

New Zealand Police's Report to the State Services Commission

Commission of Inquiry into Police Conduct

Change management programme progress report

Fifth phase of review » 2012/2013



State Services Commission Comment

The State Services Commission (SSC) has reviewed this report, the first carried out as a Police self-assessment.

As outlined in the “Background and scope” section of this document, SSC’s reviews originate in recommendations 37 and 59 of the Commission of Inquiry, and relate specifically to the Police approach to performance management and discipline. Police regularly publish other reports on their progress against the full range of COI recommendations addressed to them.

In contrast to the annual reviews previously carried out by the SSC, it was agreed with the Commissioner of Police that for this and future years Police would undertake an annual self assessment based on the measures and targets agreed in the 2011/12 review and provide a report to SSC. SSC reserved the right to follow up if there were any queries or concerns. The nature and approach of any follow up would depend on the nature of the issue or concern and focus on providing advice to Police on how to improve progress against measures.

SSC considers that the report fairly reflects the priorities agreed in the previous year’s report, noting that targets for some areas are still to be set for 2017. The report is consistent with the underlying evidence used to compile the report.

SSC notes that this report is largely a point in time status report. While it highlights a number of initiatives Police has undertaken or is implementing, Police has not given an assessment of the extent to which the organisation is on track to achieve the 2017 targets. In next year’s report SSC would like to see Police specifically assess how it is tracking to achieve the agreed targets by 2017.

Police are continuing to make progress in many focus areas, overall workforce engagement continues to exceed benchmarks and the Workplace Survey reports a number of strengths. Not mentioned in the report, but regarded by SSC as evidencing best practice, are other initiatives, including Police’s approach to talent management and leadership development.

SSC intends to follow up the following areas during the coming year and would like to see them covered in more detail in next year’s self-assessment:

- » what Police is doing to lift engagement and vision and purpose in the poorer performing districts (focus areas 1.1.4 and 1.2.4)
- » how Police intends to improve its understanding of the drivers of women’s advancement (focus area 2.1.3)
- » what action Police is taking to respond to the key drivers of engagement that significantly lag the State Sector benchmark identified by the Kenexa workplace survey.

SSC looks forward to seeing Police continue to make good progress towards embedding the key elements of its response to the COI into Police’s strategies and operating model.

A handwritten signature in black ink, appearing to read 'D. R. Craig'.

Doug Craig
Deputy Commissioner

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1. New Zealand Police statement

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

This is the fifth review of Police's progress towards implementing the findings of the Commission of Inquiry and the first self assessment undertaken by Police. Police have carried out their assessment using data from various sources, to identify progress against baselines and targets established in the fourth phase review. The baseline measures are primarily anchored to data collected through the Police's workplace survey, which is analysed by an independent engagement survey specialist provider and allows for external benchmarking. This report was submitted to the State Services Commission (SSC) for their comment which is provided on page 3. We acknowledge the Commission's comments.

The progress we have made in both bringing about change and monitoring the process is an indicator of the rigour of our internal monitoring processes and the transparency that we have embraced over recent years. It's a responsibility we take very seriously. We don't flinch from the challenge and we are determined not to be found wanting.

The change we have made at Police is the result of a great deal of hard work.

In recent months we have completed the major part of our transformative Policing Excellence programme, which means our frontline staff are better equipped, better supported and better deployed than ever before.

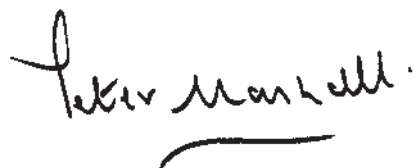
Our Prevention First national operating strategy has shifted the balance of policing further toward prevention of crime, reducing the human, social and financial costs associated with offending. Our Victim Focus strategy means we put victims, not offenders, at the heart of what we do.

Through the overhaul of our systems and procedures we have set a new baseline from which to make further progress—we know ourselves better and understand the environment we operate in better than ever before.

In May we made a new commitment to victims of sexual violence, spelling out the standards of service they can expect—wherever in the country they make a complaint. This issue was at the heart of the Commission of Inquiry and the event in May was a milestone in our reform process. However, there are other issues that still need to be addressed, and we will not let up as we strive to meet and where possible exceed the targets we have been set.

As I've said many times, progress on these matters cannot and will not be allowed to falter. The Commission of Inquiry, and the Independent Police Conduct Authority report on investigation of child sex assault complaints, remain an absolute focus.

We look these challenges in the eye. The fact that Police is conducting this review is a mark of our maturity and the progress we have made. We know people are watching and we will not allow that progress to stall. It's now up to us.



Peter Marshall MNZM
Commissioner of Police

2. Executive summary

This report provides a progress update against baseline measures, and 2017 targets, set under four key organisational Areas of Focus established in the 2011 / 2012 SSC Commission of Inquiry (COI) change management progress review. The four key Areas of Focus are:

1. Leadership and change;
2. HR strategy and capability to support integrated change;
3. Performance management; and
4. Lifting trust and confidence in complaints investigations.

In addition, a number of further baseline measures, including initial findings from the COI longitudinal research study, are reported and discussed in section 6.

Highlights

Since the 2012 publication of the fourth SSC report on Police's change programme significant progress has been made. Notable highlights include:

- » The approval and implementation of a new four-tier Adult Sexual Assault (ASA) training framework, and catch-up ASA supervisor training has been completed.
- » The launch of a new mechanism in the form of an ASA pamphlet for nationally standardising victims' understanding of their rights and access to local support. The pamphlet was co-launched with victim support agencies. This has been augmented by the establishment of direct email access to the Police National Headquarters ASA team for victims needing further advice or clarity around their rights.
- » Implementation of an ASA Quality Assurance and Improvement Framework (QAIF).
- » A significant increase in the Employee Engagement Index for New Zealand Police (Police) since 2011. Currently Police has a significantly higher Engagement Index than the State Sector Benchmark. There has also been a significant and positive shift in the proportion of engaged Sergeants and Constables.
- » A number of the workplace survey results indicate Police have a strong platform for change moving forward. These include a strong sense of camaraderie, pride in the positive impact Police work has on the community and high levels of commitment to the organisation.
- » An increase in the overall representation of women holding the office of Constable, currently 18.1%, up from 17.6% in 2011.
- » Since 2006 to date, 40.6% of staff attending leadership development programmes have been women.
- » The primary focus for our recruitment strategy is on increasing the representation of women and ethnic minority groups to more closely reflect the communities we serve. The proportion of women being recruited annually has increased from 27.3% in 2011 to 30.8% this year.
- » Police is continuing to outperform the state sector benchmark with regards to dealing with poor performance. A continued focus on and investment in increasing the capability of managers has been key to this success.
- » Further changes to the disciplinary process including removal of the disciplinary hearing and further streamlining has contributed to improving the efficiency of the process.
- » Full implementation of the Early Intervention System and interventions.
- » Since 4 May 2012, members of the public have been able to submit praise or express dissatisfaction with Police services online and, since 24 December 2012, to make a formal complaint about serious concerns with Police conduct or services online. This provides an additional avenue for the public to complain and will also allow Police to analyse trends in feedback to better understand areas of strength and opportunities for improvement in our service delivery. 1847 individuals have provided feedback through the online system to date. This feedback has been comprised of 61% expressions of dissatisfaction, 24% praise, 9% formal complaints (since 24 December 2012), and 6% other.

- » There has been an overall increase in the section score for the Respect and Integrity section of the annual workplace survey.
- » The longitudinal study data indicates that recruits have a good understanding of the organisation's strategy and report that Police leaders are inspiring, engaged with the frontline and model the organisation's values.

Opportunities:

- » The range in scores for the workplace survey section of Vision and Purpose and Communication and Cooperation across Districts has increased since 2011. There is an opportunity to identify and replicate approaches and strategies being adopted in Districts showing improvement or consistently high scores in this section.
- » The longitudinal study findings highlighted the importance and influence of the recruit instructor role at the Royal New Zealand Police College (RNZPC). There is an opportunity to better utilise this resource to inform and positively influence the aspirations and values of trainees.
- » A number of measures further validated the criticality of the non-commissioned officer role on the experiences of our staff. This highlights an opportunity to further enhance current initiatives and introduce additional strategies to develop supervisors in people-management skills including areas such as communicating the organisation's strategy; engagement; performance management; and staff development.
- » In order to further lift engagement, the workplace survey results suggest the biggest opportunities for Police lie in focusing on involving staff in job-related decisions; creating a greater sense of care and well-being; and improving the perception around effective bottom-up communication (Police are currently scoring below the State Sector Benchmark in all three areas).
- » Although there is no significant difference in the levels of engagement between males and females within Police, female staff have a less positive perception of career and personal development opportunities than males. There is an opportunity to enhance information on career pathways as well as continue to enhance and build on current initiatives targeted at supporting career development (i.e. development programmes, development boards, career profiles, individual development planning tools, talent management systems).
- » Although there has been an increase since 2011, Police is currently scoring below the state sector benchmark on understanding how individual performance is measured; the fairness of performance assessment; and whether appointments are based on merit. Police recognise we still have a way to go and there is opportunity to consolidate current initiatives and enhance our strategies in these areas.
- » There has been a significant increase in staff perceptions that they know who to contact to report instances of inappropriate workplace behaviour; that they can raise concerns without fear of reprisal; and that any concerns they do raise will be dealt with appropriately. However, where such instances have occurred, three quarters of staff believed that the issue had not been dealt with effectively. Overall the results speak to a continuing challenge around the effective handling of inappropriate workplace conduct.

