



State Services Commission
Commission of Inquiry into Police
Conduct

Change management programme progress report
Fourth phase of review, 2011/12



Helene Quilter
State Services Commission
PO Box 329
Wellington 6140

11 April 2012

Dear Helene

State Services Commission – Commission of Inquiry into Police Conduct

In accordance with the terms of our engagement letter, we attach our final report on the fourth phase review of the Commission of Inquiry into Police Conduct for your discussions with New Zealand Police.

If you require any clarification or further information, please contact me on (04) 462 7182.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Debbie Francis', written in a cursive style.

Debbie Francis
Partner

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1. NZ Police statement



NZ Police's statement regarding the fourth phase review of the Commission of Inquiry into Police Conduct

New Zealand Police aspires to be the best in the world in terms of keeping people safe and preventing crime. We are committed to putting our Police people in front of New Zealanders through enhanced accountability, modern technological innovation and an increasingly dynamic service delivery model. The changes that are taking place are arguably some of the most significant reforms ever within New Zealand Police.

In the medium term, Police will deliver a 13% crime reduction in a social environment that will be testing. We will also deliver 19% less prosecutions (not including traffic) through the Justice system. In order to achieve these goals and keep New Zealanders safe at a time where there is no more investment in Police, it requires the organisation to think differently about how we add value and how we keep New Zealanders safe.

Therefore Police are seeking to deliver a 'different' way of Policing which is one that is focussed on preventing crime rather than just being excellent in terms of investigating and responding to crime. We will also change our approach to crime by an enhanced focus on victims. Whilst there will be an alignment in terms of leadership, training and accountability, a critical change is the way we think about our job - prevention and victims will be at the forefront.

In 1829, Sir Robert Peel ventured to say that the Police are the community and the community are the Police. That principle stands true today. The New Zealand Police seeks to represent their community appropriately, not because this is a 'tick in the box' exercise, but because the Police can only operate with the trust, confidence and support of the community they serve. In fact, trust and confidence in Police is one of the most important measurements.

In seeking to professionalise our organisation and to ensure that we are trusted by the community, we must develop our capability and leadership within the organisation and reflect the community we serve. Our key focus is to significantly lift the standard of leadership and management within the New Zealand Police. We are a 24/7 organisation which relies on devolved accountability in 380 locations. We back ourselves to have the highest engaged leadership within the public service. Whilst difficult from where we sit now, we are committed to ensuring that this organisation is supported and trusted by the public we serve.

*Peter Marshall
Commissioner
New Zealand Police*

2. Background, approach and scope



The annual SSC reviews of Police change management effectiveness originate from the 2004-7 Commission of Inquiry into Police Conduct

Background

In 2004, then Prime Minister the Right Honourable Helen Clark established a Commission of Inquiry into Police Conduct (COI) to carry out a full, independent investigation into the way in which the New Zealand Police (Police) had dealt with allegations of sexual assault by members and associates of the Police.

The COI reported its findings and recommendations in April 2007. The Commissioner of Police fully accepted the findings in the report and committed to implementing the COI's recommendations. He asked the State Services Commissioner to provide him with advice in relation to recommendations 37 and 59 of the COI report, to ensure that the resulting work programme was undertaken in accordance with best practice in the State Sector.

The State Services Commission (SSC) then conducted reviews in 2007, 2008-09 and 2010 in relation to the COI report's recommendations.

Initial review: 2007

The initial review of Police's responses to the recommendations was completed by the SSC in 2007. This resulted in:

- The development of a “good practice performance management framework”, which identified elements to consider when measuring Police's progress in integrating performance management into the human resources function; and
- A review of the Police change management approach, with an emphasis on the leadership dimension and an interim assessment of change management effectiveness.

PricewaterhouseCoopers (PwC) worked with the SSC and Police in relation to this latter point. The 2007 evaluation found that change management was at an early stage and would require continued efforts, with a particular need to gain traction with middle managers and frontline staff.

The annual SSC reviews of Police change management effectiveness originate from the 2004-7 Commission of Inquiry into Police Conduct (continued)

Second review: 2008-09

The SSC undertook a second review in 2008, considering recommendations 37 and 59 together. The review involved:

- An assessment of Police's disciplinary processes in line with best practice; and
- Further evaluation of the progress/status of the change management programme to date, as the implementation was more advanced.

The report on this second phase of review confirmed the following high-level findings:

- The COI change programme was consistent with State Sector good practice;
- Significant progress had been made in triaging and project managing key change initiatives to the extent that an excellent foundation for organisational culture change had been laid;
- The next phase of change needed to be tightly focussed on implementation and management issues, particularly at the non-Commissioned staff level (Constable/Sergeant/Senior Sergeant); and

- The many current change initiatives (both COI-related and broader) should be simplified and reprioritised. Repositioning changes as business as usual rather than “projects” would send a clear message across the organisation.

As Police built on improvements made in cultural-shift, the organisation continued to face other major challenges, including resource utilisation and value for money pressures. These challenges reinforced the need for streamlining and the normalisation of COI-related change.

The second review concluded that, although the attitudes of those interviewed were largely positive, Police success in embedding changes into line management or business as usual could not be taken for granted at that time. There was a need to remain diligent and to keep the rationale for change fresh, urgent and relevant at all levels in the organisation. The review also suggested that the monitoring regime by SSC should move to a results-based approach.

The annual SSC reviews of Police change management effectiveness originate from the 2004-7 Commission of Inquiry into Police Conduct (continued)

Third review: 2010

The third review of Police's progress was again structured around SSC's good practice performance management framework, being:

- A comprehensive performance management system;
- An organisational culture of integrity and performance; and
- The attitudes and skills of leaders.

Two further dimensions were included in order to address the issues raised in prior reviews:

- Change management practice and performance; and
- Employment relations practice and performance.

This review was driven from a business as usual perspective to gauge whether change initiatives had really gained traction within Police, or whether they were still viewed as COI-related "projects".

Rather than provide further recommendations, the report was framed around a series of practical management suggestions relating to the five dimensions above. The overall assessment of this review was that the case for change was clear to Police leadership, but not to frontline Police. While Police may have complied with the COI recommendations technically, this had not been matched with a shift at the "hearts and minds level" throughout the organisation.

The 2011/12 review takes a new approach, building on the findings of the previous reviews and focussing on the priority areas for Police

Current review: 2011-12

A change in approach was agreed between the State Services Commission and the Commissioner of Police for the 2011/12 review. The key objectives for the current review are to:

- Review and baseline the current state performance levels across the priority areas for Police (as agreed with SSC) as a set of qualitative and quantitative measures against which future reviews can assess progress; and
- Increase the ownership and responsibility of Police to deliver on the change management outcomes.

The 2011/12 review has thus been modified to reflect this new approach. This year we have departed from the five dimensions identified in the good practice performance management framework that SSC developed during the first review in 2007.

The key focus of the current review has been to review and evaluate the current performance of Police in several key dimensions where a need for improvement was previously identified. These dimensions are regarded by Police executive as the “vital few” that will drive improvements in culture and behaviours. The information and data provided this year will serve as the baseline measures for future reviews and to assess performance against the set targets.

This report also briefly evaluates whether the performance of the current state and the direction set by executives can be expected to deliver the anticipated results, including whether the targets that Police has set for itself are realistic and achievable.

This latter assessment is partly subjective in nature. Change management is far from an exact science, and traceability of findings back to hard evidence is not always possible. Objective analysis has been balanced here with more subjective assessments based on our experience with organisational change, including planning, managing and evaluating large-scale change in highly accountable public sector entities.

The vital few dimensions at the heart of culture change have been distilled into dashboard-style summaries which will provide the baseline for future reviews

Scope

This 2011/12 review focuses on the following priority areas. These areas have been agreed between the State Services Commission and the Commissioner of Police as critical to ongoing behaviour change. All of these dimensions link closely to the findings of earlier reviews.

- **Leadership and change**
 - Refreshing the Police case for change by using Workplace Survey results as the vehicle to present the COI findings in the current context;
 - Improvement in staff engagement results in 2012; and
 - Visibility of the Police executive team by the frontline.
- **HR strategy and capability to support integrated change**
 - The career progression of women within the Police; and
 - Talent development – specifically building talent.
- **Performance management**
 - Active management of poor performance at all levels.
- **Lifting trust and confidence in complaint investigations**
 - Disciplinary process speed and outcomes particularly as they relate to key matters of integrity, such as inappropriate relationships.

For each of the above focus areas, PwC has assisted SSC in:

- Undertaking interviews with the Police Executive Committee and key staff (such as senior women staff);
- Facilitating workshops with the Police COI team to develop and refine current state and future state descriptions of each of the above in-scope areas along with performance measures for improvement;
- Undertaking a desktop review of information provided by Police to evaluate and develop base-line measures for each focus area to be used in subsequent reviews; and
- Evaluation and agreement on the base-line measures and methods to measure shifts against them in subsequent reviews.

The following have been specifically excluded from the scope of this 2011/12 engagement:

- An assessment of detailed performance management processes and other human resource processes;
- An assessment of the disciplinary processes carried out formally or informally by Police; and
- Workshops, interviews and surveys with Police staff beyond the Police Executive, Human Resources and Organisational Development staff, and senior women as required.

The dashboard summaries should be read in conjunction with other Police planning documents

The format of this report

Included in this report are summary plans for each of the focus areas identified above. These summaries briefly describe the current state position, the future state sought by Police over a five year horizon to 2017 and the key measures against which performance can be assessed.

These have not been designed by Police to be formal intervention logics or outcome frameworks. Rather they are intended as practical, dashboard-style summaries which align closely with Police's wider strategy, planning and management reporting frameworks and which can be used as a baseline for subsequent reviews of progress. The intention has been to align targets and reporting requirements as far as possible with other planned targets in order to reduce imposing any additional reporting.

PwC has worked with Police staff to co-produce these "dashboards". We are generally satisfied that the current and future state descriptors capture the critical shifts in practice and performance required in each of the identified areas. A number of the targets set by Police are aspirational in nature. We expand on this in Section Four below.

The link to business as usual for Police

These dashboard summaries should be read in conjunction with other Police planning documents; most importantly the Strategic Plan and Workforce Strategy 2011-15. The intention here has been to help embed COI-related changes into business as usual planning and management activity, rather than reinforcing the tendency of Police to "projectise" these changes, which has been unfavourably commented on in earlier reports.

The challenge

The "behavioural" nature of the dimensions under review also entails some challenges in setting appropriate targets and metrics and in establishing the optimal balance between quantitative and qualitative targets.

Police engagement

We wish to acknowledge the thoughtfulness, candour and willingness to engage shown by the Police staff with whom we have worked in the course of preparing this report. We have developed, over the years, considerable respect for the inherent level of difficulty entailed in implementing change within Police.

3. The context

Police in 2012



New Zealand Police is commonly considered to be one of the best-performing police services in the world

Although Police face current challenges with regard to financial sustainability, and a number of sub-optimal aspects of culture that have been traversed in prior reviews, as an organisation Police overall has had a strong track record of success. This section outlines achievements to date and the platform these provide to support ongoing behavioural change.

