73.4%	75.6%	71.9%	90.2%	84.2%	85.1%
District Management	Female	100.0%	94.7%	89.5%	89.5%	84.2%	89.5%	84.2%	84.2%
	Male	91.8%	95.0%	87.9%	87.4%	82.4%	91.2%	89.5%	88.5%
Finance	Female	61.5%	80.8%	73.1%	61.5%	61.5%	65.4%	73.1%	69.2%
	Male	82.4%	88.2%	93.8%	82.4%	88.2%	82.4%	64.7%	76.5%
Frontline support	Female	72.3%	73.3%	63.4%	61.0%	57.4%	71.7%	69.3%	73.3%
	Male	73.2%	79.6%	68.0%	64.4%	59.4%	80.0%	74.6%	75.5%
General Duties	Female	82.9%	81.2%	67.3%	63.4%	61.3%	83.7%	81.6%	81.9%
	Male	84.6%	80.4%	72.4%	70.4%	67.2%	90.6%	86.6%	86.1%
HR/ Training	Female	86.8%	87.6%	77.0%	75.4%	67.5%	81.1%	77.0%	76.2%
	Male	84.2%	87.0%	71.2%	68.9%	62.7%	79.1%	75.7%	76.3%
ICT	Female	78.4%	76.3%	65.8%	60.5%	55.3%	75.7%	76.3%	84.2%
	Male	81.6%	79.1%	68.4%	67.3%	63.1%	84.7%	64.6%	72.8%

Intelligence	Female	81.5%	80.1%	62.5%	61.1%	53.3%	78.7%	74.1%	75.5%
	Male	84.2%	86.8%	71.1%	72.8%	65.6%	89.2%	78.0%	78.0%
Investigations	Female	85.0%	78.8%	64.7%	61.5%	55.9%	90.8%	85.5%	86.5%
	Male	87.1%	79.8%	74.0%	73.5%	68.3%	93.4%	89.5%	89.2%
Legal	Female	81.8%	72.7%	18.2%	18.2%	9.1%	81.8%	81.8%	81.8%
	Male	85.7%	100.0%	71.4%	66.7%	85.7%	100.0%	100.0%	100.0%
Liaison	Female	50.0%	83.3%	83.3%	66.7%	50.0%	33.3%	50.0%	50.0%
	Male	87.1%	87.1%	83.9%	87.1%	80.6%	90.3%	80.6%	87.1%
Other	Female	78.4%	79.5%	55.3%	53.8%	56.4%	76.3%	76.3%	84.2%
	Male	85.7%	85.7%	78.6%	78.6%	75.0%	98.2%	96.4%	92.9%
Overseas	Female	87.5%	100.0%	62.5%	75.0%	62.5%	87.5%	87.5%	87.5%
	Male	100.0%	88.9%	100.0%	100.0%	88.9%	100.0%	100.0%	100.0%
Policy	Female	84.8%	81.8%	63.6%	57.6%	60.6%	87.5%	81.8%	81.8%
	Male	85.2%	89.1%	76.4%	74.5%	74.5%	88.9%	79.6%	85.2%
Prosecutions	Female	69.1%	77.5%	62.5%	55.0%	52.7%	75.9%	71.2%	78.4%
	Male	80.7%	75.4%	69.8%	67.3%	60.2%	85.0%	76.9%	79.9%
Road Policing	Female	79.7%	81.3%	60.9%	56.5%	55.6%	76.6%	71.7%	77.4%
	Male	76.9%	78.7%	65.3%	62.0%	59.4%	83.2%	78.1%	80.8%
Specialist teams	Female	89.5%	84.5%	63.8%	65.5%	65.5%	87.9%	75.9%	86.2%
	Male	86.5%	80.9%	75.3%	74.2%	71.4%	92.9%	85.2%	86.0%
Vetting	Female	75.0%	58.3%	58.3%	58.3%	50.0%	91.7%	83.3%	83.3%
	Male	86.7%	73.3%	73.3%	73.3%	73.3%	93.3%	73.3%	73.3%
Watchhouse	Female	78.4%	86.6%	66.9%	65.8%	57.0%	81.2%	74.5%	76.5%
	Male	81.0%	91.2%	86.0%	84.2%	73.7%	86.2%	78.9%	84.5%
Youth	Female	86.3%	81.4%	59.4%	58.8%	59.4%	88.1%	73.0%	74.0%
	Male	77.6%	77.1%	66.7%	67.8%	57.9%	85.5%	77.6%	79.7%

Note: 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. In addition, orange shaded cells represent scores considered to be low generally speaking (i.e., level of agreement scores less than 50%) and hence possible 'at risk' areas. Blank cells indicate less than 5 respondents.