The COI remains a top priority for the organisation along with Policing Excellence and operating within the financial baseline. The change envisaged by the COI is significant, and while Police accepts that some things should be progressed more quickly, the scale of change needs to be seen against the wider environment we are operating in.

Summary dashboards

Baseline measures were set in the 2011/12 review to provide a framework for future annual reviews of progress in the following focus areas:

- » **Leadership and change**
- » **HR strategy and capability to support integrated change**
- » **Performance management**
- » **Lifting trust and confidence in complaint investigations**

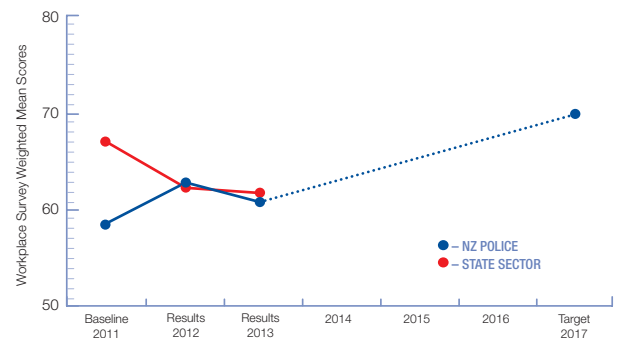
The dashboards provide a view of the current state of Police, compared to 2011 baselines, state sector benchmarks and future state targets. The target date of 2017 was set as this is ten years on from the initial COI report and the year COI annual reporting is due to end.

The dashboards provide the key indicators for each of the four key areas of focus. This provides 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.

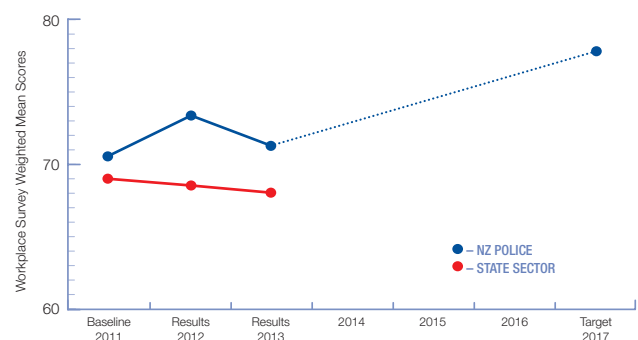
1

Leadership and Change

Vision and Purpose and Communication and Cooperation Section Score



Engagement Index



2

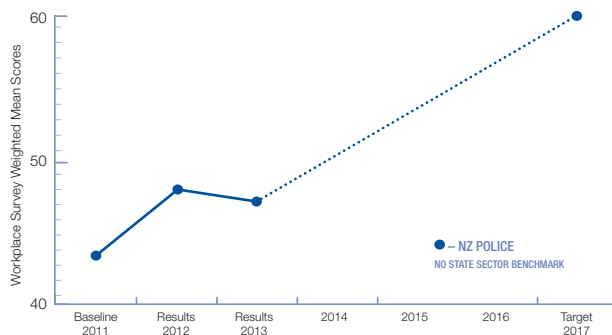
HR Strategy and Capability to Support Integrated Change

Women's Composition

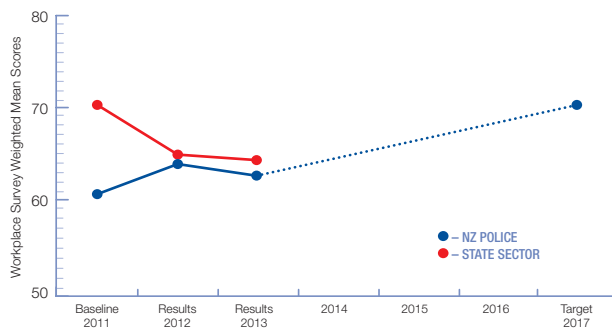
Proportion of women by rank	2011 Data	2013 data	2017 target
Commissioned Officer	8.1%	9.3%	10%
Senior Sergeant	10.7%	9.2%	12%
Sergeant	10.7%	11.9%	15%
Constable	20.1%	20.4%	23%

Perceptions of promotions and advancements

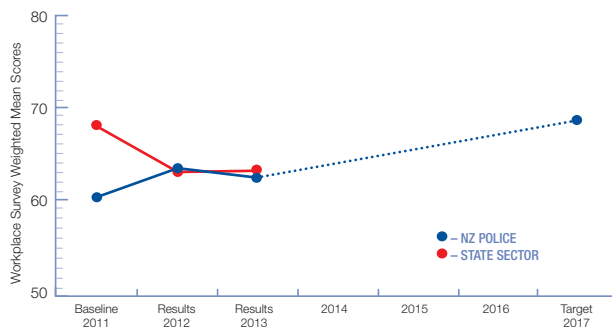
9.5: People here are appointed to positions based on merit



5.10: I understand how my performance is measured



5.11: My performance is fairly assessed

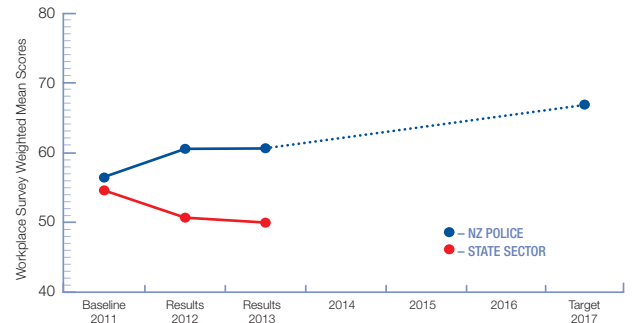


3

Dealing with Poor Performance

Dealing with Poor Performance

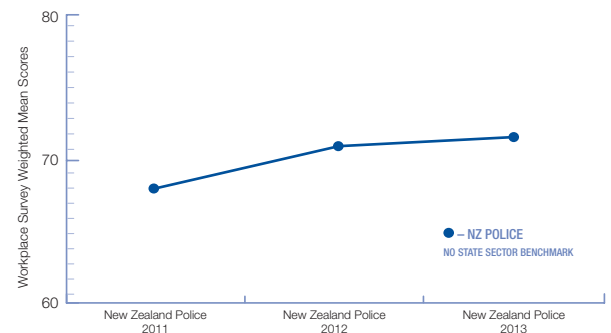
8.3: Poor performance is dealt with effectively in my work group



4

Respect and Integrity in the Workplace

Respect & Integrity (Section Score)



3. Background approach and scope

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 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.

See Appendix A for a description of these recommendations.

Initial review: 2007

The initial review of Police's responses to the recommendations was completed by the State Services Commission (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.

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.

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 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.

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 providing 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.

Fourth review: 2011-12

The fourth review took a new approach, building on the findings of the previous reviews and focusing on the priority areas for Police. The approach was agreed between the State Services Commission and the Commissioner of Police. The key objectives of the review were 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 priority areas agreed were:

» **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 2013; 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.

The final report on the fourth phase review of the COI articulated clear baseline measures and future targets across these priority areas providing a robust measurement programme to monitor progress going forward.

Current review: 2012–13

It was agreed that for future reviews, until 2017, the Commissioner of Police would carry out an annual self assessment based on the agreed measures and targets set out in the fourth review and provide a report to the State Services Commission. This is to enable ongoing external oversight of Police's progress. The State Services Commission would then review Police's self assessment and follow up on any issue or concern as well as providing Police with advice of best practice to assist Police improve progress. This is the first annual update under the new reporting regime.

This review has been undertaken with input from Kenexa NZ Limited, an IBM company. Kenexa (previously JRA (NZ) Ltd) was first employed in 2007 to run the annual Police Workplace Survey. Their role in this programme was to provide NZ Police with the relevant pieces of independent data from the Workplace Survey, as well as to support and shed light on the progress that Police has made in the four focus areas.

Scope

This 2012/13 review focuses on:

- » providing updates on baseline measures set in the 2011/12 report (where data is available);
- » setting further baseline measures based on the longitudinal research study data; and
- » providing information on strategies the organisation is focusing on to ensure desired change continues.

Format of this report

The current context of Policing for 2012/2013 is outlined.

A summary of the sources of data and measurement mechanisms is provided.

Dashboard-style summaries for each of the focus areas identified above as developed in the 2011/12 report are included with details of progress. Specifically, these summaries briefly describe the current state position against the 2011/12 baseline, the future state sought by Police over a four year horizon to 2017, and a brief overview of what Police is doing, i.e. key strategies that have and / or will continue to effect change.