Policing in New Zealand operates largely by popular consent. The principle of policing put forward by Robert Peel in 1829, when London's Metropolitan Police first began walking the beat, that "the police are the public and the public are the police" remains as relevant in 21st century New Zealand as it was in 19th century Britain. It suggests policing of the public by the public and emphasises how a police service like New Zealand's is made up of people who have taken on a personal responsibility for protecting their fellow citizens, with and through the support of their communities.

The style of policing that has developed in New Zealand because of the close relationship between Police and the public has many positive features. For example, a characteristic of New Zealand policing that is admired by many and contributes to a sense of national identity, is having a police service that does not routinely carry firearms.

Police has earned a solid reputation internationally and domestically for the community-oriented style of its policing. The basis of this reputation is the willingness of Police to understand and be informed by community interests; the shift to a "problem solving" approach to trends in crime as opposed to pursuing a singular strategy centred on the enforcement of law.

Another defining feature of Police is its national coverage, rather than, as in most other jurisdictions, regional or local forces operating their own policing services. This national model avoids some of the jurisdictional clashes and duplications evident in other countries and creates a solid foundation for moving the policing practice forward on a consistent basis. This does not preclude a strong local focus and meaningful connections between Police and communities at the local level.

A whole of country approach also avoids the danger of policing decisions being made solely on the basis of local wishes. Overly localised approaches in other jurisdictions have created variations in practice which can undermine public certainty and reduce respect for police. Police has maintained a national overview, and strong operational independence about where, when and how to deploy Police resources.

The respect of Police for human rights and diversity is also well-established in comparison to many other jurisdictions. Constables take an oath to protect other citizens "without favour or affection, malice or ill-will" and have specific statutory duties to act in ways consistent with the Bill of Rights Act 1990 and the Human Rights Act 1993. While the events leading to the COI were unquestionably serious, Police has generally not been embroiled in the systemic scandal and corruption seen in other jurisdictions.

New Zealand Police is commonly considered to be one of the best-performing police services in the world (continued)

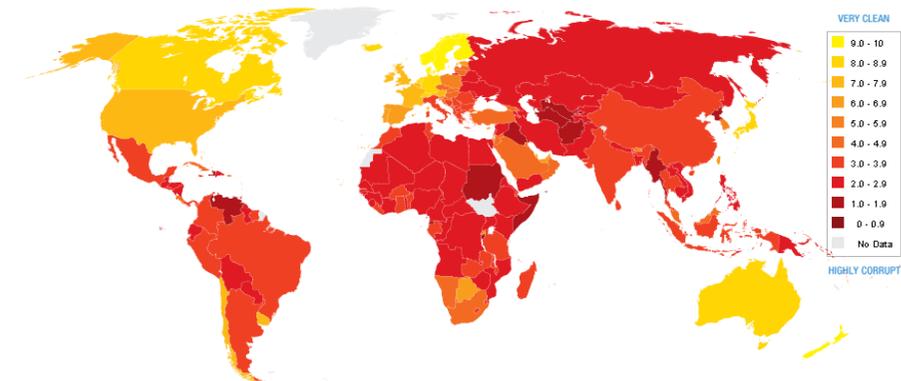
Police has an oversight mechanism in the Independent Police Complaints Authority (IPCA). While care has been taken not to undermine the actions of the Police Commissioner to exert discipline within the organisation, the IPCA does provide a check against the type of leadership failures that have been evident in some overseas Police agencies.

Police maintain a constant vigilance against the perception of compromise. The political neutrality of Police is an important part of our constitution, and their operational independence, linked to the independence guaranteed to all Police Constables, is continually protected. This principle was recently reinforced as a statutory principle of policing in the Policing Act of 2008.

Those who serve in Police are expected to model high standards of ethics, integrity and conduct. This is a legitimate expectation of those who hold coercive powers. These expectations have been well-researched in New Zealand, and the professional standards the public expects of Police well communicated. Once again, we have avoided the not infrequent incidences of systemic fraud and malfeasance of Police in other jurisdictions.

Trust and confidence in policing is a key contributor to perceptions of corruption-free public services. In this regard Police plays an important role in maintaining New Zealand's clean rating in the Corruption Perception Index, as shown in Figure 1.

Figure 1: New Zealand's rating on the Corruption Perception Index 2011.



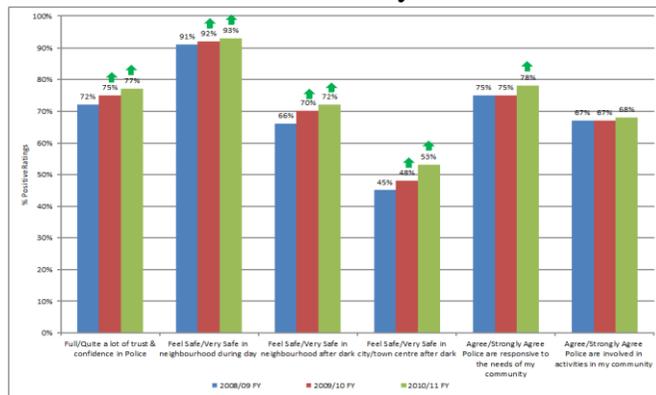
Source: Transparency International, Corruption Perceptions Index, 2011.

Public trust and confidence in Police has continued to increase in 2011, in line with long term trends

The findings from the 2011 Citizens' Satisfaction Survey of public expectations and satisfaction levels with Police were again very positive about Police (see Figure 2). This has been the consistent overall trend since 2008, as shown in Figure 3.

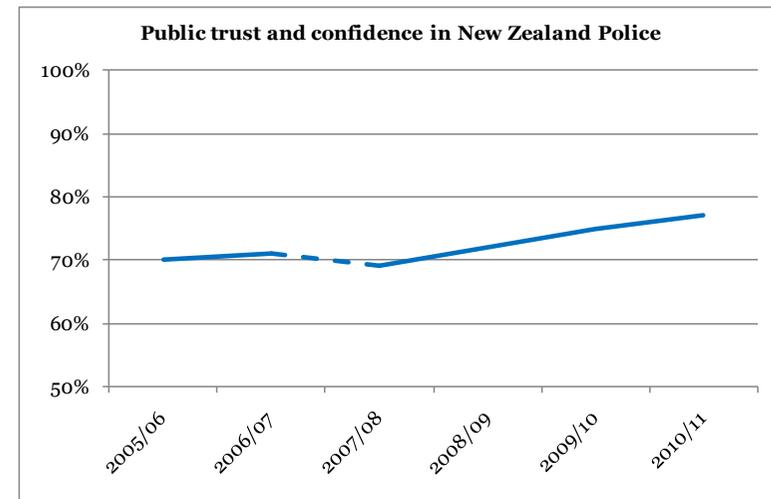
The sponsoring Assistant Commissioner has commented that "It is especially significant that we often have contact with people during stressful periods... yet obviously many people end up being satisfied with the encounter." Of the 9,973 citizens interviewed, 77% had a lot or quite a lot of trust and confidence in policing. 82% of citizens who participated in the survey reported being satisfied or very satisfied with service delivery from Police.¹

Figure 2: The annual Citizens' Satisfaction Survey 2011 shows improved trust and confidence in Police, perceptions of safety and Police's role in the community.



¹ Source: New Zealand Police Citizens' Satisfaction Survey Final Report for 2010/2011

Figure 3: Trend in public trust and confidence in Police since 2004/05²



² Source: New Zealand Police Citizens' Satisfaction Survey Final Report for 2010/2011

Public trust and confidence in Police has continued to increase in 2011, in line with long term trends (continued)

The recent Mood of the Nation Survey by UMR research³ also shows that New Zealanders:

- Have become more optimistic about prospects for policing (40% think it will get better, up 7% on 2010);
- Are not choosing crime and violence as their ‘most important issue’ as frequently as in the past. The current figure (4%) is the lowest since the survey began in 2001;
- Have confidence in the Police; up 5% on 2010 and 19% since 2005;
- Have high occupational respect for Police; and
- Rate Police as the second placed government department (with 78% approval of overall performance), behind the NZ Fire Service.

While some of these recent results may be positively affected by recent events, such as the Canterbury earthquakes, it is worth noting how difficult it is for Police to maintain this strong public image and brand. Research undertaken in support of the Policing Act Review in 2007/8 showed that Police is generally well regarded and enjoys high levels of public goodwill. However, findings included the following:

- Police, like other institutions of the state, is under far higher public scrutiny than in the past. While public trust in institutions has generally declined, expectations of Police are extremely high. Victims and the public expect Police to be responsive and empathetic to their situation no matter how minor the incident may appear to Police, who continually have to prioritise responses to a wide range of incidents;
- Trust and confidence in Police is strongly driven by media representation and personal experiences. An even slightly negative experience with Police has a far greater impact than a positive one in shaping an individual’s view of Police performance;
- Growth in the demographics (younger people, ethnic minorities and people from lower socio-economic backgrounds) that are more likely to hold negative perceptions of Police. This suggests Police face significant “brand” challenges in areas such as Auckland, where there are high concentrations of all three groups; and
- Police also take public responsibility for a lot of public policy which becomes acute in relations with some sections of the community (for example, young people and alcohol or cannabis, Māori and laws relating to estates including ownership of corpses).

³ UMR Annual Review Mood of the Nation, Issues No. 9, January 2012

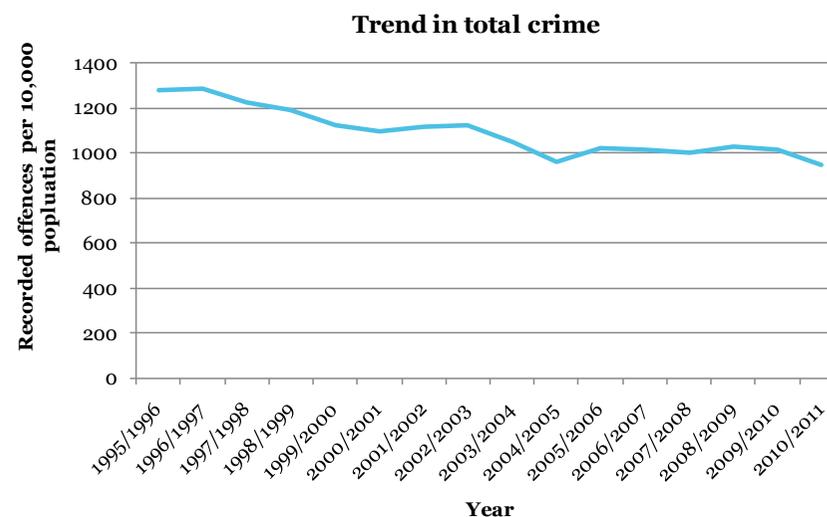
Public trust and confidence in Police continued to increase in 2011, in line with long term trends (continued)

To further compound these challenges, New Zealand also shares the inverse relationship evident in other western jurisdictions between falling levels of actual crime and stubbornly high levels of fear of crime. The public perceptions, fuelled by media, of the deteriorating civility of neighbourhood life, spiralling anti-social behaviour, ruthless and globally serious and organised crime, are all to some extent true, but the solid achievements by Police made in all these areas are much less well publicised or believed.

Indeed, crime in New Zealand is reducing. Over the past 16 years total crime has decreased in both net terms and per head of population. Figure 4 shows the downward trend in total crime from 1995/96 to 2010/11.