1. More gender variations were found within Corporate Support, Legal, Liaison, Prosecutions, Finance, General Duties, Intelligence and Other functional areas, where female perceptions on the majority of 'Respect and Integrity' questions are significantly lower than those of males. In HR/Training, females tend to hold a more positive view than males in regards to the safe reporting and effective handling of inappropriate workplace conduct – consistent with the findings in the past.
2. It is worth pointing out that some extremely low scores (lower than 20% level of agreement) are prevalent among females in the Legal function regarding the safe reporting and appropriate handling of workplace bullying, harassment, discrimination and other inappropriate conduct, suggesting that there could be some incidents in the past 12 months that have impacted on females' perception of NZ Police having a safe work environment.

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 regarding Respect and Integrity.

The analyses below are based on the eight 'Respect and Integrity' questions included in the 2013 Workplace Survey. These questions assess key dimensions of safe working environments (e.g., respect for diversity; respect shown by supervisors; 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 that any reported issues would be dealt with appropriately; staff and supervisors 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 nine 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.

Overall comparisons between different ethnic groups on the **Respect and Integrity** questions are first made, followed by comparisons of Ethnicity scores across Constabulary/Non-Constabulary and Gender.

5.3.1 Respect and Integrity Across Ethnicity – Whole of Organisation

The below table presents the scores on the eight questions related to 'Respect and Integrity' across ethnic groups for 2013, as well as the past three surveys.

Key Insights

1. The 'Pacific Peoples' once again tend to provide more positive ratings on the majority of the 'Respect and Integrity' questions – consistent with the findings in previous years. Relatively speaking, staff in the 'Other Ethnic Groups' provided the least positive ratings across the majority of the attributes that contribute to a safe working environment. The scores across ethnic groups do not vary greatly, with the biggest differences recorded in people's awareness of who to contact when reporting Respect and Integrity issues.
2. Looking at the results over the past four surveys, there has been a general upward trend for responses related to a safe working environment for the Pakeha ethnic group and their perceptions on the 'Respect and Integrity' questions have shown significant improvement since 2010 (with the exception of supervisor respect and value-driven behaviours, where the perceptions have stayed fairly similarly across the four years). A small lift has also been recorded for Pakeha employees in their perception of a workplace that respects diversity since 2012 – making them the highest scoring ethnic group on this question.
3. The same trend was observed for Asian Peoples where steady improvements were made year-on-year on their perception across the 'Respect and Integrity' questions. In particular, their perception around 'workplace diversity', their knowledge of who to contact, their confidence in the safe reporting as well as the effective handling of inappropriate workplace conduct have shown significant improvement between 2012 and 2013.
4. For Maori and European staff, although their perceptions have improved significantly since 2010 across the majority of the 'Respect and Integrity' questions, the results have stood still (and in some cases, fell back slightly) between 2012 and 2013.
5. For the Pacific Peoples, a significant improvement has also been recorded for the majority of the questions tapping into 'Respect and Integrity' since 2010. However, their confidence in being able to report harassment, bullying, discrimination and other inappropriate behaviours without fear of reprisal has stayed largely unchanged for the past four years. Having said that, they are more positive than all other ethnic groups in their perception of the safe reporting and appropriate dealing of inappropriate conduct.
6. One result of note about the 'Other Ethnic Group' is the drop in their awareness of who to contact when reporting inappropriate workplace conduct (from 81.4% level of agreement in 2012 to 62.5% in 2013).

Table 5.3.1 Simple Ethnicity Comparisons (Respect and Integrity Questions)