The link to business as usual for Police

The dashboard summaries should be read in conjunction with other Police planning documents, most importantly the Strategic Plan and annual Business Plan. The intention in 2011/12 was to help embed COI-related change into business-as-usual planning and management activity.

The Challenge

The “behavioural” nature of the dimensions under review entailed some challenges in setting appropriate targets and metrics and in establishing the optimal balance between quantitative and qualitative targets.

In addition, relevant external environmental factors need to be taken into consideration when interpreting the progress of the organisation against the established baseline measures.

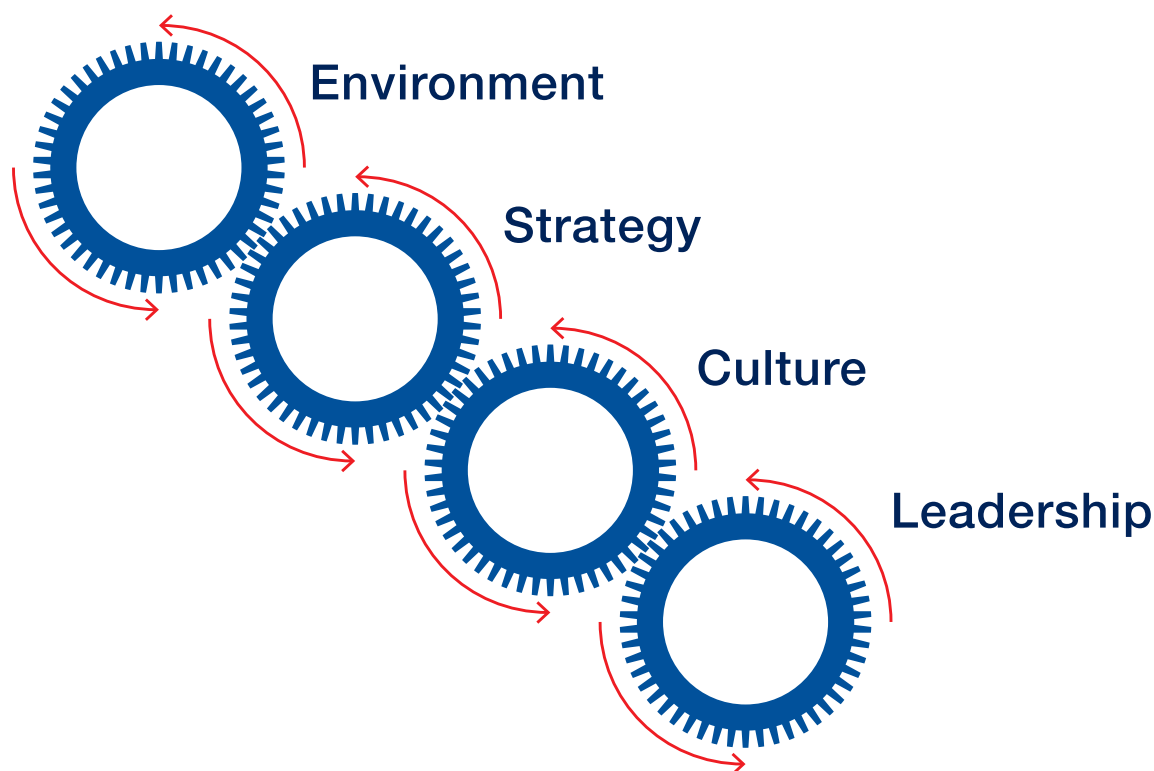
The Approach

Police is acutely aware that the process of cultural change is a long and complex process. In assessing our current state and developing a range of interventions we have adopted the cultural alignment model outlined in Figure 1 below. This model emphasises the critical role leadership has in shaping and driving cultural change through aligning leadership, culture, strategy and environment. Our programme of work associated in fully embedding the recommendations of the Commission of Inquiry is focused around creating that alignment.

The foundation of successful and sustainable change is based on leaders actively demonstrating the appropriate behaviours through consistent messaging, modelling the behaviours, and maintaining accountability. These behaviours influence and drive the culture of the organisation.

We are confident that this strategy of targeting leadership will result in continued and sustained progress in embedding cultural change. This will also allow Police to successfully execute our operating strategy of Prevention First and a victim centric approach, and our internal strategy of creating an inclusive and diverse workforce. This will result in achieving our vision of safer communities together.

Fig 1. Organisational Cultural Alignment Model



Chorn 1991

4. The Context — Police in 2012/2013

Like all Government departments, New Zealand Police continues to face challenges with regard to financial sustainability, as well as a number of adverse aspects of organisational culture as outlined in previous reviews. However, as an organisation, Police has a strong track record of success.

Policing in New Zealand operates largely by consent. The principle of policing put forward by Sir 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.

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.

The publication in 2007 of the report on the Commission of Inquiry into Police Conduct had a demonstrably negative impact on the public's trust and confidence in Police. Since then, Police has been working hard to address the issues raised by the Commission of Inquiry and to embed the 47 recommendations that related directly to Police. In 2008, Police began to routinely survey the public's perceptions and levels of satisfaction with Police service through the Citizens' Satisfaction Survey. This survey provides a valuable insight into public trust and confidence in Police which directly impacts the effectiveness of Police as an organisation.

Public Trust and Confidence

The findings from the 2012 Citizens' Satisfaction Survey of public perceptions and satisfaction with Police were again very positive (see Figure 1). This has been the consistent overall trend since 2008, as shown in Figure 2.

Commissioner Peter Marshall states that "Police aspires to be an organisation that is always working to improve its performance, while maintaining high standards of service and ongoing public trust and confidence. It is really pleasing that public trust and confidence in Police remains high for 2012, with a rating that would be the envy of many overseas police jurisdictions."

"It is important to remember that we often have contact with people during stressful periods... yet obviously many people end up being satisfied with the encounter." Of the 9,677 citizens interviewed, 77% had "full" or "quite a lot" of trust and confidence in Police. Of the 39% of people interviewed that had contact with Police, 82% reported being "satisfied" or "very satisfied" with service delivery from Police.

The independently-run survey is conducted throughout the year, and full 2012 / 2013 results will be available later this year.

¹ UMR Annual Review Mood of the Nation, January 2013

Fig 2. Citizens' Satisfaction Survey 2012 ratings for trust and confidence in Police, Perceptions of safety and Police in the community.

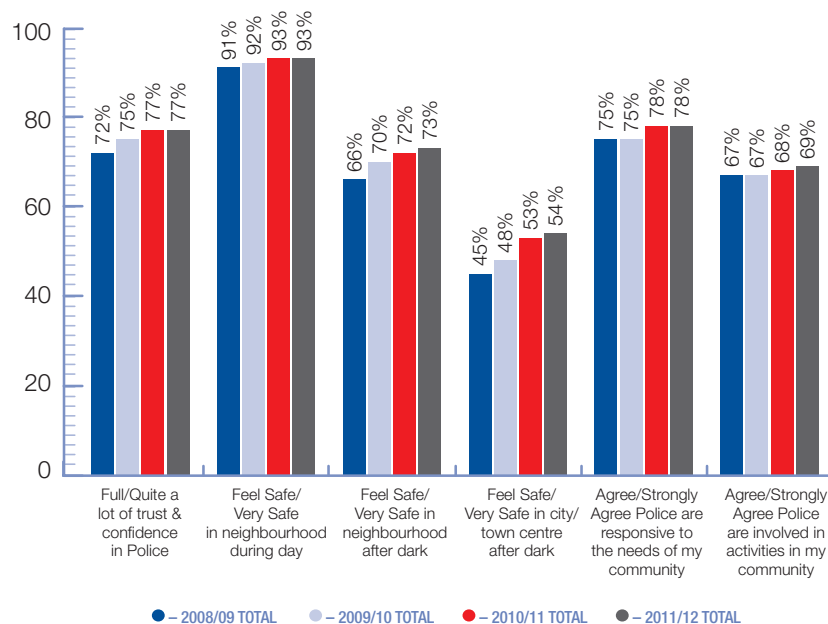
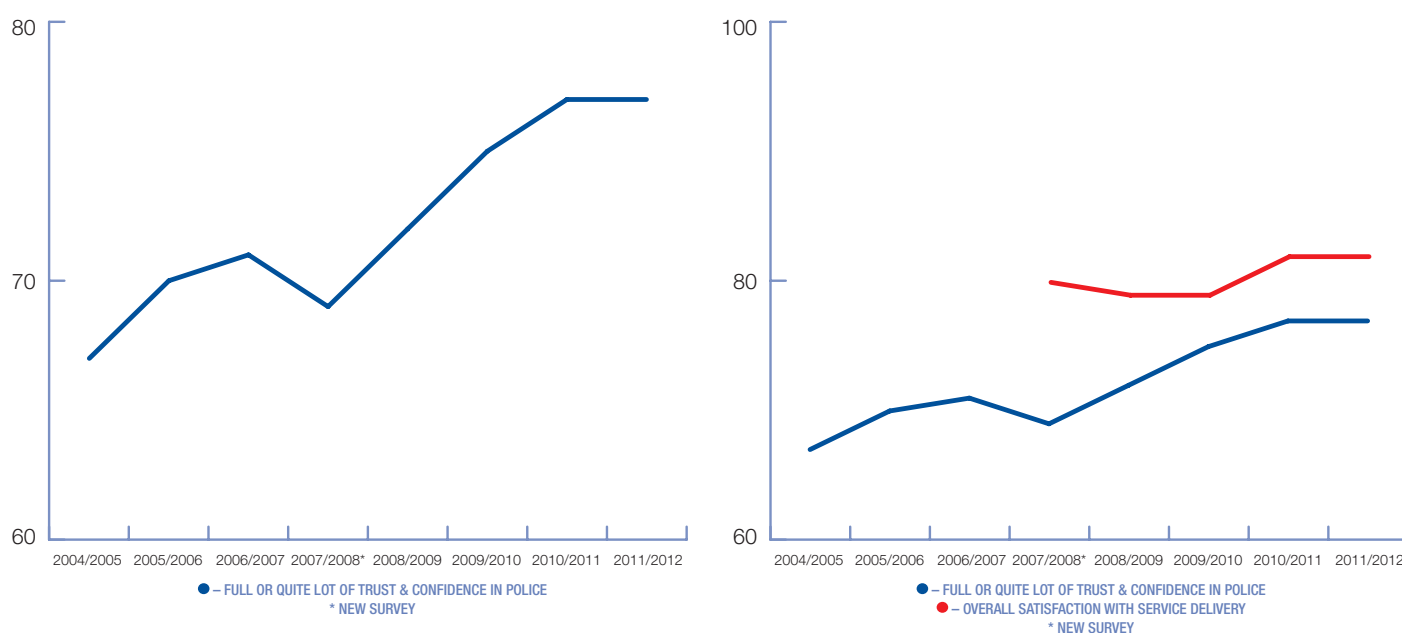