Taken together, these considerations paint a picture of an impartial, corruption free, independent and high-performing police service. No police organisation will ever be perfect, just as no society can ever be, but the record of performance and the culture of Police are something of which New Zealanders can be proud.

Figure 4: Trends in total crime 1995/96 – 2010/11⁴



⁴ Source: New Zealand Police: A Summary of Recorded and Resolved Offence Statistics, Police National Headquarters October 2011

Police has established a strong platform for further change

A number of achievements have been secured that provide a sound platform to support the more transformational changes now required to secure financial sustainability and to embed lasting cultural and behavioural change.

Police Strategic Plan

The Police Strategic Plan 2011-2015 reflects a vision for Police to “build safer communities together” and outlines strategies in support of its mission to be a world-class Police service working in partnership with communities to prevent crime and road trauma, enhance public safety and maintain public order.

The delivery of this strategy will achieve the Government and Ministers’ priorities of prevention and demand reduction, reducing harm, reassuring communities, and improved operational and financial performance to ensure that everyone in New Zealand feel safe.

The Police Model which will deliver on these objectives includes:

- **Prevention First** – putting prevention at the front of Policing. Placing greater emphasis on prevention to achieve a sustainable reduction in crime, road trauma and anti-social behaviour is necessary, while responding, investigating and resolving crime and crashes will still be critical elements;
- **People and Victim Focus** – putting victims and witnesses at the centre of response. This means that Police will focus on opportunities to improve the quality of service provided, particularly to victims and witnesses; and

- **Continuous improvement** – which involves initiatives such as Policing Excellence, External Relationships, Leadership Excellence, Direction and Delivery, People Development and Financial and Resource Management.

The plan, while complicated by being expressed through multiple documents, initiatives, models, projects and plans, appears in essence to be accepted by staff and Police managers. Its general settings appear durable in the medium-term and accommodate Government’s current priorities for both Police and the wider Justice Sector.

Code of Conduct

In 2007, in response to the findings and recommendations of the COI, the Commissioner of Police launched a programme of behavioural and attitudinal change intended to reshape aspects of the culture developed over 120 years of Police. Key milestones in the COI-related change programme have included:

- The introduction of a Code of Conduct for all Police employees;
- The introduction of a more conventional, employment law-based disciplinary system;
- Training in ethics and contemporary policing;
- The development of new approaches to performance management; and
- The use of a formal Workplace Survey to measure and monitor staff attitudes and concerns.

Police has established a strong platform for further change (continued)

Implementation of the Code of Conduct has been successful. Attitudes and behaviours across the organisation as indicated in the Workplace Survey have improved.⁵

Policing Act 2008

A new Policing Act was passed in October 2008 with cross-party political support. The legislation provided the statutory foundations for Police to undertake further change by, amongst other things:

- Confirming the general functions of Police and establishing guiding principles for policing;
- Providing measures to support Police to continue its movement to a mainstream employment relations environment;
- Enabling the Commissioner to support Constabulary staff by authorising designated categories of staff to exercise targeted police powers (e.g. jailers and escorts, guards, transport enforcement officers and specialist crime investigators); and
- Strengthening the Commissioner's accountability for Police performance.

⁵ Source: *Police Workplace Survey 2011: Report of Findings*, JRA, 18 Jul 11

Policing Excellence

The current thrust of Police strategy is to move policing from a strongly enforcement-centred model in which the main job of Police is to catch criminals, towards a more proactive, community-embedded, preventive model in which Police also address the drivers of crime.

As a commentator put it; “the Police service is like someone standing on the bank of a fast-flowing river. There are people struggling in the water and more coming down with the current. Do you go in to rescue the ones you can see or do you run up the bank and see who is throwing them in?”⁶

The answer is both, but given fiscal pressures on the wider Justice Sector, Police see the importance of moving the pendulum to better balance the Justice Sector and Police focus on being tough on the causes of crime.

Bringing criminal justice volumes under control will require such a balance between reactive and preventive policing. Historically, New Zealand's dominant model of policing has been based on a reactive and enforcement-based mindset. This strategy is premised on the notion that improved detection will deter offending and prevent crime. Despite significant increases in arrest, prosecution and incarceration rates over the last decade, with concomitant increases in Justice Sector expenditure, there has been only limited success in preventing crime and in reducing fear of crime in our communities.

⁶ Sir Ian Blair (*Metropolitan Police Commissioner, London*), *Richard Dimbleby Lecture, 2005*

The focus on the strategic change programme known as Policing Excellence has been widely adopted by senior managers

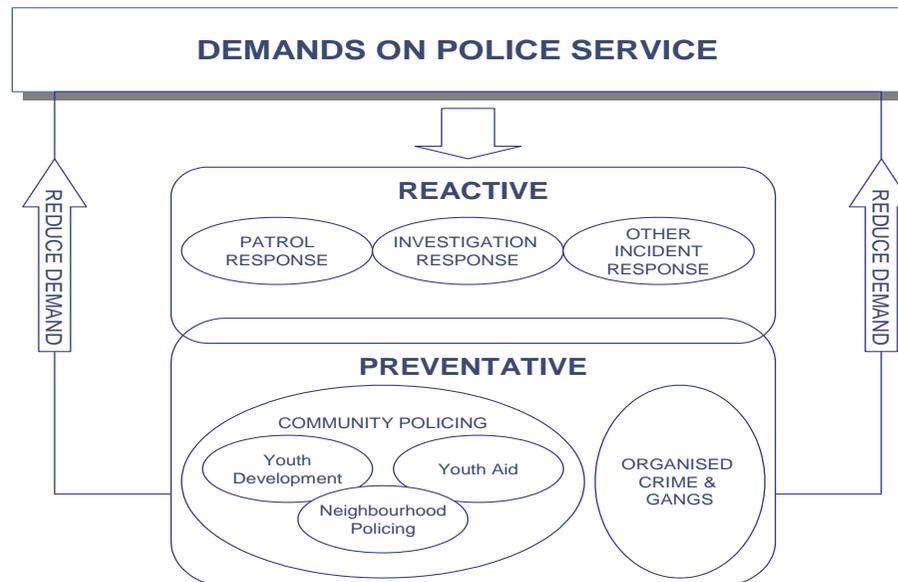
While crime prevention methods can never be a substitute for effective enforcement, research shows that a targeted investment in intelligence-based community policing can have major impact on preventing crime and thus on reducing overall fiscal pressures within the criminal justice system.

To have an effect on preventing crime, it is necessary to reduce, disrupt or prevent criminal activity by using approaches that are intelligence-based and focussed on known risk factors for criminality, in order to allow for intervention before crime happens. This is as important in reducing sophisticated, organised crime as it is in reducing neighbourhood crime.

To some stakeholders, community policing may appear as a somewhat soft option, when compared to the traditional focus on enforcement. Youth and community police have sometimes been viewed as less skilled than other Constabulary staff. Under a model in which the pendulum moves in the direction of prevention, these frontline community police become the critical resource for working with targeted communities, agencies and groups to jointly problem solve to reduce crime. The changed workforce mix, greater mobility, access and visibility described in the previous section are fundamental to the success of these staff in neighbourhoods and communities.

An increased focus on crime prevention and community policing does not mean that Police will no longer target reactive work in areas such as drugs, organised crime and gangs. Rather, it enables a better balance to be struck between reactive and preventative policing, as shown graphically below in Figure 5. This will allow Police to make an impact on reducing crime rates and, by reducing demand, will ensure improved value for money in criminal justice expenditure.

Figure 5: The emphasis on preventative policing reduces the demands on Police service.



Policing Excellence is integral to changing the culture of Police

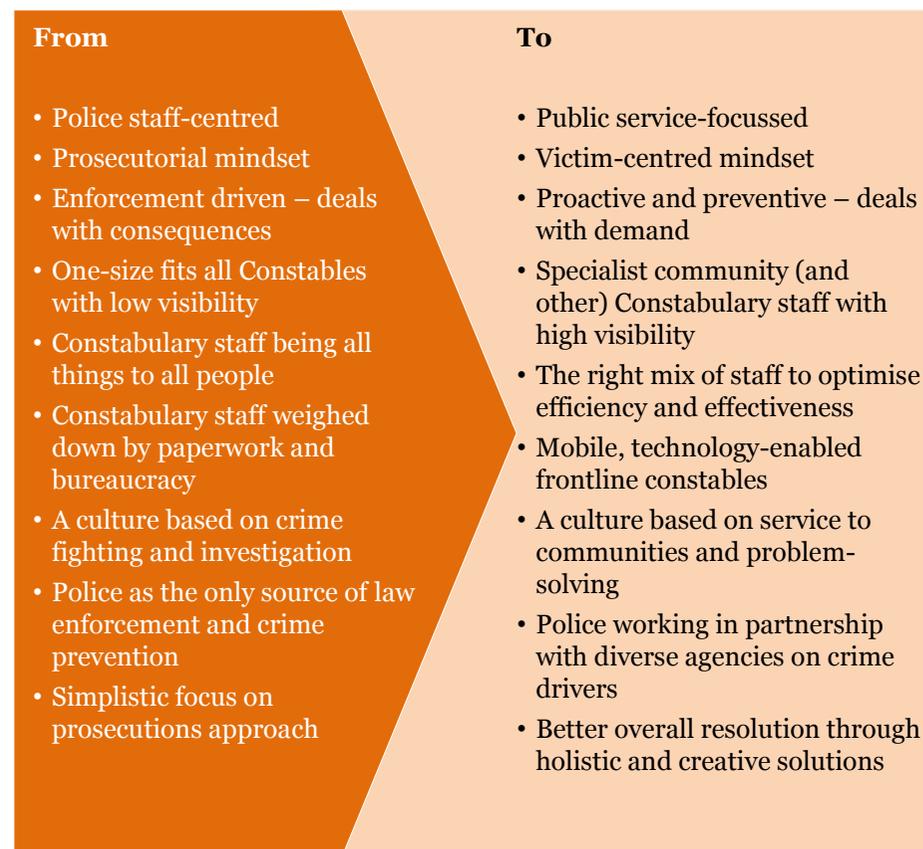
In summary, the key paradigm shifts within Police reflected in this desired future state include those shown in the diagram opposite (see Figure 6).

These key shifts have now been translated, by the Police Executive, into the Policing Excellence transformation programme and reflected in the Strategic Plan. As effective preventative policing is fundamentally premised on relationships, the Policing Excellence transformation is based on the same cultural bedrock of empathy, victim centricity and integrity as the COI-related changes.

Indeed, the challenge is now before Police to implement a single, joined up transformation programme aligned to its overall strategy, rather than, as has often been the case in the past, a series of atomised projects and initiatives.

The progress “dashboards” in the section that follows should be seen in this context. All measures should both reference ongoing COI-related change and align to the wider Police transformation programme, as reflected in its Strategic Plan.

Figure 6: Paradigm shifts for Police



4. Summary dashboards



Introduction to dashboards

For the 2011 review, the Police Commissioner asked the State Services Commission to look at Police baseline measures for the following areas in order that these measures provide the framing for future annual reviews:

- **Leadership and change**
 - Refreshing the Police case for change by using Workplace Survey results as the vehicle to present the COI findings in the current context;
 - Improvement in staff engagement results in 2012; and
 - Visibility of the Police executive team by the frontline.
- **HR strategy and capability to support integrated change**
 - The career progression of women within the New Zealand Police; and
 - Talent development – specifically building talent.
- **Performance management**
 - Active management of poor performance at all levels.
- **Lifting trust and confidence in complaint investigations**
 - Disciplinary process speed and outcomes particularly as they relate to key matters of integrity, such as inappropriate relationships.