Ethnicity	Survey Year	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	Staff in work group behaving in accordance with NZ Police Values	Supervisor behaving in accordance with NZ Police Values	Supervisor treating staff with respect
Pakeha	2013	84.6%	82.4%	70.8%	69.1%	65.1%	88.1%	82.3%	82.9%
	2012	82.4%	81.8%	69.8%	67.4%	63.9%	87.3%	83.5%	83.8%
	2011	76.4%	78.8%	65.1%	62.3%	58.1%	85.7%	79.8%	79.8%
	2010	73.3%	76.1%	60.9%	59.3%	56.4%	82.2%	79.0%	79.8%
Maori	2013	81.2%	79.6%	71.8%	69.7%	65.1%	88.9%	84.4%	84.3%
	2012	81.7%	81.9%	72.2%	69.1%	67.7%	88.5%	84.0%	84.0%
	2011	75.3%	77.5%	66.2%	64.3%	62.1%	85.0%	79.8%	80.6%
	2010	73.6%	76.0%	65.4%	62.8%	59.3%	82.2%	81.8%	82.0%
Europeans	2013	81.9%	81.2%	68.9%	67.6%	61.8%	87.4%	83.4%	83.6%
	2012	81.3%	80.9%	68.8%	66.6%	63.3%	86.0%	83.1%	84.1%
	2011	75.6%	77.6%	62.5%	60.2%	55.3%	84.6%	79.0%	79.0%
	2010	71.5%	73.0%	58.2%	56.9%	53.7%	80.1%	78.0%	79.8%
Pacific Peoples	2013	82.0%	80.7%	74.4%	74.2%	72.9%	87.3%	85.9%	85.3%
	2012	80.9%	81.0%	76.2%	72.8%	69.7%	85.7%	83.9%	83.7%
	2011	78.4%	80.5%	74.5%	70.2%	64.9%	82.7%	83.3%	83.8%
	2010	75.9%	75.9%	73.8%	73.0%	65.0%	77.5%	80.1%	83.1%
Asian Peoples	2013	77.5%	78.8%	69.2%	67.5%	63.9%	82.4%	82.5%	83.1%
	2012	71.7%	73.4%	64.3%	61.8%	57.3%	80.8%	84.9%	85.5%
	2011	71.4%	70.8%	63.6%	62.7%	63.2%	78.1%	76.6%	84.4%
	2010	67.8%	64.1%	61.0%	57.2%	55.9%	74.0%	83.0%	83.7%

Other Ethnic Groups	2013	72.9%	62.5%	64.6%	66.7%	60.4%	85.4%	79.2%	83.3%
	2012	67.4%	81.4%	62.8%	62.8%	62.8%	81.4%	76.2%	81.0%
	2011	64.1%	82.1%	60.5%	56.4%	50.0%	84.6%	71.1%	73.7%
	2010	61.0%	75.6%	58.5%	56.1%	56.1%	65.9%	68.3%	75.6%

Key Insights – Witnessing or Experiencing Issues (Ethnicity)

1. Looking across the past four years, the proportion of employees who indicated that they had not witnessed or experienced some form of harassment, discrimination or bullying have increased gradually for Pakeha, Europeans and Pacific employees – an encouraging trend. However, the experience of Asian Peoples and those in 'Other Ethnic Groups' have been inconsistent. In 2013, the proportion for Asian Peoples with such a response has dropped (after an encouraging lift from 76.6% in 2011 to 80.9% in 2012, it dropped back to 75.0% in 2013). For those in 'Other Ethnic Groups', the proportion stayed still between 2012 and 2013 (after a jump from 71.8% in 2011 to 81.4% in 2012).
2. 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 (56% answered 'yes' to this question), whereas 'Maori' tend to be the least positive (22% answered 'yes' to this question) – consistent with the findings in 2012, 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.
3. What's of note is the lack of improvement over the past four years in people's perception that actual instances of inappropriate workplace conduct were effectively dealt with. The results tend to fluctuate for some, remain stationary for others, and overall even move slightly backwards for a number of ethnic groups (for Pakeha, the proportion of staff who answered 'no' to the effective handling of inappropriate conduct has increased from 71% in 2010 to 75% in 2013; for Maori, this proportion has increased from 70% in 2010 to 78% in 2013; for Europeans, this proportion has increased from 73% in 2010 to 76% in 2013; for Pacific Peoples, the proportion has increased from 57% in 2010 to 75% in 2013; for Asian Peoples, this proportion dropped from 75% in 2010 to 67% in 2011 but slowly crept back up to 72% in 2013). The results suggest that the organisation's effective response to inappropriate workplace conduct remains an area of challenge for NZ Police across all ethnic groups.

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?”