Fig 3. Trend in public trust and confidence and satisfaction



The recent Mood of the Nation Survey by UMR research¹ shows that while New Zealanders are generally less positive than in 2012, ratings for Police are mostly stable. Key points include:

- » For the 2nd year in a row the police topped confidence ratings in New Zealand institutions with 70%, just ahead of general practitioners with primary schools third;
- » New Zealanders have high occupational respect for Police; third equal with teachers, with nurses and doctors taking first and second place in the occupational respect ratings; and
- » Respondents rated Police as the second placed government department (with 75% approval of overall performance), behind the NZ Fire Service.

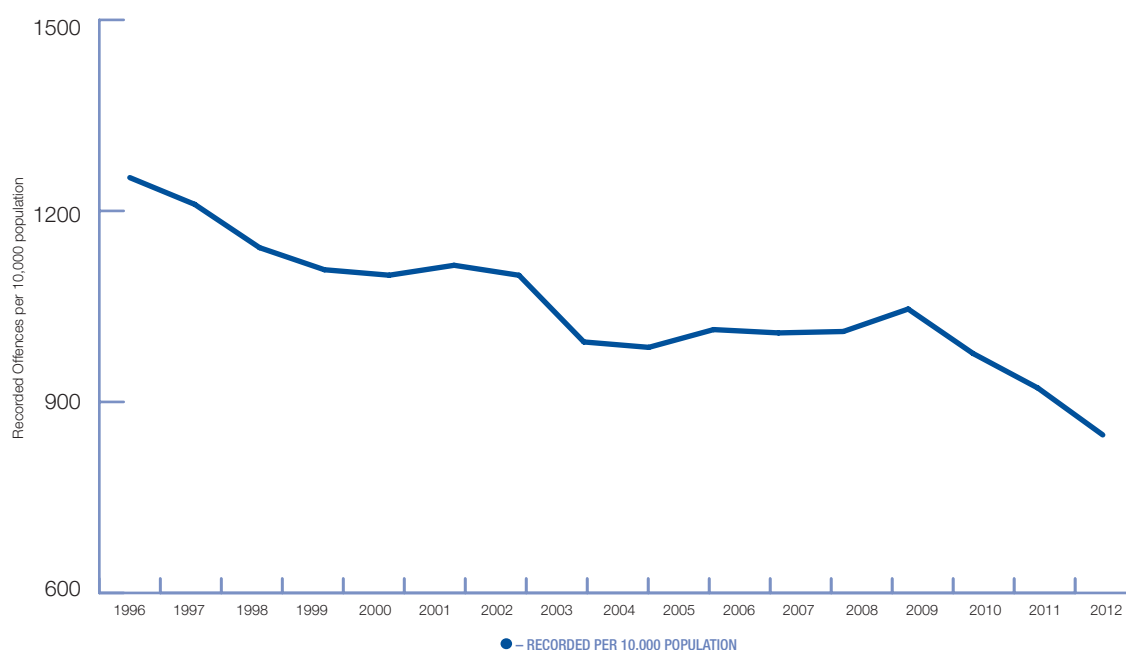
Research undertaken in support of the Policing Act Review in 2007/8 showed that Police is generally well regarded and enjoys high levels of public goodwill. However, findings included the following:

- » Police, like all Government organisations, 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 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 challenges in areas such as Auckland, where there are high concentrations of all three groups.

Despite these challenges, and contrary to the stubbornly high levels of fear of crime common to western jurisdictions, crime in New Zealand is reducing. Over the past 16 years total crime has decreased in both net terms and per head of population. Recorded crime in 2012 was at its lowest in 24 years, with a 7.4 percent drop which equates to more than 30,000 fewer offences committed than in 2011.

This is attributable in part to efficient working practices embedded by the Policing Excellence reforms and the effect of the Prevention First strategy, which make a priority of stopping crime before it happens.

Fig 4. Total Crime



Annual Workplace Survey

The annual NZ Police Workplace Survey not only provides a key mechanism for measuring and monitoring organisational change but is also an excellent vehicle to effect future change. Employee engagement trends are tracked year on year and key drivers are identified each year and incorporated into action planning at the organisation, District, and work group levels.

The 2013 results show Police's current engagement levels are above the State Sector benchmark. Benchmarked against 28 other state sector organisations Police demonstrated strength in the My Supervisor, My Workgroup, Learning & Development and Performance & Feedback sections.

Within each of these sections there remain areas for improvement. Delving deeper into the results there are clear indications that Communication and Well-being should be our immediate focus. In particular themes of consultation, involvement, leadership, belonging, and care were prevalent throughout our results.

Kenexa notes on our two priority areas:

1. Perceived care for staff well-being

- » Only 40% of staff agree that NZ Police cares about the well-being of staff.
- » Resource adequacy remains the second most frequently mentioned theme for the open-ended question about “the one thing that needs to change to make NZ Police a great place to work”.
- » There will be a need to focus on physical well-being, as well as mental and emotional well-being. Some indication of mental and emotional well-being can be provided by responses on the work-related stress question [which] should be investigated further to identify further support required by NZ Police staff.

2. Bottom-up communication and involvement

- » Perceptions of staff involvement in making job related decisions and organisational interest in staff views or opinions are much lower compared to the Kenexa 2013 State Sector Benchmark.
- » Involving and consulting staff more could positively impact perceptions of care for staff well-being. Other key drivers that might also benefit from greater staff involvement are the ones on the sense of belonging and perceived value placed on individual contributions.

Police continues to build upon 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 feels 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.

Policing Excellence

In 2009, Police made a commitment to the Government to deliver a series of performance improvement actions through the Policing Excellence programme.