This section provides a view of the current state of Police, with both qualitative and quantitative measures, against the above focus areas and future state targets to 2017. The target date of 2017 was set as this is ten years on from the initial COI report and the year COI annual reporting is due to end. The targets have been developed in collaboration with Police and validated with representatives of the Police Executive.

A large proportion of the baseline measures established focus on the results of the Workplace Survey 2011 as it is an indicator of staff perceptions within all levels and districts of Police. The dashboards have been developed with emphasis placed on:

- Building on the findings from previous reports;
- Comparisons being made with the wider State Sector where possible; and
- Ensuring there are links made with ‘business as usual’ strategies in Police; primarily the Strategic Plan 2011-2015 and the Workforce Strategy 2011-2015.

Certain components of the priority areas do not have specific baseline measures established as Police has expressed a desire to carry out a longitudinal study starting in 2012 comprising of a wing of recruits entering the Police College in 2012 with a peer matched group of Constables and Sergeants based on tenure. These components are indicated within each focus area. Baselines for these components will be established during 2012 for inclusion in the next review, currently expected in late 2012.

Summary dashboard – Police’s targets for 2017

The dashboard below provides the key indicators which demonstrate the most significant shifts for Police in each focus area. This will provide the Police executive with a high-level view of progress. This meta-dashboard should be read in conjunction with the narrative provided in the following pages. Note: this is a summary dashboard of key indicators only and future reviews will be looking at all indicators listed by focus area, as provided in the tables as shown on pages 26 -35.

1 Leadership and Change

A. Vision and Purpose and Communication and Cooperation category score (Vision and Purpose 1.1.3)

Target score is at least 70% and to be above the State Sector Benchmark

Target (2017)	Police will score at least 70% and be above the State Sector Benchmark in the Vision and Purpose and Communication and Cooperation category of the Workplace Survey.
Current (2011)	Police = 54.7% vs State Sector Benchmark = 59%.

B. Police staff engagement (Staff Engagement 1.2.3)

Target score is at least 77% and to be above the State Sector Benchmark

Target (2017)	Police will score at least 77% and be above the State Sector Benchmark for the the Engagement Index.
Current (2011)	Engagement Index for: Police = 70.5% vs State Sector = Benchmark 69.3%.

2 HR Strategy and Capability to Support Integrated Change

A. Women’s composition of the commissioned ranks of Police (Career progression of women 2.1.1)

Proportion of women in Police ranks in 2011 | Proportion of women in Police ranks 2017 (target)

Commissioned Officer	8.1%	10%
Senior Sergeant	10.7%	12%
Sergeant	10.7%	15%
Constable	20.1%	23%

Target (2017)	At least 10% of total Commissioned Officers will be women.
Current (2011)	8.1% of total Commissioned Officers are women.

B. The perception of promotions and advancements (Talent management 2.2.1)

Target (2017)	The Workplace Survey feedback will show an improvement: <ul style="list-style-type: none"> Police will score at least 70.3% and be above the State Sector Benchmark for the question that I understand how my performance is measured. Police will score at least 68.2% and be above the State Sector Benchmark for the question that the perception that performance is not fairly assessed. Police will score at least 60% and will show continuous improvement relative to the 2011 score for the question that people are appointed to positions based on merit.
Current (2011)	Perception that promotions and advancements are not based on merit seen in Police’s score for the following questions: <ul style="list-style-type: none"> I understand how my performance is measured: Police = 60.8% vs State Sector Benchmark = 70.3%. My performance is fairly assessed: Police = 60.3% vs State Sector Benchmark = 68.2%. People here are appointed to positions based on merit: Police 2011 = 43.7% (no State Sector Benchmark).

3 Performance management

Dealing with poor performance (3.1.4)

Target score will at least be above State Sector Benchmark

Target (2017)	Police will at least score consistently better year-on-year than the State Sector Benchmark for the measure ‘that poor performance is dealt with effectively in workgroups.’
Current (2011)	Police = 56.5%; and State Sector Benchmark = 54.8%.

Lifting trust and confidence in complaint investigations

Respect and Integrity in the Workplace (4.1.4)

Target score will show a year-on-year increase in relative to the 2011 score

Target (2017)	Police will at least score a year-on-year increase in the five key questions for the Respect and Integrity category in the Workplace Survey.
Current (2011)	Police scored an average of 68.1% overall for the five questions in the category of Respect and Integrity in the Workplace Survey (no State Sector Benchmark).

Focus area 1: Leadership and change

This focus area looks at refreshing the Police case for change by using the Kenexa/JRA Workplace Engagement Survey (Workplace Survey) results as the vehicle to present the Commission of Inquiry (COI) findings in the current context, showing improvement in staff engagement results in 2012 and increasing the visibility of the Police executive team by the frontline.

1. Vision and Purpose (refreshing the case for change)			
Focus area indicator	Where is Police now in 2011?	Where does Police want to be in 2017?	How will Police know they are getting there?
1.1.1 Change management momentum and coherence	<ul style="list-style-type: none"> It is now seven years since the commencement of the COI and five years since its report. It is becoming challenging for Police to maintain the relevance of the “case for change” in ethics and integrity matters under the COI mechanism. Consequently, the communication around “change” is now taking on the language of Police reform more generally so that change is positioned as a unified, coherent programme. This can be seen through the Police Strategic Plan 2011-2015 and the Police Model, launched in December 2011, which focuses on Prevention First, People and Victims and Continuous Improvements. The baseline measure will be established later in 2012 through the longitudinal study starting in 2012. 	<ul style="list-style-type: none"> A unified and dynamic communications and change management plan will have been implemented, connecting all COI-related change, Policing Excellence initiatives and key strategic initiatives. The specific 2017 target will be established later in 2012 through the longitudinal study starting in 2012. 	<p>A. Police has committed to undertake a longitudinal study in 2012.</p> <ul style="list-style-type: none"> The study will follow Police staff starting as recruits in the Police College in 2012 and compared to a peer matched group of Constables and Sergeants based on tenure. The study will focus on collecting views on leadership and vision, strategic direction, organisational commitment and satisfaction. This study will supplement the Workplace Survey results. The study will also capture bio data and self and supervisor evaluation of role competence and training performance data. In 2013, measurement of peer matched samples from other like agencies (such as NZ Defence Force) will be captured where agreement from other agencies is attained. <p>B. Training data for recruit and promotional examinations will be collected in relation to strategic understanding.</p>
1.1.2 Relating the Vision and Purpose to the frontline	<ul style="list-style-type: none"> Police is focused on providing clarity about the organisational vision, values and strategy by articulating them in a compelling way for staff and ensuring they are integrated into all people management processes and practices.⁷ The Police Strategic Plan 2011-2015 demonstrates this clearly and concisely to resonate with staff at all levels of the organisation. 	<ul style="list-style-type: none"> Frontline staff will report that they understand the operational implications of the Vision and Purpose and how it relates to them day to day. 	As A and B above.
1.1.3 Vision and Purpose engagement compared with the State Sector	<ul style="list-style-type: none"> Currently Police score 54.7% for the Vision and Purpose and Communication and Cooperation category in the Workplace Survey. This is 4.3% lower than the 2011 State Sector Benchmark.⁸ 	<ul style="list-style-type: none"> Police will score at least 70% and be above the State Sector Benchmark in the Vision and Purpose and Communication and Cooperation category.⁹ 	<p>C. Upward trend and be above the State Sector Benchmark in the Vision and Purpose and Communication and Cooperation category of the Workplace Survey.</p>
1.1.4 Consistency across districts	<ul style="list-style-type: none"> The understanding of engagement in the Vision and Purpose is varied across districts and workgroups. 	<ul style="list-style-type: none"> There will a higher average and a narrower range of scores in the distribution of staff engaged with the Vision and Purpose across districts and workgroups. 	<p>D. Higher average and a narrower range in scores between districts in the Workplace Survey Vision and Purpose and Communication and Cooperation category.</p>

⁷ Links to Outcome One of the HR Strategic Outcomes as stated in the draft Workforce Strategy 2011-2015.

⁸ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

⁹ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

Focus area 1: Leadership and change (continued)

2. Staff engagement									
Focus area indicator	Where is Police now in 2011?				Where does Police want to be in 2017?		How will Police know they are getting there?		
	Workplace Survey Engagement Driver	Baseline (2011)	Compare 2010	Compare State Sector Benchmark (2011)	Workplace Survey Engagement Driver	Target (2017) ¹¹			
1.2.1 Police as a workplace	Police is an enjoyable place to work	68.3%	↑ 2.2%	Not compared	Police is an enjoyable place to work	70%	E. Upward trend in each of the Workplace Survey Engagement Driver questions as listed on 1.2.1.		
	My job gives me a sense of personal achievement	76.1%	↑ 0.6%	↑ 3.4%	My job gives me a sense of personal achievement	Remain in the top quartile			
	I feel a sense of belonging to my district/service centre	61.7%	↑ 1.5%	↓ -8.8%	I feel a sense of belonging to my district/service centre	70%			
	I feel I am working for an effective organisation	59.7%	↑ 2.9%	Not compared	I feel I am working for an effective organisation	65%			
	The work I do makes good use of my knowledge and skills	68.9%	↓ 0.7%	↑ 2.5%	The work I do makes good use of my knowledge and skills	70%			
	I am encouraged to try new ways of doing things	57.8%	↓ 0.1%	↓ 9.9%	I am encouraged to try new ways of doing things	60%			
	The level of work-related stress I experience in my job is acceptable	58.3%	↑ 3.5%	↓ 7.4%	The level of work-related stress I experience in my job is acceptable	65%			
	There are career and personal development opportunities for me in Police	61.1%	↓ 0.5%	Not compared	There are career and personal development opportunities for me in Police	65%			
	Police provides adequate training for the work I do	54.8%	↑ 2.0%	Not compared	Police provides adequate training for the work I do	60%			
		<ul style="list-style-type: none"> When assessed as a workplace, a high percentage of Police staff (76.1%) say their job gives them a sense of personal achievement, but only 61.7% of respondents feel a sense of belonging to their district/service centre. This implies that some staff feel a stronger sense of personal achievement and belonging in their immediate teams rather than to Police as an organisation.¹⁰ 				<ul style="list-style-type: none"> The Workplace Survey results will show that Police management will be perceived as listening to feedback and taking meaningful action to improve organisational effectiveness. 			
1.2.2 Rewarding the right behaviours	<ul style="list-style-type: none"> There has been a strong focus, externally and internally, on the negative aspects of Police culture (in particular through the COI and subsequent SSC and OAG reviews) which has not been balanced against the positives aspects of Police culture. 				<ul style="list-style-type: none"> Regular mechanisms, such as Prevention First and the Performance Management feedback cycle, will be in place and regularly used to celebrate Police successes, reward appropriate behaviours and to communicate these both externally and internally. 		As A and B above.		
1.2.3 Workplace engagement compared with the State Sector	<ul style="list-style-type: none"> The Engagement Index for Police is 70.5%. This is similar to the State Sector Benchmark (69.3%).¹² When comparing Police with the December 2011 State Sector Benchmark, the organisation has a comparative proportion of engaged staff and a smaller proportion of disengaged staff. 				<ul style="list-style-type: none"> The Engagement Index target for Police will be at least 77% and will be above the State Sector Benchmark. 				F. The Engagement Index as per the Workplace Survey will be above the State Sector Benchmark.