Ethnicity	Survey Year	Not Applicable	Yes	No
Pakeha	2013	84.6%	3.9%	11.4%
	2012	84.6%	4.4%	11.0%
	2011	82.8%	4.4%	12.8%
	2010	82.1%	5.2%	12.7%
Maori	2013	83.1%	3.7%	13.1%
	2012	83.1%	4.3%	12.5%
	2011	84.1%	4.5%	11.5%
	2010	82.4%	5.3%	12.2%
Europeans	2013	85.0%	3.6%	11.4%
	2012	83.4%	4.7%	11.9%
	2011	80.3%	5.6%	14.1%
	2010	80.0%	5.3%	14.6%
Pacific Peoples	2013	86.9%	3.3%	9.8%
	2012	85.2%	4.5%	10.3%
	2011	83.9%	5.5%	10.6%
	2010	84.9%	6.5%	8.6%
Asian Peoples	2013	75.0%	6.9%	18.1%
	2012	80.9%	5.8%	13.3%
	2011	76.6%	7.8%	15.6%
	2010	78.2%	5.4%	16.3%
Other Ethnic Groups	2013	81.3%	10.4%	8.3%
	2012	81.4%	7.0%	11.6%
	2011	71.8%	7.7%	20.5%
	2010	85.4%	4.9%	9.8%

Note: The number in each cell reflects % of respondents selecting the relevant option in 2013 (Not Applicable, Yes, No).

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

Question	Constabulary						Employee						Authorised Officer					
	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O
	4201	677	957	239	113	39	855	93	142	65	45	8	25	7	7	2	2	1
6.1: Staff in my workgroup respect employee diversity	85.5%	81.9%	81.7%	83.3%	77.0%	71.8%	81.1%	75.8%	84.2%	80.0%	80.0%	75.0%	60.0%	85.7%	57.1%	-	-	-
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.9%	78.8%	80.7%	80.7%	77.9%	61.5%	84.9%	84.8%	85.1%	80.0%	80.0%	75.0%	80.0%	85.7%	71.4%	-	-	-
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	71.7%	71.8%	69.3%	75.7%	69.9%	64.1%	66.3%	69.6%	67.4%	70.3%	68.2%	75.0%	68.0%	100.0%	57.1%	-	-	-
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	69.9%	69.6%	67.5%	76.2%	67.0%	64.1%	65.0%	68.1%	68.8%	67.7%	69.8%	75.0%	68.0%	100.0%	50.0%	-	-	-
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	66.2%	64.8%	61.7%	74.9%	63.7%	59.0%	59.5%	64.4%	63.1%	66.2%	65.1%	62.5%	64.0%	100.0%	42.9%	-	-	-
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	89.7%	90.2%	87.9%	89.5%	84.1%	89.7%	80.5%	80.6%	84.3%	78.5%	79.5%	62.5%	76.0%	71.4%	85.7%	-	-	-
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	83.8%	85.8%	83.1%	85.8%	82.3%	82.1%	75.1%	74.2%	85.1%	86.2%	82.2%	62.5%	76.0%	85.7%	83.3%	-	-	-
3.4: My supervisor treats staff with respect	84.3%	85.5%	83.6%	83.7%	85.0%	84.6%	76.2%	75.3%	83.0%	90.8%	77.8%	75.0%	72.0%	85.7%	85.7%	-	-	-

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. Coloured numbers indicate statistically significant differences occur between the highest and lowest scoring cross tabulated categories (refer to section 3.3 for the criteria used to determine statistically significant differences). Green indicates the highest scoring demographic combination on the respective question, and red indicates the lowest scoring demographic combination. Blank cells indicate less than 5 respondents.

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

1. The small group of Maori Authorised Officers tend to hold the most positive view on the majority of the 'Respect and Integrity' questions (n=7) whereas the small group of European Authorised Officers tend to hold the least favourable view in relation to the safe reporting as well as effective handling of inappropriate workplace conduct (n=7). This group of staff are also the most negative in their appraisal of a workplace culture that respects diversity in general. In both cases, as the groups are very small, one individual's response would have a large impact on the overall group results, and these extremely scores should thus be read with caution.
2. Constabulary staff across various ethnic groups tend to hold the most positive perception that their colleagues behave in accordance with NZ Police values. A number of ethnic minority groups (Pacific staff – Constabulary and Employees, Maori Constabulary staff and Maori Authorised Officers) appraise their supervisors very highly regarding value-driven day-to-day behaviours. Employees in the 'Other Ethnic Groups' however tend to hold the least favourable view on the day-to-day living of NZ Police values demonstrated by both their colleagues and supervisors. Once again, the 'Other Ethnic Groups' employees combination is a very small group, whose results should be read with caution.
3. 'Employees' of various ethnic groups (Pakeha, Maori and Europeans) tend to show the strongest level of awareness regarding who to contact when reporting inappropriate workplace conduct. Constabulary staff in 'Other Ethnic Groups' on the other hand show the lowest level of awareness in this area.
4. Regarding respectful workplace behaviours, Pakeha constabulary staff are the most positive in their perception that their colleagues respect workplace diversity. In terms of respect shown by supervisors, Pacific employees are the most positive in their appraisal of their supervisors, whereas Pakeha authorised officers hold the least favourable view.