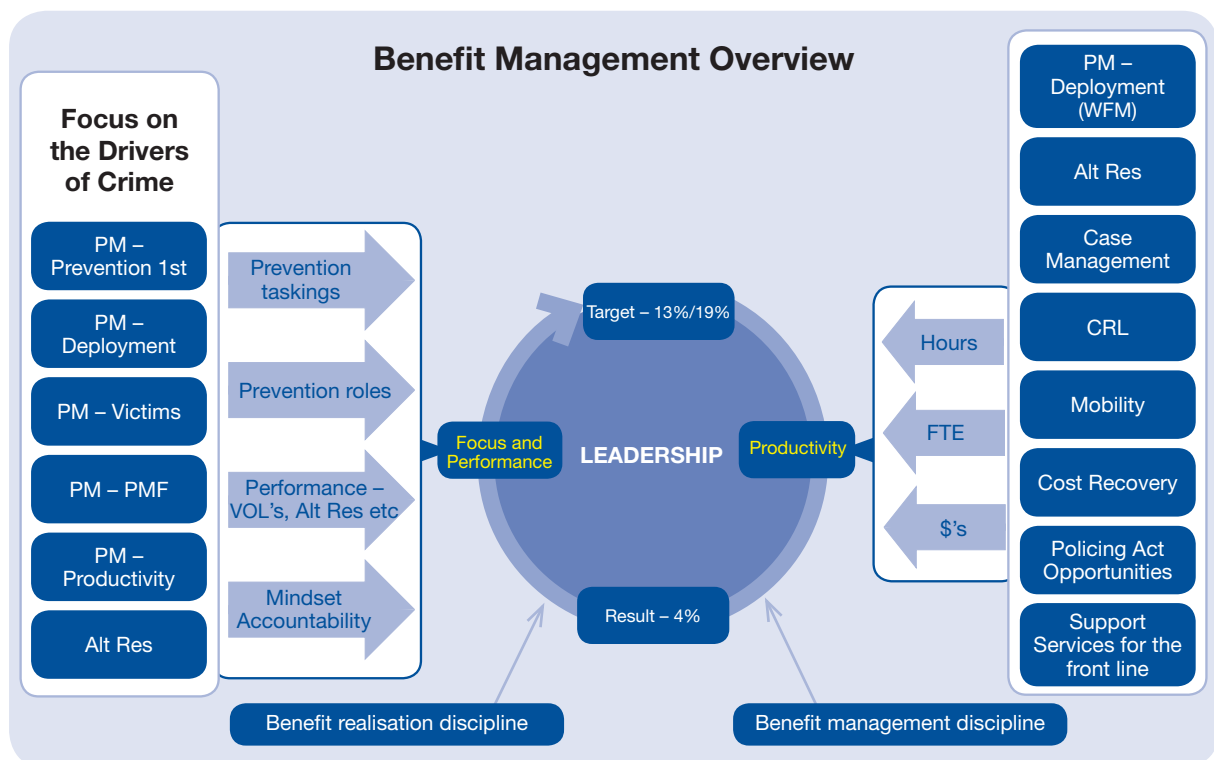
As well as resulting in better services for the public and greater organisational efficiency, the productivity gains generated by Policing Excellence are being reinvested by Police in the prevention of crime and road trauma.

During the past 12 months, the Policing Excellence programme has continued to implement a suite of initiatives enabling a shift from a largely responsive, enforcement-centred policing model to a more prevention focused strategy, squarely aimed at addressing the drivers of crime.

Collectively, Policing Excellence has introduced significant and fundamental changes to the way policing is delivered in New Zealand.

As the full suite of Policing Excellence initiatives have steadily rolled out, the 'Prevention First' operating strategy and mantra has taken hold. Crime Prevention is now at the forefront of everything Police does, meaning crime, crashes and victimisation are all reduced; greater control is gained over the criminal environment; and New Zealand is a safer place to live, work and visit.

Fig 5. The emphasis on preventative policing reduces the demands on police service.



A victim focused approach is fundamental to Policing Excellence

Putting victims at the heart of the Police response is one of the most significant changes introduced through Policing Excellence, and has direct relevance to the Commission of Inquiry.

Practical examples of this new, victim-centric approach are evidenced in the 33 Neighbourhood Policing Teams (NPTs) spread throughout New Zealand. NPTs see dedicated teams of Police officers operating in priority locations, where people are more likely to be the victim of a crime, targeting the drivers of crime and creating safer, more secure neighbourhoods.

Officers are an integral part of their neighbourhood and, in partnership with the community, look to tackle the underlying causes of crime and safety issues and put sustainable solutions in place. With a victim-centric approach, NPTs are focused on long-term prevention activities.

Continuing with the Prevention First, victim-centric ethos, victims of crime are now receiving a better service from Police with more than 9000 staff applying their Victim Focus training. Victim Focus centres on preventing victims from becoming repeat victims and ensuring they are informed, safe and supported.

Victim Managers are in place in each District with an overview of all victim-related matters (e.g. co-ordinating development of Victim Intervention Plans for 'red-flagged' repeat victims; monitoring the total number of victims in the District and reinforcing the graduated response approach to staff).

On the front line, officers apply a bronze, silver or gold graduated response model in all their interactions with victims. For example, a first-time burglary victim will receive simple, practical crime prevention advice (lock your doors and windows; install security lights or deadlocks), while a serious repeat victim will get a gold response which includes the development of a Victim Intervention Plan. These plans (often involving Iwi, other agencies and service providers) address the underlying causes of a person's repeat victimisation and put steps in place to break the cycle.

At the IT level, officers can now access Police systems (including via their new iPhones and iPads) to see if a person has a history of victimisation. Green, amber and red flags, along with a victimisation history scorecard, inform officers of a person's victim history so they can apply the graduated response model accordingly.

The nationwide 24/7 Crime Reporting Line (CRL) significantly contributes to the Policing Excellence goals of providing a better service to victims of crime and streamlining the management of cases and files. The CRL provides victims of historic and non-emergency crime (such as a house burglary while away on holiday or an overnight car break-in discovered in the morning) with the ability to report their incident by phone, rather than having to report in person to a Police station. Phone reporting saves time for the victim and means less paperwork for Police officers. CRL staff are also trained to take 111 calls in the event of a spike in emergency calls. At the IT level, system improvements have been implemented to reduce CRL call-handling times.

5. Sources of Data

This section outlines the sources of the data that were used to establish the baseline measures in the 2011/2012 report. The tables in the following section outline Police's progress against these baseline measures and also include additional baseline data from the longitudinal research and complaints data.

Other data that are not included in the baseline measures or reported in the tables, but are relevant to monitoring change, includes the Citizens' Satisfaction Survey and additional sections from the Workplace survey which were outlined in the context section of this report.

Workplace Survey

The majority of baseline measures and 2017 targets were drawn from Police's annual workplace survey data. The workplace survey is an indicator of staff perceptions of the organisation's climate. Level of engagement has become an important performance measure for Police, which is being tracked along with things like prevention and crime reduction, focus on victims and contribution to Justice Sector performance.

The strength of this data source is the ability for Police to benchmark performance against state sector indices, as well as track progress internally.

» All figures reported related to the workplace survey are weighted mean scores. See Appendix C for how weighted mean scores are calculated.

COI Longitudinal Research

As part of this COI measurement programme, Police made a commitment to complete a longitudinal research study with recruits entering the Royal New Zealand Police College (RNZPC) in 2012 and 2013. The purpose of the study is to provide robust measurement of employees' perceptions of COI relevant behaviours and organisational processes and provides a mechanism to track and evidence change over time.

The research involves a mixed method approach gathering both quantitative and qualitative data through a survey and interview tool. The survey includes measurement of job satisfaction, organisational commitment, perceptions of leadership, experience with the organisation's complaints processes, and ratings of self and supervisor competence. The interview tool allows for the exploration of dimensions that rely on individuals' perceptions. A focus of this interview is to better understand the challenges impacting women's experiences of and progression in the organisation.

All recruits entering the College between June 2012 and June 2013 have been invited to participate in the research. The baseline measures reported in this review are based on the data collected during this period.

SSC Integrity and Conduct Survey

The State Services Commission led the delivery of an Integrity and Conduct Survey in 2007 and 2010, implemented by Research New Zealand using a question set licensed from the Ethics Resource Center. Police are committed to participating in this survey when it is next implemented to monitor progress against established baselines drawn from the 2010 survey.

CLC Engaging Managers to Drive Employee Performance and Development–Benchmarking

In 2010, Police commissioned the Corporate Leadership Council to conduct a benchmark study on the effectiveness of the organisation's managers at key development roles compared to international comparison. This research will be repeated in 2015.

HR Statistics

HR statistics on employee demographics provide relevant data on the recruitment, retention and progression of women in the organisation.

Additional Sources of Data

Additional sources of data include:

- » Promotional Exam Performance, Complaints data, Data on the duration of disciplinary processes and Appointments data.

With regards to appointments data, ongoing software development has delayed baseline measurement.

6. Focus Area Tables

The following tables provide details on progress in the four key focus areas:

1. Leadership and change
2. HR strategy and capability to support integrated change
3. Performance management
4. Lifting trust and confidence in complaints investigations.

The tables include:

- » where Police were at in 2011/2012 including baseline measures,
- » progress against baseline measures as well as the establishment of additional baseline measures (longitudinal research and complaints), and
- » 2017 targets.