¹⁰ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

¹¹ The 2017 targets outlined, if reached, would be significant increases for Police. Due to Police's sample size of over 9,000 employees, even small changes in scores (e.g. a shift of approx. 1%) would be deemed as 'significant' and larger changes in scores (e.g. a shift of approx. 2%) would be deemed 'substantive'. Note, when tracking Police's progress against the 2017 targets some may need to be reviewed to reflect environmental factors outside of Police's control that may significantly impact upon Police's performance. Such environmental factors may also affect the State Sector Benchmarks used for comparison.

¹² Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

Focus area 1: Leadership and change (continued)

2. Staff engagement (continued)																				
Focus area indicator	Where is Police now in 2011?			Where does Police want to be in 2017?	How will Police know they are getting there?															
1.2.4 Workplace engagement district wide comparison	<ul style="list-style-type: none"> There is a range of results in the Workplace Survey across Police Districts. The Engagement Index ranges from 66.1% (Eastern District) to 74.6% (Counties/Manukau District) – a difference of 8.5%.¹³ The current median score across districts is 69.3%. 			<ul style="list-style-type: none"> All districts will have an engagement index above 70%. The range of results in the Workplace Survey will be narrower across districts and the baseline for each workgroup will be lifted. It will compare favourably with the State Sector Benchmark, in particular with comparable organisations with geographic dispersal of staff. The target median score will show continuous improvement relative to the 2011 score. 	G. There will be an upward trend in the Engagement Index by district as reported in the Workplace Survey.															
1.2.5 Workplace engagement Sergeant and Constable comparison	<ul style="list-style-type: none"> The 2011 Workplace Survey reported the following engagement profile for Constables and Sergeants¹⁴: <table border="1"> <thead> <tr> <th>Rank</th> <th>Engaged</th> <th>Ambivalent</th> <th>Disengaged</th> <th>Engagement Index</th> </tr> </thead> <tbody> <tr> <td>Constable</td> <td>16.2%</td> <td>65.9%</td> <td>17.9%</td> <td>68.0%</td> </tr> <tr> <td>Sergeant</td> <td>20.7%</td> <td>66.5%</td> <td>12.8%</td> <td>71.1%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> From 2010-2011, there has been a positive shift in engagement of Sergeants, which has contributed to the overall improvement in 2011 engagement scores. However, the differential results between Sergeants and Constables are narrower than expected for entry level staff and first line managers in other organisations. 			Rank	Engaged	Ambivalent	Disengaged	Engagement Index	Constable	16.2%	65.9%	17.9%	68.0%	Sergeant	20.7%	66.5%	12.8%	71.1%	<ul style="list-style-type: none"> There will be a greater positive shift in engagement for Sergeants and Constables. The engagement index targets will be 80% for Sergeants and 75% for Constables. 	H. There will be an upward trend in the engagement index for Sergeants and Constables in the Workplace Survey.
Rank	Engaged	Ambivalent	Disengaged	Engagement Index																
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¹³ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11

¹⁴ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11

Focus area 1: Leadership and change (continued)

3. Leadership (visibility at the frontline)			
Focus area indicator	Where is Police now in 2011?	Where does Police want to be in 2017?	How will Police know they are getting there?
1.3.1 Police leadership as role models	<ul style="list-style-type: none"> • Previous reviews and the Workplace Survey suggest that some staff feel that long-serving Constabulary staff, middle managers and senior managers are out of touch with frontline staff, particularly with frontline staff in the General Duties Branch. These staff believe this magnified Police's cultural problems and weakened management's credibility. • In 2011, there has been an increase in visibility of senior management at the frontline. It has been acknowledged that senior Police leaders and managers need to be role models and inspire their staff.¹⁵ • The baseline measure will be established later in 2012 through the longitudinal study starting in 2012. 	<ul style="list-style-type: none"> • Police leaders will be excellent role models and will inspire their staff.¹⁶ • The 2017 target will be established later in 2012 through the longitudinal study starting in 2012. 	As A and B above.
1.3.2 Engagement of Police leadership with the frontline	<ul style="list-style-type: none"> • Under current leadership, there is an expectation on senior staff that they will be engaged at an operational level with frontline staff. Increased engagement at the frontline has been demonstrated in the recent Pike River Coal and Canterbury earthquake disaster responses, as well as, increasingly, on a business as usual basis. The increasing engagement has resulted in positive feedback being received from staff. • The baseline measure will be established later in 2012 through the longitudinal study starting in 2012. 	<ul style="list-style-type: none"> • Senior leaders will be visible for staff and people will feel more connected to Police as an organisation.¹⁷ • The 2017 target will be established later in 2012 through the longitudinal study starting in 2012. 	As A and B above.
1.3.3 Police leadership as models of the right behaviour	<ul style="list-style-type: none"> • It is important to Police staff that all leaders, from frontline supervisors to Police executives, are excellent models of behaviour and that they consistently display integrity. • The baseline measure will be established later in 2012 through the longitudinal study starting in 2012. 	<ul style="list-style-type: none"> • Senior leaders and frontline managers will consistently model the right behaviours and will be perceived to be doing so by their staff. • The 2017 target will be established later in 2012 through the longitudinal study starting in 2012. 	As A and B above.

¹⁵ Links to Outcome One of the HR Strategic Outcomes as stated in the draft Workforce Strategy 2011-2015.

¹⁶ Links to Outcome One of the HR Strategic Outcomes as stated in the draft Workforce Strategy 2011-2015.

¹⁷ Links to Outcome One of the HR Strategic Outcomes as stated in the draft Workforce Strategy 2011-2015.

Focus area 2: HR strategy and capability to support integrated change

This focus area will enhance the career progression of women within Police and build and develop talent in the organisation.

1. Career progression of women																						
Focus area indicator	Where is Police now in 2011?	Where does Police want to be in 2017?	How will Police know they are getting there?																			
2.1.1 Gender composition of Police's ranks	<p>Proportion of women in Police ranks in 2011</p> <p>Current proportion of women of annual recruits (2011) 27.1%</p>	<p>Proportion of women in Police ranks 2017 (target)</p> <p>Annual recruitment of Constabulary women reaches and stays above 30%+ of total Constabulary recruitment</p>	<p>I. Upward trend in women's recruitment and promotion and advancement across all levels of the organisation.</p>																			
	<ul style="list-style-type: none"> Currently, 17.6% of all staff and 27.1% of all recruits are female.¹⁸ However, women are underrepresented at senior levels in the organisation and particularly in operational positions at Inspector and above. Since mid-2003 the attrition rates between men and women have been relatively even only ranging a maximum of 1%. <table border="1"> <thead> <tr> <th colspan="3">30 June 2011 (% increase 2001-2011)</th> </tr> <tr> <th>Rank</th> <th>% Female</th> <th>% Male</th> </tr> </thead> <tbody> <tr> <td>Recruit</td> <td>27.1% (64%)</td> <td>72.9% (11%)</td> </tr> <tr> <td>Constable</td> <td>19.8% (36%)</td> <td>80.2% (20%)</td> </tr> <tr> <td>Sergeant</td> <td>10.4% (185%)</td> <td>89.6% (29%)</td> </tr> <tr> <td>Senior Sergeant</td> <td>10.1% (229%)</td> <td>89.9% (18%)</td> </tr> <tr> <td>Commissioned Officer</td> <td>7.9% (261%)</td> <td>92.1% (34%)</td> </tr> </tbody> </table>	30 June 2011 (% increase 2001-2011)			Rank	% Female	% Male	Recruit	27.1% (64%)	72.9% (11%)	Constable	19.8% (36%)	80.2% (20%)	Sergeant	10.4% (185%)	89.6% (29%)	Senior Sergeant	10.1% (229%)	89.9% (18%)	Commissioned Officer	7.9% (261%)	92.1% (34%)
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2.1.2 Engagement profile of men and women	<ul style="list-style-type: none"> The Workplace Survey 2011 shows that women have higher engagement scores than men. Women in Police score higher than men in five out of nine categories. However, women are less positive than men regarding their career and development opportunities within Police.²¹ 	<ul style="list-style-type: none"> The Workplace Survey will show scores for women that are on par or higher than those for men regarding their career and development opportunities within Police. Women's engagement profile will be equal to or higher than that of men, reflecting women feeling more positive about their career and development opportunities within Police. 	<p>J. Women will match or lead men in each of the Workplace Survey categories on which women are currently behind:</p> <ul style="list-style-type: none"> My supervisor. My workgroup. Learning development. Performance and feedback. 																			

¹⁸ Source: *Women in Leadership, Briefing to the Minister of Police, 14 July 2011.*

¹⁹ Given the current proportions of women at Sergeant and Senior Sergeant levels there are limits in the rate of increase of women as a proportion of the Senior Sergeant and above ranks over the next five years.

²⁰ In addition to increasing the representation of women in constabulary staff, Police also have priorities to increase the representation of ethnic minorities. These two recruitment goals need to be balanced against each other.

²¹ Source: *Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.*

Focus area 2: HR strategy and capability to support integrated change (continued)

1. Career progression of women (continued)			
Focus area indicator	Where is Police now in 2011?	Where does Police want to be in 2017?	How will Police know they are getting there?
2.1.3 The drivers of women's advancement	<ul style="list-style-type: none"> The reasons why women do not tend to progress into senior positions at the same rate as men are only partially understood. 	<ul style="list-style-type: none"> 100% of women leaving Police at non-Commissioned Officer level and above will be offered and actively encouraged to have formal exit interviews and this information will be reported in a timely manner to the Police Executive. For these interviews the interviewee will have the option to select the interviewer and the location of the interview. The details of the interview will be kept confidential. The incentives to advance women in Police will be understood and strategies will be in place to mitigate or remove barriers to the advancement of women. Women at Sergeant or Senior Sergeant levels will have clear career paths towards senior operational roles, including the use of short-term (6-12 months) secondments to round out experiential shortfalls. 	As A and I above and K. Police will undertake a small stratified sample qualitative study. This study will take a sample from the longitudinal study and will use interviews to further study leadership effectiveness and women's progression within Police.
2.1.4 Development of women staff	<ul style="list-style-type: none"> Considerable effort has been invested in development programmes for female Constabulary staff. The focus now needs to be on ensuring female staff get ongoing and consistent support in applying new skills learned when back in the office. There is variability between workgroups and districts in the quality of this support. Individual Development Plans are sometimes disconnected from preparing individuals for the promotional process. 	<ul style="list-style-type: none"> 100% of woman at Senior Sergeant level and above will be offered and actively encouraged to have an Individual Development Plan and an individual mentor (internal or external) relevant to their career aspirations. Development interventions and Individual Development Plans for the advancement of women into senior positions will be in place and regularly reviewed. Individual Development Plans are used to prepare individuals for the promotional processes. 	As A, I and K above.
2.1.5 Communication of women's career pathways	<ul style="list-style-type: none"> When internally surveyed in prior reviews, women respondents were generally opposed to explicit affirmative action policies. The current approach is to educate female Constabulary staff on career pathways and opportunities to assist them in making informed decisions with regard to their prospects of promotion and career advancement. 	<ul style="list-style-type: none"> Women staff will be supported through Individual Development Plans and mentors to gain the right exposure to the right operational experience in order to progress. Support programmes for women will be based on best practice talent management approaches and will be informed by leadership development programmes for women and other minority groups from other jurisdictions. 	As I and K above.