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

Question	Pakeha		Maori		Europeans		Pacific Peoples		Asian Peoples		Other Ethnic Groups	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
	1384	3697	213	563	252	854	71	235	39	121	10	38
6.1: Staff in my workgroup respect employee diversity	82.9%	85.2%	78.8%	82.1%	81.9%	81.9%	83.1%	81.7%	82.1%	76.0%	40.0%	81.6%
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	83.4%	82.0%	79.0%	79.8%	79.6%	81.6%	76.1%	82.1%	74.4%	80.2%	60.0%	63.2%
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.3%	72.4%	63.1%	75.1%	60.8%	71.4%	73.2%	74.8%	60.5%	71.9%	70.0%	63.2%
6.4: 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)	63.5%	71.2%	61.5%	72.8%	58.9%	70.1%	70.4%	75.3%	56.8%	70.8%	70.0%	65.8%
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.1%	67.0%	57.1%	68.1%	56.6%	63.3%	71.8%	73.2%	45.9%	69.4%	50.0%	63.2%
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	83.0%	89.9%	84.6%	90.6%	84.4%	88.3%	81.7%	88.9%	73.7%	85.1%	70.0%	89.5%
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	78.6%	83.7%	77.4%	87.0%	82.4%	83.6%	84.5%	86.4%	79.5%	83.5%	70.0%	81.6%
3.4: My supervisor treats staff with respect	79.5%	84.1%	77.4%	86.9%	83.2%	83.7%	85.9%	85.1%	82.1%	83.5%	80.0%	84.2%

Note: Comparisons are made across the cross tabulated categories for each row. Coloured numbers indicate statistically significant differences occur between the highest and lowest scoring cross tabulated categories (refer to section 3.3 for the criteria used to determine statistically significant differences). Green indicates the highest scoring demographic combination on the respective question, and red indicates the lowest scoring demographic combination.

Key Insights – Gender and Ethnicity

1. Male Pacific staff generally hold the most positive view on 'Respect and Integrity' questions, scoring the highest on the questions related to inappropriate workplace conducts (the confidence that they can safely raise these issues as they arise, and the confidence that these issues will be dealt with appropriately). This group also holds the highest opinions regarding the value-driven behaviours demonstrated by supervisors.
2. Females in the 'Other Ethnic Groups' tend to score the lowest in respect to value-consistent behaviours demonstrated by their colleagues as well as by their supervisors. This group also holds the most negative view regarding the respect shown by staff towards 'workplace diversity' in general. Note that due to the small size of this group, individual responses can have a large impact on the overall group results, and thus extreme scores should be read with caution.
3. Female Asian staff as well as female European staff feel the least safe about reporting incidents of harassment, bullying, discrimination or other inappropriate conduct. In addition, female Asian staff also feel the least confident that inappropriate workplace conduct will be dealt with effectively (only 45.9% responded 'agree' or 'strongly agree' on this question).

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 5 responses (shaded grey below).

Gender

Female	Male	Total
2705	6158	8863

Constabulary /Employee/Authorised Officer x Gender Cross Tabulation

	Female	Male
Constabulary	1146	5265
Employee	1540	817
Authorised Officer	19	76

Rank/Level x Gender Cross Tabulation

		Female	Male
Constabulary	Female - Constable	962	3687
	Female - Sergeant	125	1008
	Female - Senior Sergeant	36	326
	Female - Commissioned Officers	23	244
Employee	Female - Band A – F	1263	452
	Female - Band G – J	224	292
	Female - Band 1 & above	53	73

Span of Control x Gender Cross Tabulation

	Female	Male
No Reports	2391	4718
Under 10 reports	203	855
Between 10 and 50 reports	93	444
Over 50 reports	18	141

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

	Female	Male
Full Time	2292	6111
Part Time	413	47

Tenure x Gender Cross Tabulation

	Female	Male
Under 5	818	1333
5 - 10	803	1535
10 - 15	432	1037
15 - 20	346	764
20 - 25	167	530
25 - 30	97	429
30 - 35	20	255
Over 35	22	275