Focus area 1: Leadership and change

This focus area looks at refreshing the Police case for change by using the NZ Police Annual Workplace Survey results as the vehicle to present the COI findings in the current context, showing improvements in staff engagement results, 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 were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
1.1.1 Change management momentum and coherence	<p>It was seven years since the commencement of the COI and five years since its report.</p> <p>It was 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” was taking on the language of Police reform more generally so that change was positioned as a unified, coherent programme.</p> <p>This could 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.</p>	<p>Significant change momentum has been gained since the 2011/12 report in the areas of Adult Sexual Assault (ASA). Progress highlights have included</p> <ul style="list-style-type: none"> » The introduction of a quality assurance and improvement framework (QAIF) across all districts to ensure quality of investigations. This is a living system of feedback for districts that allows learning from each QAIF event to be beneficial for each district. » The joint launch of a standardised victims advice pamphlet for all districts. The pamphlet was launched jointly by Police and Louise Nicholas, alongside the wider community of support agencies. This marked a significant shift in the partnership Police share with victim advocates nationally. » The pamphlet includes, in the victim information, a national email to contact the National ASA team for advice. <p>Longitudinal Study</p> <p>Feedback from the ongoing qualitative study has been used to effect positive change during recruit training. Consistent and clear messaging around the use of alcohol has directly impacted on the data now coming from the interviews with participants reporting an uncoupling of common team building sessions from the expectation of drinking and alcohol. The practice of team building still exists in a different, more healthy peer to peer informal de-brief practice.</p> <p>Another example of the increasing agility of the organisation to respond to identified need for change is the initiative adopted by the Commissioner to improve the visibility of the executive. This arose from feedback from the COI longitudinal study. He highlights the organisational values by meeting every wing in their first week to set expectations during this critical period.</p> <p>The qualitative interviews did reveal some stable characteristics of Police workplaces noted in wider international research on western Police services. Many of the women interviewed at the RNZPC noted the features of strong group bonding, hyper masculine language and humour to be different from what they expected to find and/or markedly different from previous workplace or social group setting norms. Some women previously exposed to Police via existing personal relationships or non-sworn work experience noticed the close parallel of these behaviours to operational settings suggesting modelling or learning of this cultural feature, or management tolerance of it, is originating from those who have operated in that environment. Given the controlled nature of this particular Police workplace there is potential to markedly influence this standard of behaviour via more direct management interventions which is an expected outcome of this baseline measurement.</p>	<p>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.</p>

1. Vision and Purpose (refreshing the case for change)															
Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?												
1.1.2 Relating the Vision and Purpose to the frontline	<p>Police was focused on providing clarity about the organisation vision, values and strategy by articulating them in a compelling way for staff and ensuring they were integrated into all people management process and practices.²</p> <p>The Police Strategic Plan 2011-2015 demonstrated this clearly and concisely to resonate with staff at all levels of the organisation.</p>	<p>The Performance Improvement Framework (PIF) review for Police was carried out and published by SSC in September 2012. The review included an analysis of the organisation’s Vision, Strategy and Purpose. Police achieved a strong performance rating for this area. Feedback included “Currently, the Executive is investing significant time and effort into taking the frontline and key external stakeholders along with them”.</p> <p>Longitudinal Study</p> <p>Baseline data for the study shows very high levels of agreement that recruits feel:</p> <ul style="list-style-type: none">» inspired by Police leadership (96%),» Police leaders are engaged with the frontline (91%) and that» Police leaders model the organisation’s values well (98.4%). <p>When asked to state the organisational vision 82% of all recruits either directly stated safer communities together, prevention first or demonstrated an understanding of them. There is some misunderstanding of what the organisation’s strategic priorities are however the fundamental strategy of prevention is very well understood with most being able to explain how it applies to their actual front line duty.</p> <p>A common report in the qualitative data is that the trainees see their instructors as role models. This evaluation appears to be made regardless of the fact the recruits lack any framework with which to make an evaluation of the careers of the instructors. This is also commonly reported where the instructor’s career pathway is misaligned with aspirations of the recruit. The conclusion we draw from this combination of features is that an opportunity exists to have a marked impact on aspirations and values of trainees. It also highlights the importance of careful appointment of the best available role models to instructional roles.</p> <p>Promotional Exam Results Baseline</p> <p>Core Policing Knowledge (CPK) promotional exams include a section of questions on strategic awareness. During the 2012 / 2013 financial year 379 candidates sat the Sergeants CPK exam, 171 sat the Senior Sergeants CPK exam and 48 sat the Inspectors CPK exam. For the Sergeants exam, questions in the strategy section were answered correctly 65% of the time, compared to 73% of questions across the entire exam. For the Senior Sergeants exam, questions in the strategy section were answered correctly 70% of the time, compared to 72% of questions across the entire exam. For the Inspectors exam, questions in the strategy section were answered correctly 83% of the time, compared to 75% of questions across the entire exam.</p>	<p>Frontline staff will report that they understand the operational implication of the Vision and Purpose and how it relates to them day to day.</p>												
	1.1.3 Vision and Purpose engagement compared with the State Sector	<p>Police scored 58.2%³ for the Vision and Purpose and Communication and Cooperation category in the Workplace Survey. This was 8.8 percentage points lower than the 2011 State Sector Benchmark.⁴</p>	<p>Currently Police score 60.8% for the Vision and Purpose and Communication and Cooperation category in the Workplace Survey, this is a statistically significant increase since 2011. This is 0.8 percentage points lower than the 2013 State Sector Benchmark, which is a statistically significant difference.</p>	<p>Police will score at least 70% and be above State Sector Benchmark in the Vision and Purpose and Communication and Cooperation category.⁵</p>											
1.1.4 Consistency across districts	<p>The understanding of engagement in the Vision and Purpose was varied across districts and workgroups.</p>	<p>The baseline from 2011 and the current state are detailed in the table below. The range in scores for the survey section of Vision and Purpose and Communication and Cooperation has increased since 2011, with scores now varying from 53.1% (Northland District) to 66.7% (Auckland District). In addition, the standard deviation of the District scores on the survey section of Vision and Purpose and Communication and Cooperation has increased from 3.0 percentage points in 2011 to 3.9 in 2013, indicating greater variation in District scores in 2013.</p> <table><tr><th colspan="3">Vision and Purpose and Communication and Cooperation</th></tr><tr><th></th><th>2011</th><th>2013</th></tr><tr><td>Range</td><td>11.7</td><td>13.6</td></tr><tr><td>Median</td><td>57.6</td><td>60.0</td></tr></table>	Vision and Purpose and Communication and Cooperation				2011	2013	Range	11.7	13.6	Median	57.6	60.0	<p>There will be higher average and narrower range of scores in the distribution of staff engaged with the Vision and Purpose across districts and workgroups.</p>
Vision and Purpose and Communication and Cooperation															
	2011	2013													
Range	11.7	13.6													
Median	57.6	60.0													

² Links to Outcome one of the HR Strategic Outcomes as stated in the draft Workforce Strategy 2011-2015.

³ The 2011 baseline score was reported incorrectly in the 2011/12 report as 54.7%. This figure has been corrected in this report.

⁴ Source: Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

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

2. Staff engagement

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?					Where does Police want to be in 2017?
1.2.1 Police as a workplace	<p>When assessed as a workplace, a high percentage of Police staff (76.1%) said their job gives them a sense of personal achievement, but only 61.7% of respondents felt a sense of belonging to their district/service centre.</p> <p>This implied that some staff felt a stronger sense of personal achievement and belonging in their immediate teams rather than to Police as an organisation.⁶</p>	Question	NZ Police 2013	NZ Police 2011	State Sector Benchmark 2013	Target 2017	<p>The Workplace Survey results will show that Police management will be perceived as listening to feedback and taking meaningful action to improve organisation effectiveness.</p> <p>See table to the left for 2017 targets.</p> <p>Note: 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. shift of approx. 2%) would be deemed 'substantive'. Note, when tracking Police's progress against 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.</p>
		1.3: NZ Police is an enjoyable place to work	68.0	68.3 (-0.3)	NA	70	
		5.3: My job gives me a sense of personal achievement	76.7	76.1 (0.6)	70.8 (5.9)	Remain in the top quartile	
		1.6: I feel a sense of belonging to my District or my Service Centre	62.8	61.7 (1.1)	65.3 (-2.5)	70	
		1.2: I feel I am working for an effective organisation	63.4	59.7 (3.7)	NA	65	
		7.2: The work I do makes good use of my knowledge and skills	70.9	68.9 (2)	63.0 (7.9)	70	
		7.4: I am encouraged to try new ways of doing things	61.8	57.8 (4)	61.9 (-0.1)	60	
		5.7: The level of work-related stress I experience in my job is acceptable	61.3	58.3 (3)	61.5 (-0.2)	65	
		7.5: There are career development opportunities for me in NZ Police	59.2	NA	54.3 (4.9)	65	
		7.1: NZ Police provides adequate training for the work I do	57.4	54.8 (2.6)	NA	60	
		9.4: I feel my contribution is valued in NZ Police***	58.4	54.5 (3.9)	59.4 (-1)	NA	
		1.10: NZ Police is interested in the views and opinions of its staff***	48.8	45.3 (3.5)	56.7 (-7.9)	NA	
		1.4: NZ Police cares about the well-being of its staff***	52.4	51.9 (0.5)	64.0 (-11.6)	NA	
		1.5: There is a sense of 'common purpose' in NZ Police***	60.6	58.1 (2.5)	61.1 (-0.5)	NA	
		1.8: Communication in my District or my Service Centre is open and honest***	54.8	52.0 (2.8)	54.0 (0.8)	NA	
		5.5: I am sufficiently involved in decisions that affect the way I do my job***	59.4	56.8 (2.6)	62.6 (-3.2)	NA	
		*** indicates a new key driver in 2013. Note: The numbers reported in brackets show the difference of the 2013 results from the 2011 baseline score and the 2013 state sector benchmark score.					
The table above lists all organisational key drivers from both 2011 and 2013. Note: there were common key drivers across both years.							
A positive sign for the organisation is that Police is scoring significantly above the State Sector Benchmark for the questions related to people's sense of personal achievement from their job, whether their knowledge and skills are being utilised, and that there are career development opportunities within Police. Areas that require greater focus going forward relate to staff feeling sufficiently involved in job-related decisions, whether the organisation is interested in their views and opinions, and whether Police cares for their well-being (all scoring significantly below the State Sector Benchmark).							
Since 2011 NZ Police has seen a significant increase in all of the above scores, excluding questions 1.3, 5.3, and 1.4.							