Focus area 2: HR strategy and capability to support integrated change (continued)

2. Talent management			
Focus area indicator	Where is Police now in 2011?	Where does Police want to be in 2017?	How will Police know they are getting there?
2.2.1 The merit of promotions and advancements	<ul style="list-style-type: none"> There is a 'widespread belief that promotions are not based on merit':²² <ul style="list-style-type: none"> Assessment of performance in Police is not currently well understood by staff. The Workplace Survey showed a score of 60.8% on understanding how performance is measured. This is 9.5% less than the State Sector Benchmark.²³ There is a perception that performance is not fairly assessed within Police. For this the Workplace Survey shows a score of 60.3%. This is 7.9% less than the State Sector average.²⁴ This is further emphasised by the low Workplace Survey score of 43.7% that people are appointed to positions based on merit (no State Sector Benchmark). Technical requirements for senior positions are variable and some panels choose to emphasise certain experience over others, which may be open to bias. This may have contributed to homogeneity in the career experience of those in senior positions. 	<ul style="list-style-type: none"> The Workplace Survey feedback will show an improvement: <ul style="list-style-type: none"> Police will score at least 70.3% and be above the State Sector Benchmark on understanding how performance is measured. Police will score at least 68.2% and be above the State Sector Benchmark for the question that perception of performance is not fairly assessed. Police will score at least 60% and will show continuous improvement relative to the 2011 score for the question that that people are appointed to positions based on merit. Technical requirements for senior positions will not exclude diverse professional career experiences. 	L. There will be an upward trend in the Workplace Survey category regarding the assessment of performance.
2.2.2 Composition of Police's skill base – Constabulary and non-Constabulary staff	<ul style="list-style-type: none"> For recruitment and training there is a single pathway, as prescribed in the Policing Act 2008. Police has little awareness of the diversity of its workforce's skill base (including qualifications and previous occupational experience). 	<ul style="list-style-type: none"> There will be a wide range of career pathways and programmes for the development of Constabulary staff. The diversity of the workforce's skill base will be better captured and utilised. 	M. Police will use all pathways available under the Policing Act 2008 to bring greater skill diversity to Police.
2.2.3 The identification and management of talent	<ul style="list-style-type: none"> There are an increasing number of first rate talent management initiatives which are beginning to gain traction. These include earlier talent identification and assessment, the use of Individual Development Plans and a more centralised approach to monitoring and tracking staff development. 	<ul style="list-style-type: none"> Integrated career structures will enable movement between different roles. There will be a base rate of skills defined for staff at different levels, and this will be reflected in a competency framework. 	N. Police currently has centralised data on appointments. Police will gather further data on skills base rate changes and monitor talent management initiatives across its staff to better support its understanding of talent, promotions and advancements.
2.2.4 Alignment of talent management and HR strategies	<ul style="list-style-type: none"> Talent management and organisational development is an area of internal strength, but needs to be aligned with a more strategic human resource function in order to continue to gain traction. 	<ul style="list-style-type: none"> A dynamic workforce management plan will be agreed and continually refreshed with senior Police leaders. The workforce management plan will be regarded as best practice in State Sector terms. 	O. A workforce management plan will be developed and annually renewed.

²² Source: NZ Police Workforce Strategy 2011-2015, 'The 4 R's' and based on the NZ Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

²³ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

²⁴ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

Focus area 3: Performance management

This focus area will concentrate on the active management of poor performance at all levels.

1. Performance management			
Focus area indicator	Where is Police now in 2011?	Where does Police want to be in 2017?	How will Police know they are getting there?
3.1.1 Consistency of performance management practices	<ul style="list-style-type: none"> There is inconsistency amongst Police managers' performance management practices. 	<ul style="list-style-type: none"> There will be consistent performance management practices across the districts and workgroups. 	See A and K above.
3.1.2 Role of performance management in career development	<ul style="list-style-type: none"> While sound tools for performance appraisal and management exist, confidence to give timely and meaningful feedback with poorer performers can be low and can vary between individual managers. In the Workplace Survey Police scored 64.2% for the question 'I get regular feedback on my performance from my supervisor (formal/informal)' in the Workplace Survey, which is 3.1% lower than the State Sector Benchmark. The Corporate Leadership Council (CLC) survey shows that Police is performing above the benchmark average on providing informal feedback 1-2 times within a week, however, they perform below the benchmark average in areas such as day-to-day development interactions with staff, accurately assessing performance and conducting constructive feedback sessions.²⁵ 	<ul style="list-style-type: none"> Performance management will be seen in a positive developmental context. Staff at all levels will view performance management as constructive and necessary for their career path and development: <ul style="list-style-type: none"> Managers will see performance management as a core part of their role. There will be a focus on relationships and constructive and regular performance conversations between managers and their staff at all levels. Poor performance in the districts will be identified and dealt with as it happens. Police will score at least 70% for the question 'I get regular feedback on my performance from my supervisor (formal/informal)' in the Workplace Survey. The CLC survey will show Police performing on par with the benchmarks. 	See A and K above and P. Upward trends in the Workplace Survey question 'I get regular feedback on my performance from my supervisor (formal/informal)' in the Workplace Survey, as well as the CLC survey which is conducted every three years for the following categories and to be on par with or exceed benchmarks: <ul style="list-style-type: none"> day-to-day development interactions with staff; accurately assessing performance; and conducting constructive feedback sessions.
3.1.3 Effective coaching	<ul style="list-style-type: none"> Current coaching models are variable in quality and effectiveness across teams. 	<ul style="list-style-type: none"> The coaching model will have been repositioned. Individual coaches will be selected and rewarded for their efforts and skills in developing staff. 	See A, K and P above.
3.1.4 Dealing with poor performance	<ul style="list-style-type: none"> Police performs better than the 2011 State Sector Benchmark for the measure 'that poor performance is dealt with effectively in workgroups.' Police scored 56.5%, which is 1.7% greater than the State Sector Benchmark.²⁶ 	<ul style="list-style-type: none"> Police will at least score consistently better year-on-year than the State Sector Benchmark measure 'that poor performance is dealt with effectively in workgroups.' 	Q. Upward trend relative to the State Sector Benchmark in the Workplace Survey category which measures 'poor performance is dealt with effectively in workgroups.'
3.1.5 The disciplinary process and early warnings data	<ul style="list-style-type: none"> While Early Intervention System (EIS) data on performance issues exist, data is not consistently collected, monitored centrally or consistently acted on in practice. The EIS initiative has been underway for some time, with the intention to be fully functional by December 2012. 	<ul style="list-style-type: none"> Targets that relate to EIS will be set once EIS is implemented and fully functional.²⁷ 	R. There will be evidence of effective interventions as a result of EIS reporting. A baseline will be set once the system is fully functional.
3.1.6 Escalation of performance issues	<ul style="list-style-type: none"> Some performance-related discussions unnecessarily escalate quickly to adversarial or litigious engagements between staff and management. Many of these can be prevented from escalating. The CLC survey shows Police are performing below the benchmarks on the Conducting Constructive Feedback Discussions category.²⁸ 	<ul style="list-style-type: none"> Police managers will be clear about the areas in which they will assert management prerogative with respect to performance management. Police will be seen as a good employer and a good faith manager. The CLC survey will show Police performing on par with the benchmarks. 	See A and K above and S. Upward trends in the CLC survey for the Conducting Constructive Feedback Discussions category and to be on par with or exceed benchmarks.



²⁵ Source: CLC Learning and Development, Manager-Led Development Effectiveness Survey, 2010 CLC Learning and Development, Corporate Leadership Council. Note, this survey is conducted every three years, therefore there will not be any interim measures reported against this data for 2012-14.

²⁶ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

²⁷ The EIS is will be implemented in December 2012 and the setting of targets will depend on the triggers set to identify and track data on performance issues.

Focus area 4: Lifting trust and confidence in complaint investigations

This focus area will concentrate on the outcomes of the disciplinary process, particularly as they relate to key matters of integrity, such as inappropriate relationships.

1. Disciplinary speed and outcomes			
Focus area indicator	Where is Police now in 2011?	Where does Police want to be in 2017?	How will Police know they are getting there?
4.1.1 Reputation of and respect for Police Conduct and Professional Standards functions	<ul style="list-style-type: none"> Trust in management in relation to complaints investigations needs to be of a higher standard consistently across the organisation. Previous reviews have shown the internal brand of the Police Conduct and Professional Standards functions is not consistently respected. 	<ul style="list-style-type: none"> The Workplace Survey verbatim data and scores relating to complaints and disciplinary investigations and processes will be increasingly positive and evidence higher levels of trust in the process by staff: <ul style="list-style-type: none"> The reputation of the Police Conduct and Professional Standards functions within and outside Police will be positive, and the group will be viewed as a guardian and guide on integrity and appropriate conduct. A period of work in the Professional Standards workgroup will be seen as desirable and a stepping stone towards senior positions. 	See A and K above.
4.1.2 Consistency across management of employment based criminal or disciplinary processes	<ul style="list-style-type: none"> Historical practices of performance management influence some managers' initial triage of a complaint or performance issue (informal response, formal performance management, disciplinary process and/or criminal process). Remnants of this old behaviour cause some managers to lack confidence in undertaking the initial triage of performance issues. This can create process problems which place Police, as employer, in a sub-optimal position. 	<ul style="list-style-type: none"> Reviews of the complaints process will show greater consistency between districts. <ul style="list-style-type: none"> Improved trends in technical and procedural correctness of employment based disciplinary or criminal processes. Consistent use of decision frameworks for complaints and their escalation. Patterns of complaints will be identified and acted upon. 	See A and K above and T. Police will use stratified sampling of complaints data across all categories to attain an accurate sample of complaints. Analysis will involve statements of complaint, complaint type and the themes across complaints. The collation of this data will also focus on the rates of harassment or sexually inappropriate conduct. U. Police will mark the rate of complaints data against an external Benchmark comprising Police agencies from other jurisdictions, agencies in comparable fields such as health, customs, local body enforcement, MAF etc.
4.1.3 Time taken for employment based disciplinary processes	<ul style="list-style-type: none"> Disciplinary processes, although now governed by conventional employment relations approaches, tend to be protracted in nature. Currently Police are working with a one size fits all process. As a result there are a number of key challenges in trying to identify the overall duration of all disciplinary cases. A fast tracking process for low level matters are in the process of being implemented in 2011. 	<ul style="list-style-type: none"> The average elapsed time for all employment based disciplinary processes will be reduced. 2017 targets will be established later in 2012 once the fast tracking process has been implemented and baseline measures have been set. 	V. There will be a total decrease in the average elapsed time for all employment based disciplinary processes across the five years. The fast-tracking process will provide a baseline measure of time taken for cases to allow monitoring against this going forward. At this early stage, an ideal length of time for low level cases has been indicated as 90 days.