District/Service Centre x Gender Cross Tabulation

	Female	Male
Executive and Support	27	31
Crime	76	175
Financial Crime Group	17	32
International Services	11	15
Org Financial Crime Agency NZ	24	56
Prevention	5	14
Canterbury District	162	527
Central District	130	410
Eastern District	94	295
Southern District	120	312
Tasman District	75	232
Wellington District	220	498
National Intelligence Centre	33	19
Communication Centres	302	176
Operations Support	13	17
Police Prosecutions	107	168
Tactical Groups	3	60
Finance	21	25
Human Resources	110	63
ICT	46	158
Strategy, Policy & Performance	38	23
Training Service Centre	60	129
Road Policing	59	112
Auckland City Dist	191	520
Bay Of Plenty Dist	142	405

Counties/Manukau District	276	682
Northland District	73	198
Waikato Dist	123	378
Waitemata Dist	147	428

Functional Group x Gender Cross Tabulation

	Female	Male
Airport	0	37
Communications	303	173
Community Policing	60	197
Corporate Support	464	224
District Management	20	183
Finance	26	17
Frontline support	101	251
General Duties	357	1756
HR/ Training	122	178
ICT	38	159
Intelligence	216	159
Investigations	327	1111
Legal	11	7
Liaison	6	31
Other	39	56
Overseas	8	9
Policy	33	56
Prosecutions	112	173
Road Policing	141	687
Specialist teams	58	380
Vetting	12	15
Watchhouse	149	58
Youth	102	241

Ethnicity

Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	Total
5081	777	1106	306	160	48	8863

Constabulary /Employee/Authorised Officer x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
Constabulary	4201	677	957	239	113	39
Employee	855	93	142	65	45	8
Authorised Officer	25	7	7	2	2	1

Ethnicity x Gender Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups
Female	1384	214	252	71	39	10
Male	3697	563	854	235	121	38

Appendix 2: Questionnaire

The NZ Police Workplace Survey 2013 is made up of 66 rating scale questions grouped into 11 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. Quality and Excellence

- 2.1: NZ Police delivers on the promises it makes to its customers
- 2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
- 2.3: NZ Police's systems and processes enable me to do my job well
- 2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done

3. 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: I have confidence in my supervisor
- 3.6: I get regular feedback on my performance from my supervisor (formal/informal)

4. My Work Group

- 4.1: People I work with cooperate to get the job done
- 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 feel part of an effective work group
- 4.5: The way work is allocated in my workgroup is fair

4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police

5. My Job

- 5.1: The responsibilities of my job are clearly defined
- 5.2: I know how my work contributes to the effectiveness of NZ Police
- 5.3: My job gives me a sense of personal achievement
- 5.4: I have the tools and resources I need to do my job
- 5.5: I am sufficiently involved in decisions that affect the way I do my job
- 5.6: I am satisfied with my physical work environment
- 5.7: The level of work-related stress I experience in my job is acceptable
- 5.8: I am able to maintain a balance between my personal and working life
- 5.9: The pay and benefits I receive are fair for the work I do
- 5.10: I understand how my performance is measured
- 5.11: My performance is fairly assessed

6. Respect & Integrity in the Workplace

- 6.1: Staff in my workgroup respect employee diversity
- 6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination
- 6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 6.4: 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)
- 6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately
- 6.6: 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: Not Applicable, Yes, No)

7. Learning and Development

- 7.1: NZ Police provides adequate training for the work I do
- 7.2: The work I do makes good use of my knowledge and skills
- 7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police
- 7.4: I am encouraged to try new ways of doing things
- 7.5: There are career development opportunities for me in NZ Police
- 7.6: There are learning and development opportunities for me in NZ Police

8. Performance and Feedback

- 8.1: NZ Police expects high standards of performance from its people
- 8.2: People are held accountable for their performance in my work group
- 8.3: Poor performance is dealt with effectively in my work group

9. Recognition

- 9.1: I get recognition when I do a good job
- 9.2: We celebrate success in NZ Police
- 9.3: NZ Police has appropriate ways of recognising outstanding achievement
- 9.4: I feel my contribution is valued in NZ Police
- 9.5: People here are appointed to positions based on merit

10. Final Thoughts

- 10.1: Overall, I'm satisfied with my job
- 10.2: Overall, I would recommend NZ Police as a great place to work
- 10.3: I take an active interest in what happens in NZ Police
- 10.4: I feel inspired to go the extra mile to help NZ Police succeed
- 10.5: I feel a sense of commitment to NZ Police
- 10.6: NZ Police inspires me to do the best I can in my job every day

11. The Survey – Your Views

- 11.1: I believe actions will be taken based on the results of this survey
- 11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group
- 11.3: My supervisor has actively involved our work group in making changes as a result of the last survey

12. Open Ended Questions

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