2. Staff engagement			
Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
1.2.2 Rewarding the right behaviours	There had 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 had not been balanced against the positives aspects of Police culture.	<p>There are a number of different mechanisms Police are leveraging to deliver against this leadership and change indicator.</p> <ol style="list-style-type: none"> 1. The implementation of Police's Prevention First Operating Strategy has been supported by a comprehensive communication strategy. This has contributed to organisation wide communication about successes in the delivery of key milestones and the achievement of targets. This communications approach has ensured consistent reinforcement of the values and mindset shifts necessary to deliver against this new operating strategy. 2. Police has focused on ensuring our supervisors and managers are being educated in best practice performance management through targeted training on qualifying courses and the inclusion of performance management content on our core leadership development programmes (i.e. Enhancing Leadership and Strategic Leadership). 3. Employee Relations has recently established ER Advisor positions in Auckland (Upper North) and Wellington (Lower North and South) to provide support and best practice advice to managers around performance management across the country. 4. The recent ratification of the Police Managers Employment Agreement included agreement to the design and implementation of a new Performance Development System. This has presented an opportunity to create a best practice Performance Development System at this level that emphasises coaching and rewarding the right behaviours. 5. Police are heartened by performance on a number of workplace survey questions indicating progress in this area. These include: <ol style="list-style-type: none"> a. An increase from 76.3% in 2011 to 79.3% 2013 on the question "My supervisor behaves in a way that is consistent with the values of NZ Police". This is 4.5% above the 2013 State Sector Benchmark (74.8%). b. An increase from 54.1% in 2011 to 60.1% in 2013 on the question "We celebrate success in NZ Police". This is 3.1% above the 2013 State Sector benchmark (57%). 	Regular mechanisms, such as Prevention First and Performance Management feedback cycle, will be in place and regularly used to celebrate Police successes, reward appropriate behaviours and to communicate these externally and internally.
1.2.3 Workplace engagement compared with the State Sector	<p>The Engagement Index for Police was 70.5%. This was similar to the State Sector Benchmark (69.3%).⁷</p> <p>When comparing NZ Police with the December 2011 State Sector Benchmark, the organisation had a comparative proportion of engaged staff and a smaller proportion of disengaged staff.</p>	<p>The Engagement Index for Police in 2013 is 71.3%. This is significantly higher than the State Sector Benchmark score (68.0%).</p> <p>When comparing Police with the 2013 State Sector Benchmark, the organisation has a significantly larger proportion of engaged staff (+4.6%) and a significantly smaller proportion of disengaged staff (-5.3%).</p> <p>Since 2011, there has also been a significant increase in the Engagement Index score from 70.5%.</p>	The Engagement Index target for Police will be at least 77% and will be above the State Sector Benchmark.
1.2.4 Workplace engagement district wide comparison	<p>There was a range of results in the Workplace Survey across Police Districts. The Engagement Index ranged from 66.1% (Eastern District) to 74.6% (Counties/Manukau District) a difference of 8.5%.⁸</p> <p>The median score across districts was 69.2%.</p>	<p>There is a range of results in the Workplace Survey across Police Districts. The Engagement Index ranges from 63.6% (Northland District) to 75.5% (Auckland District) a difference of 11.9% (compared to a range of 8.5% in 2011). In addition, the standard deviation of the District Employee Engagement scores has increased from 2.3 percentage points in 2011 to 3.3 in 2013, indicating greater variation in District scores in 2013.</p> <p>The current median score across districts is 70.0% (indicating 50% of the Districts already has an Engagement Index score of 70% or above), a slight increase from the 2011 result of 69.2% (only 30% of Districts in 2011 had a score above 70%).</p> <p>Note: Comparison data against organisations with a similar geographic dispersal within the State Sector is not currently available.</p>	<p>All districts will have an engagement index above 70%.</p> <p>The range of results in the Workplace Survey will be narrower across districts and the baseline for each workgroup will be lifted.</p> <p>It will compare favourably with the State Sector Benchmark, in particular with comparable organisations with geographic dispersal of staff.</p> <p>The target median score will show continuous improvement relative to the 2011 score.</p>

⁷ Source: Police Workplace Survey 2011: Report of Findings, JRA 18 Jul 11.

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.

1.2.5 Workplace engagement Sergeant and Constable comparison	The 2011 Workplace Survey engagement profile for Constables and Sergeants is shown opposite.	The 2011 baseline data is displayed in the table below. ⁹					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.
		Engagement Group	Engaged	Ambivalent	Disengaged	Engagement Index	
		Constable	16.2%	65.9%	17.9%	68.0%	
		Sergeant	20.7%	66.5%	12.8%	71.1%	
	From 2010-2011, there had been a positive shift in engagement of Sergeants, which has contributed to the overall improvement in 2011 engagement scores.	The 2013 Workplace Survey reported the following engagement profile for Constables and Sergeants.					
		Engagement Group	Engaged	Ambivalent	Disengaged	Engagement Index	
		Constable	18.7 (+2.5)	63.0 (-2.9)	18.3 (+0.4)	68.6 (+0.6)	
		Sergeant	25.6 (+4.9)	62.4 (-4.1)	12.0 (-0.8)	73.1 (+2.0)	
	However, the differential results between Sergeants and Constables were narrower than expected for entry level staff and first line managers in other organisations.	The difference in brackets shows the change since 2011.					
		From 2011-2013, there has been a significant positive shift in the proportion of engaged Sergeants and Constables.					

3. Leadership (visibility at the frontline)

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
1.3.1 Police leadership as role models	<p>Previous reviews and the Workplace Survey suggested that some staff felt that long-serving Constabulary staff, middle managers and senior managers were out of touch with frontline staff, particularly with frontline staff in the General Duties Branch. These staff believed this magnified Police's cultural problems and weakened management's credibility.</p> <p>In 2011, there was an increase in visibility of senior management at the frontline. It was acknowledged that senior Police leaders and managers need to be role models and inspire their staff.¹⁰</p>	<p>Longitudinal Study</p> <p>As reported in Section 1.1.2, baseline data from the longitudinal study showed that 96% of recruits reported a high level of agreement that they are inspired by Police leadership. In addition, data showed 82% of recruits demonstrated a good understanding of the organisation's vision.</p> <p>This baseline data will be tracked across time on an annual basis to analyse changes in perceptions of leadership with increased exposure to the organisation. Also, now that a large enough recruit sample has been collected a peer matched comparison group across various tenures will be surveyed in the next year to gather further comparison data on this dimension.</p> <p>Promotional Exam Data</p> <p>Promotional Exam baseline data as reported in Section 1.1.2 demonstrates that Senior Sergeants and Inspectors perform similarly or better on questions related to strategic awareness when compared to performance across all sections on the CPK exams. Whereas baseline data shows that Sergeants perform slightly lower on the strategic awareness section when compared to performance across all sections on the CPK exam. This data presents an opportunity to review the approach currently adopted to communicate and educate Sergeant CPK exam candidates around strategy, vision and values.</p>	Police leaders will be excellent role models and will inspire their staff. ¹¹
1.3.2 Engagement of Police leadership with the frontline	<p>Under current leadership, there was an expectation on senior staff that they would be engaged at an operational level with frontline staff. Increased engagement at the frontline had 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 had resulted in positive feedback being received from staff.</p>	<p>As reported in Section 1.1.2, baseline data from the longitudinal study showed that 91% of recruits reported a high level of agreement that Police leaders are engaged with the frontline.</p> <p>This baseline data will be tracked across time on an annual basis to analyse changes in perceptions of leadership with increased exposure to the organisation. Also, now that a large enough recruit sample has been collected a peer matched comparison group across various tenures will be surveyed in the next year to gather further comparison data on this dimension.</p>	Senior leaders will be visible for staff and people will feel more connected to Police as an organisation. ¹²
1.3.3 Police leadership as models of the right behaviours	<p>It was important to Police staff that all leaders, from frontline supervisors to Police executives, were excellent models of behaviour and that they consistently displayed integrity.</p>	<p>Longitudinal Study</p> <p>As reported in Section 1.1.2, baseline data from the longitudinal study showed that 98.4% of recruits reported a high level of agreement that Police leaders model the organisations values well.</p> <p>This baseline data will be tracked across time on an annual basis to analyse changes in perceptions of leadership with increased exposure to the organisation. Also, now that a large enough recruit sample has been collected a peer matched comparison group across various tenures will be surveyed in the next year to gather further comparison data on this dimension.</p> <p>Workplace Survey Data</p> <p>In addition, as reported in section 1.1.2, Police are heartened by an increase from 76.3% in 2011 to 79.3% in 2013 on the question "My supervisor behaves in a way that is consistent with the values of NZ Police". This is 4.5% above the 2013 State Sector Benchmark (74.8%).</p>	Senior leaders and frontline managers will consistently model the right behaviours and will be perceived to be doing so by their staff.