²⁸ Source: CLC Learning and Development, Manager-Led Development Effectiveness Survey, 2010 CLC Learning and Development, Corporate Leadership Council. Note, this survey is conducted every three years, therefore there will not be any interim measures reported against this data for 2012-14.

Focus area 4: Lifting trust and confidence in complaint investigations (continued)

1. Disciplinary speed and outcomes (continued)						
Focus area indicator	Where is Police now in 2011?			Where does Police want to be in 2017?		How will Police know they are getting there?
4.1.4 Respect and Integrity in the Workplace	Workplace Survey Respect and Integrity in the Workplace Question	Baseline (2011)	Compare 2010	Workplace Survey Respect and Integrity in the Workplace Question	Target (2017) ²⁹	See T above and W. There will be a year-on-year increase in the four key questions for the Respect and Integrity category in the Workplace Survey. There will be a narrower range and greater homogeneity in scores across the demographic groups for which data is collected.
	Overall total for the five questions in the category of Respect and Integrity	68.1%	↑ 1.3%	Overall total for the five questions in the category of Respect and Integrity	At least a year-on-year increase	
	I know who to contact to report instances of workplace harassment, bullying or discrimination	73.4%	↑ 1.6%	I know who to contact to report instances of workplace harassment, bullying or discrimination	78.4%	
	I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination	65.9%	↑ 1.6%	I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination	70.9%	
	I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate may include any actions or behaviours that make you feel uncomfortable in the workplace)	64.8%	↑ 1.2%	I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate may include any actions or behaviours that make you feel uncomfortable in the workplace)	69.8%	
	I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.0%	↑ 0.5%	I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	68%	
	<ul style="list-style-type: none"> • Previous reviews showed that while there were concerns expressed about bullying and harassment of women in Police, both women employees and Constabulary staff did not feel that overt bullying or harassment were major issues. These staff worried more about inappropriate sexual relationships in the workplace. 			<ul style="list-style-type: none"> • There will be an increase in reports of incidences of inappropriate relationships in the short-term. • Over the long-term there will be a downward trend in incidences of inappropriate sexual relationships in the workplace. 		
4.1.5 Understanding of the barriers to reporting on matters of integrity	<ul style="list-style-type: none"> • The organisation lacks understanding regarding what the barriers are to the reporting on matters of integrity, such as inappropriate relationships. • In the SSC Integrity and Conduct Survey 2010 Police scored: <ul style="list-style-type: none"> ○ 46% for 'do not know what the mechanisms are for reporting breaches of integrity and conduct anonymously or confidentially', which is 2% higher than the 2010 State Sector Benchmark; and ○ 68% for 'yes' for the 'does your organisation have a specific person, telephone line, email address or website where you can get advice about integrity and conduct issues?' question. This was an increase on Police's 2007 score of 47% and is above the 2010 State Sector Benchmark of 51%. 			<ul style="list-style-type: none"> • There will be greater understanding of what the barriers are to the reporting on matters of integrity, such as inappropriate relationships, and explicit actions to resolve these will be in place. • In the SSC Integrity and Conduct Survey Police will: <ul style="list-style-type: none"> ○ Exceed the State Sector Benchmark for the question, 'do not know what the mechanisms are for reporting breaches of integrity and conduct anonymously or confidentially'; and ○ Achieve 75% and/or remain the leading agency in the state sector for the question, 'does your organisation have a specific person, telephone line, email address or website where you can get advice about integrity and conduct issues?' • The longitudinal study sample groups will report improved openness and discussion on integrity issues on an informal basis in the workplace. 		See A and K above and X. Upward trend in the score in the SSC Integrity and Conduct Survey for the questions: <ul style="list-style-type: none"> • Are there mechanisms are for reporting breaches of integrity and conduct anonymously or confidentially; and • Does your organisation have a specific person, telephone line, email address or website where you can get advice about integrity and conduct issues?
4.1.6 Effectiveness of the protected disclosures policy	<ul style="list-style-type: none"> • The Protected Disclosures Policy and Challenging Police Misconduct (Integrity Policing) Policy have been developed in draft form, to be implemented in 2012. To date there is unclear evidence as to the effective operation of protected disclosure. • In 2010 Police only scored 25% for the awareness of the provisions outlined in the Protected Disclosures Act in the SSC Integrity and Conduct Survey. For Police this was up 7% from the last survey in 2007, but is significantly behind the 2010 State Sector Benchmark at 35%. 			<ul style="list-style-type: none"> • The Protected Disclosures Policy and Challenging Police Misconduct (Integrity Policing) Policy will be operating effectively and this will result in an increase in reports of breaches to the protected disclosure policy in the short-term which will reduce over time. • For the awareness of the Protected Disclosures Act in the SSC Integrity and Conduct Survey Police's score will be above its 2011 score and will exceed the State Sector Benchmark. 		See A and K above and Y. Upward trend in the score in the SSC Integrity and Conduct Survey for the question: <ul style="list-style-type: none"> • 'Are you aware of the provisions outlined in the Protected Disclosures Act?'

²⁹ The 2017 targets outlined, if reached, would be significant increases for Police. Due to Police's sample size of over 9,000 employees, even small changes in scores (e.g. a shift of approx. 1%) would be deemed as 'significant' and larger changes in scores (e.g. a shift of approx. 2%) would be deemed 'substantive'. This category would also require cultural changes which can take a long time and results may not be seen in the near term.

5. Evaluation of proposed measures and targets



Evaluation of measures and targets

Process

In the period between November 2011 and February 2012, a number of workshops were undertaken with Police representatives to develop these measures and targets. In addition to this, Police provided an extensive data bank from which baseline measures of the current state were developed.

Both the baseline measures and targets within each focus area have been tested and validated in interviews with senior Police executives and relevant senior Police staff.

It was important to Police in developing the baseline measures and targets that they could be achieved as outputs of business as usual reporting activities. Thus, the measures have been developed to align with:

- the Police Strategic Plan 2011-2015;
- the Police Workforce Strategy 2011-2015; and
- the Police Model which focuses on these key initiatives: Policing Excellence, Prevention First, People and Victims and Continuous Improvement.

The majority of the measurement devices that have been adopted for the focus areas were already in operation, such as:

- the Kenexa/JRA Workplace Survey;
- the Corporate Leadership Council-led Development Effectiveness Survey; and
- SSC's Integrity and Conduct Survey.

All of these surveys are undertaken independently, providing robustness to the data. They operate across the wider State Sector system, providing benchmarks for the State Sector.

In each of the dimensions reflected in this report a number of new measures will be developed by Police, most notably the longitudinal study which will start in 2012, studying both a cohort of Police recruits entering the Police College in 2012 and a peer matched group of Constables and Sergeants. A number of baselines and targets are also yet to be developed. Police has committed to developing these at the commencement of the longitudinal study in 2012.

Evaluation of measures and targets (continued)

2017 targets

In a number of areas setting a meaningful target for 2017 was difficult because of the multiple variables that can influence its achievement.

In some areas, Police is also coming off a low base, and is understandably reluctant to set targets that may be simply unrealistic.

Where Police is already performing well or in areas where no relevant comparative data exists, the approach to the target is to show continuous improvement and exceed the 2011 baseline

The majority of the 2017 targets set by Police are to be in line with or exceed the State Sector Benchmarks or to maintain Police performance above the 2011 baseline.

We encourage Police to continue to aspire to visioning and stretch targets for the organisation. Sometimes, audacious targets are needed to underscore the importance of key behavioural changes to an organisation and its people. Even if they are not reached, they motivate people because of the aspiration and reach entailed in attempting them. They also encourage risk taking and innovation, because they often cannot be achieved by means of business as usual. Police should keep thinking on this point as targets are refined and reset for out years.

Interim targets

We have worked alongside Police to establish current and future state descriptors and metrics. We have paid less attention to the interim targets set, or to be set, by Police which are appended below. A full set of results-based interim targets will be confirmed by Police in the next review.

In each of the dimensions outlined in the report, we understand that Police has also developed an action plan at management level, outlining the steps required to reach the target. We have not reviewed these as we felt them to be a matter for internal management ownership.

Evaluation of measures and targets (continued)

Are we measuring the things that matter?

We are of the view that the dimensions identified by the Commissioner of Police include the critical changes needed to address the issues identified in the COI report and in subsequent reviews. They align well to Ministerial expectations and to other Police planning documents, work programmes and reporting arrangements.

In general we think the dashboards above will concentrate Police management's attention on the key issues that will make a difference to Police culture.

Police should approach the management, monitoring and reporting of these changes in a dynamic and meaningful way. They should not be seen as a 'COI project' but rather a joined up part of 'the way we do things around here'.

As noted above, the same behavioural changes sought by means of these measurement dashboards are the changes that will also make the difference to improving service to victims and the public and acting on the drivers of crime rather than the results.

We hope that this dashboard can become part of regular executive reporting and discourse, rather than being viewed as a compliance exercise or reporting impost.

It is critical that, eight years on from the commencement of the COI, its recommendations, and the new targets articulated here are seen as integral to the heart of policing and to Police as a responsive and successful organisation.

6. The challenge and next steps



The challenge for Police and next steps

The challenge now is for Police to take these measures to internal audiences, own them, and see them as key indicators of organisational success. Police should not be constrained by the targets; they should strive to outperform them. Where reaching or outperforming a target does not prove possible (as may be the case in some areas for reasons we do not yet anticipate) Police should be comfortable with identifying ‘why not’ and taking the lessons from this.

We strongly encourage Police to take these targets to heart, be inspirational and aspirational with regard to them, and evolve them to align with their overall strategy.

At the next annual review we expect Police to have completed further work on the interim targets (that are appended), that there is some enhanced reporting to reflect the targets, and there is actual progress towards targets in a number of areas.

7. Appendices



Draft interim targets – Focus area 1: Leadership and change

1. Vision and Purpose (Refreshing the case for change)

Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
1.1.1 Change management momentum and coherence	A. Police has committed to undertake longitudinal study in 2012. <ul style="list-style-type: none"> The study will follow Police staff starting as recruits in the Police College in 2012 and compared to a peer match group of Constables and Sergeants based on tenure. The study will focus on collecting views on leadership and vision, strategic direction, organisational commitment and satisfaction. This study will supplement the Workplace Survey results. The study will also capture bio data and self and supervisor evaluation of role competence and training performance data. In 2013, measurement of peer matched samples from other like agencies (such as NZ Defence Force) will be captured where agreement from other agencies is attained. 	<ul style="list-style-type: none"> Establishing baseline measures. Collecting and collating recruitment data and bio data. Establishing peer comparison cohorts and inter agency interest in participation. 	<ul style="list-style-type: none"> Measurement of peer matched samples from other like agencies (e.g. NZ Defence Force current serving cohort etc.). Establishing relationship of commitment data to Workplace Survey 2012 data. 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Repeat of measures with original cohort and peer matched samples from participating agencies. Analysis of scales in the measurement programme against performance data. Reporting on progress.
	B. Training data for recruit and promotional examinations will be collected in relation to strategic understanding.	<ul style="list-style-type: none"> Development of agreement with TSC for embedding items in course materials and exams for understanding strategy and vision. Collection of baseline levels of knowledge. 	<ul style="list-style-type: none"> Collection of data post annual promotional exams. Review and feedback to Exec and TSC for development of learning programmes and leadership activities. 	Repeated activity	Repeated activity	Repeated activity
1.1.2 Relating the Vision and Purpose to the frontline	As A and B above.					
1.1.3 Vision and Purpose engagement compared with the State Sector	C. Upward trend and be above the State Sector Benchmark in the Vision and Purpose and Communication and Cooperation category of the Workplace Survey.	<ul style="list-style-type: none"> Monitoring of agreed Workplace Survey engagement drivers. Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity

Draft interim targets – Focus area 1: Leadership and change (continued)

1. Vision and Purpose (Refreshing the case for change)

Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
1.1.4 Consistency across districts	D. Higher average and less of a range in scores between districts in the Workplace Survey Vision and Purpose and Communication and Cooperation category.	<ul style="list-style-type: none"> Monitoring of agreed Workplace Survey engagement drivers. Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity

Draft interim targets – Focus area 1: Leadership and change (continued)

2. Staff engagement						
Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
1.2.1 Police as a workplace	E. Upward trend and on par with the State Sector in each of the Workplace Survey Engagement Driver questions which are: <ul style="list-style-type: none"> 1.2 I feel I am working for an effective organisation. 1.3 Police is an enjoyable place to work. 1.6 I feel a sense of belonging to my District/Service Centre. 4.3 My job gives me a sense of personal achievement. 4.7 The level of work-related stress I experience in my job is acceptable. 6.1 Police provides adequate training for the work I do. 6.2 The work I do makes good use of my knowledge and skills. 6.4 I am encouraged to try new ways of doing things. 6.5 There are career and personal development opportunities for me in Police. 	<ul style="list-style-type: none"> Monitoring of agreed Workplace Survey engagement drivers. Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity
1.2.2 Rewarding the right behaviours	As A and B above.					
1.2.3 Workplace engagement compared with the State Sector	F. The Engagement Index as per the Workplace Survey will be above the State Sector Benchmark.	<ul style="list-style-type: none"> Monitoring of agreed Workplace Survey engagement drivers. Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity
1.2.4 Workplace engagement district wide comparison	G. There will be an upward trend in the Engagement Index by district as reported in the Workplace Survey.	<ul style="list-style-type: none"> Monitoring of agreed Workplace Survey engagement drivers. Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity
1.2.5 Workplace engagement Sergeant and Constable comparison	H. There will be an upward trend in the engagement index for Sergeants and Constables in the Workplace Survey.	<ul style="list-style-type: none"> Monitoring of agreed Workplace Survey engagement drivers. Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity

Draft interim targets – Focus area 1: Leadership and change (continued)

3. Leadership (visibility at the frontline) (continued)

Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
1.3.1 Police leadership as role models	As A and B above.					
1.3.2 Engagement of Police leadership with the frontline	As A and B above.					
1.3.3 Police leadership as models of the right behaviour	As A and B above.					

Draft interim targets – Focus area 2: HR strategy and capability to support integrated change

1. Career progression of women

Interim targets

Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
2.1.1 Gender composition of Police's ranks	I. Upward trend in women's recruitment and promotion and advancement across all levels of the organisation.					
2.1.2 Engagement profile of men and women	J. Women will match or lead men in particular in each of the Workplace Survey categories on which women are currently behind: <ul style="list-style-type: none"> • My supervisor. • My workgroup. • Learning development. • Performance and feedback. 	<ul style="list-style-type: none"> • Monitoring of agreed Workplace Survey engagement drivers. • Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. • Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	
2.1.3 The drivers of women's advancement	As A and I above and K. Police will undertake a small stratified sample qualitative study. This study will take a sample from the longitudinal study and will use interviews to further study leadership effectiveness and women's progression within Police.	<ul style="list-style-type: none"> • Baselines established for current themes in nature of women's advancement. 	<ul style="list-style-type: none"> • Themes and reporting of interviews. 	<ul style="list-style-type: none"> • Themes and reporting of interviews. • Reporting against previous trends. 	Repeated activity	<ul style="list-style-type: none"> • Repeat sampling. • Benchmarking trend with ANZPAA.
2.1.4 Development of women staff	As A, I and K above.					
2.1.5 Communication of women's career pathways	As A, I and K above.					

Draft interim targets – Focus area 2: HR strategy and capability to support integrated change (continued)

2. Talent management						
Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
2.2.1 The merit of promotions and advancements	L. There will be an upward trend in the Workplace Survey category regarding the assessment of performance.	<ul style="list-style-type: none"> Monitoring of agreed Workplace Survey engagement drivers. Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity
2.2.2 Composition of Police's skill base – Constabulary and non-Constabulary staff	M. Police will use all pathways available under the Policing Act 2008 to bring greater skill diversity to Police.	Repeated activity	Repeated activity	Repeated activity	Repeated activity	Repeated activity
2.2.3 The identification and management of talent	N. Police currently has centralised data on appointments. Police will gather further data on skills base rate changes and monitor talent management initiatives across its staff to better support its understanding of talent, promotions and advancements.	<ul style="list-style-type: none"> Collection of springboard data for metro Auckland. Analysis of appointments for any bias. Development of technical skill baselines for Auckland appointments. 	<ul style="list-style-type: none"> Repeated collection and trend analysis. 	Repeated activity	Repeated activity	Repeated activity
2.2.4 Alignment of talent management and HR strategies	O. A workforce management plan will be developed and annually renewed.					

Draft interim targets – Focus area 3: Performance management

1. Performance management						
Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
3.1.1 Consistency of performance management practices	See A and K above.					
3.1.2 Role of performance management in career development	See A and K above and P. Upward trends in the Workplace Survey question 'I get regular feedback on my performance from my supervisor (formal/informal)' in the Workplace Survey, as well as the CLC survey which is conducted every three years for the following categories and to be on par with or exceed benchmarks: <ul style="list-style-type: none"> • day-to-day development interactions with staff; • accurately assessing performance; and • conducting constructive feedback sessions. 	<ul style="list-style-type: none"> • CLC Benchmarking. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity
3.1.3 Effective coaching	See A, K and P above					
3.1.4 Dealing with poor performance	Q. Upward trend relative to Benchmarks in the Workplace Survey category which measures 'poor performance is dealt with effectively in workgroups.'	<ul style="list-style-type: none"> • Monitoring of agreed Workplace Survey engagement drivers. • Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. • Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity
3.1.5 The disciplinary process and early warnings data	R. There will be evidence of effective interventions as a result of EIS reporting. A baseline will be set once the system is fully functional.					
3.1.6 Escalation of performance issues	See A and K above and S. Upward trends in the CLC survey for the Conducting Constructive Feedback Discussions category and to be on par with or exceed benchmarks.	<ul style="list-style-type: none"> • CLC Benchmarking. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity

Draft interim targets – Focus area 4: Lifting trust and confidence in complaint investigations

1. Disciplinary speed and outcomes						
Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
4.1.1 Reputation of and respect for Police Conduct and Professional Standards functions	See A and K above.					
4.1.2 Consistency across management of employment based criminal or disciplinary processes	See A and K above					
	T. Police will use stratified sampling of complaints data across all categories to attain an accurate sample of complaints. Analysis will involve statements of complaint, complaint type and the themes across complaints. The collation of this data will also focus on the rates of harassment or sexually inappropriate conduct.	<ul style="list-style-type: none"> • Baselines established for current themes in nature of complaints. 	<ul style="list-style-type: none"> • Repeat sampling. • Reporting against previous trends. 	Repeated activity	Repeated activity	<ul style="list-style-type: none"> • Repeat sampling. • Benchmarking trend with ANZPAA.
	U. Police will mark the rate of complaints data against an external Benchmark comprising Police agencies from other jurisdictions, agencies in comparable fields such as health, customs, local body enforcement, MAF etc.	<ul style="list-style-type: none"> • Establishing baseline trends. 	<ul style="list-style-type: none"> • Establishing baseline trends. • Reporting on trending. 	Repeated activity	Repeated activity	Repeated activity
4.1.3 Time taken for criminal employment based disciplinary processes	V. There will be a year-on-year decrease in the average elapsed time for all employment based disciplinary processes.					
	W. There will be a year-on-year increase in the four key questions for the Respect and Integrity category in the Workplace Survey. There will be a narrower range and greater homogeneity in scores across the demographic groups for which data is collected.	<ul style="list-style-type: none"> • Monitoring of agreed Workplace Survey engagement drivers. • Correlation studies with longitudinal programme and self competence ratings to establish validity for Police. • Comparisons made to the State Sector as available. 	Repeated activity	Repeated activity	Repeated activity	Repeated activity

Draft interim targets – Focus area 4: Lifting trust and confidence in complaint investigations (continued)

1. Disciplinary speed and outcomes (continued)

Interim targets						
Focus area indicator	How will Police know they are getting there?	2012 activity	2013 activity	2014 activity	2015 activity	2016 activity
4.1.4 Reporting of inappropriate sexual relationships	See T above					
4.1.5 Understanding of the barriers to reporting on matters of integrity	See A and K above					
	X. Upward trend in the score in the SSC Integrity and Conduct Survey for the questions: <ul style="list-style-type: none"> Are there mechanisms are for reporting breaches of integrity and conduct anonymously or confidentially; and Does your organisation have a specific person, telephone line, email address or website where you can get advice about integrity and conduct issues? 	• Nil.	• Police opt in - baseline trend established.	• Nil.	• Nil.	• Police opt in.
4.1.6 Effectiveness of the protected disclosures policy	See A and K above					
	Y. Upward trend in the score in the SSC Integrity and Conduct Survey for the question: <ul style="list-style-type: none"> Are you aware of the provisions outlined in the Protected Disclosures Act? 	• Nil.	• Police opt in - baseline trend established.	• Nil.	• Nil.	• Police opt in.

Restriction

This draft Report has been prepared solely for the purposes stated herein and should not be relied upon for any other purpose. We accept no liability to any party should it be used for any purpose other than that for which it was prepared.

This Report is strictly confidential and (save to the extent required by applicable contract, law and/or regulation) must not be released to any third party without our express written consent which is at our sole discretion.

To the fullest extent permitted by law, PwC accepts no duty of care to any third party in connection with the provision of this Report and/or any related information or explanation (together, the “Information”). Accordingly, regardless of the form of action, whether in contract, tort (including without limitation, negligence) or otherwise, and to the extent permitted by applicable law, PwC accepts no liability of any kind to any third party and disclaims all responsibility for the consequences of any third party acting or refraining to act in reliance on the Information.

We have not independently verified the accuracy of information provided to us, and have not conducted any form of audit in respect of the New Zealand Police. Accordingly, we express no opinion on the reliability, accuracy, or completeness of the information provided to us and upon which we have relied. The statements and opinions expressed herein have been made in good faith, and on the basis that all information relied upon is true and accurate in all material respects, and not misleading by reason of omission or otherwise.

The statements and opinions expressed in this Report are based on information available as at the date of the Report.

We reserve the right, but will be under no obligation, to review or amend our Report if any additional information, which was in existence on the date of this Report but was not brought to our attention, subsequently comes to light.

This Report is issued pursuant to the terms and conditions set out in the Contract with the State Services Commission dated 25 May 2010.