¹⁰ Links to Outcome One of the HR Strategic Outcomes as stated in the draft Workforce Strategy 2011-2015.

¹¹ Links to Outcome One of the HR Strategic Outcomes as stated in the draft Workforce Strategy 2011-2015.

¹² 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 were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?																																																																				
2.1.1 Gender composition of Police's ranks	<p>17.6% of all staff and 27.1%¹³ of all recruits were female.</p> <p>However, women were underrepresented at senior levels in the organisation and particularly in operational positions at Inspector and above. The baseline figures are represented in the table opposite.</p> <p>Since mid-2003 the attrition rates between men and women had been relatively even only ranging a maximum of 1%.</p>	<p>Currently 18.1% of constabulary staff are women. The proportion of women across ranks for 2013 compared to the 2011 baseline and 2017 targets is presented below.</p> <table><thead><tr><th>Proportion of women by rank</th><th>2011 Data</th><th>2013 data</th><th>2017 target</th></tr></thead><tbody><tr><td>Commissioned Officer</td><td>8.1%</td><td>9.3%</td><td>10%</td></tr><tr><td>Senior Sergeant</td><td>10.7%</td><td>9.2%</td><td>12%</td></tr><tr><td>Sergeant</td><td>10.7%</td><td>11.9%</td><td>15%</td></tr><tr><td>Constable</td><td>20.1%</td><td>20.4%</td><td>23%</td></tr></tbody></table> <p>The annual proportion of recruits for the 2012 / 2013 year compared to the 2010 / 2011 year is presented in the table below.</p> <table><tbody><tr><td>Proportion of Female recruits in 2011 (Jul 10 - Jun 11)</td><td>27.3%</td></tr><tr><td>Proportion of Female recruits in 2013 (Jul 12 - Jun 13)</td><td>30.8%</td></tr></tbody></table> <p>Note: The 27.1% baseline figure reported opposite was based on the recruits that were at the College at the time of the 2011/2012 review. It is not an annual figure. Annual figures are reported in this report to demonstrate progress.</p> <p>The current attrition rates remain very similar for men (5.3%) and women (4.7%).</p> <p>The following table provides data on the percentage of promotions awarded to women at each transition point (G/H > I is Sergeant, I > J is Senior Sergeant, and J > Band 1/2 is Commissioned Officer) over the last nine years.</p> <div><p>Women Promotions as a % of overall Promotions</p><table><thead><tr><th></th><th>2004</th><th>2005</th><th>2006</th><th>2007</th><th>2008</th><th>2009</th><th>2010</th><th>2011</th><th>2012</th><th>2013*</th></tr></thead><tbody><tr><td>G/H > I</td><td>23.2</td><td>11.9</td><td>12.0</td><td>12.4</td><td>15.8</td><td>15.3</td><td>18.8</td><td>15.2</td><td>17.2</td><td>19.8</td></tr><tr><td>I > J</td><td>9.2</td><td>7.4</td><td>10.3</td><td>24.0</td><td>12.5</td><td>8.7</td><td>23.1</td><td>7.0</td><td>18.2</td><td>27.7</td></tr><tr><td>J > 1/2</td><td>10.3</td><td>6.7</td><td>6.7</td><td>3.1</td><td>23.8</td><td>17.9</td><td>15.8</td><td>13.0</td><td>21.7</td><td>37.5</td></tr></tbody></table><p>*Forecast for 2013</p></div>	Proportion of women by rank	2011 Data	2013 data	2017 target	Commissioned Officer	8.1%	9.3%	10%	Senior Sergeant	10.7%	9.2%	12%	Sergeant	10.7%	11.9%	15%	Constable	20.1%	20.4%	23%	Proportion of Female recruits in 2011 (Jul 10 - Jun 11)	27.3%	Proportion of Female recruits in 2013 (Jul 12 - Jun 13)	30.8%		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013*	G/H > I	23.2	11.9	12.0	12.4	15.8	15.3	18.8	15.2	17.2	19.8	I > J	9.2	7.4	10.3	24.0	12.5	8.7	23.1	7.0	18.2	27.7	J > 1/2	10.3	6.7	6.7	3.1	23.8	17.9	15.8	13.0	21.7	37.5	<p>The proportion of women at senior ranks in Police will more closely reflect the proportion of women across the entire organisation¹⁴; and</p> <p>Annual recruitment for Constabulary women will be above 30%¹⁵ of total Constabulary recruitment.</p> <p>Women's attrition rates will remain similar to or lower than those of men.</p> <p>Women's promotion rates will match those of men.</p> <p>Women will make up at least 10% of total Commissioned Officers.</p> <p>There will be a much higher representation of women in senior operational positions and at Inspector and above.</p>
	Proportion of women by rank	2011 Data	2013 data	2017 target																																																																			
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2.1.2 Engagement profile of men and women	<p>The Workplace Survey 2011 showed that women had higher engagement scores than men. Women in Police scored higher than men in five out of nine categories. However, women were less positive than men regarding their career development opportunities within Police.¹⁶</p>	<p>The Workplace Survey 2013 shows that females have a statistically similar engagement index score to males.</p> <p>Males have seen score increases across all sections of the Workplace Survey with a trend equivalent. The same was observed for females, with the exception of the 'Final Thoughts' (or Employee Engagement) section.</p> <p>Across the 11 survey sections, women score significantly higher than men in only two areas – Recognition and Quality and Excellence. The gender differences in 2011 and 2013 are represented in the section 2.1.2 table in Appendix B. Women's responses to the section on career and personal development opportunities remains significantly lower than men.</p>	<p>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>																																																																				

¹³ Source: Women in Leadership, Briefing to the Minister of Police, 14 July 2011.

¹⁴ 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.

¹⁵ 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.

¹⁶ Source: Police Workplace Survey 2011: Report of Findings, JRA 18 Jul 11.

1. Career progression of women

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
2.1.3 The drivers of women's advancement	The reasons why women do not tend to progress into senior positions at the same rate as men were only partially understood.	<p>Longitudinal Study</p> <p>On measures of both job satisfaction and organisational commitment there are no significant differences based on the gender of participants indicating overall satisfaction and commitment are homogenous across genders. Recruits in our sample performed above mean scores for previous studies using the same measures and better than previous surveys of serving sworn staff. There are no significant differences in the responses men and women provided in estimating their own competence or in estimating the competence of the coaching they have received since being in Police. No significant relationship exists that indicates differential experience or less satisfaction on items such as opportunities for progress or the expectation of ability to manage work life balance, indicating the recruit population has a very optimistic outlook for their future with Police. There are, however, significant differences in the perception of how much control the organisation has of some features of the role, namely the management of relationships with co-workers and the opportunity for staff to make a contribution to the success of Police. Women report these features are significantly less under the control of the organisation than do men respondents. This may indicate an important difference in the way women experience employment in Police and in the experience of job satisfaction for women compared to men going forward. This data suggests that early career Police women expect their employer to have less capacity to manage their workplace relationships and to influence how they are able to contribute to the success of Police. This particular difference will be the subject of extended investigation in the follow up and comparison group study as it offers insight into potentially remediable perceptions of management capacity in Police and may be an until now hidden driver behind women's development differences in Police.</p> <p>There are no gender differences in how recruits perceive Police as having prejudice or unfair promotion prospects. 86% of recruits either agreed or didn't yet know if there is too much prejudice or unfair promotion prospects. There is an opportunity for improvement in this facet of recruit expectations.</p> <p>In the qualitative data female recruits report few barriers unless they have aspirations to some of the roles traditionally viewed as somewhat hyper masculine such as the Armed Offenders Squad or Dog Section. In these cases there is more frequent expectation of the appointment process being more challenging due to gender or that they will not be seen as capable by their peers. Most women expect good treatment by Police around family friendly policies, harassment complaints and child bearing but overall note it is too early to have set aspirations for roles or rank and to understand any barriers. The qualitative data also indicates most women find Police go to great lengths to treat them as equal to male peers, particularly highlighting this in physical training tasks such as in the defensive tactics, firearms and driving phases of Police training. This is not always reflected in what their peers expect of them with some women feeling they are widely viewed as less able by male and female peers in areas requiring physical activity. Sometimes this view is held by peers in the face of evidence contradicting the group view, such as performance in firearms qualification training, and so is an area of potential development need.</p> <p>Exit Survey and Interviews</p> <p>Police have reviewed and redesigned the exit survey / interview process to improve the utility of the data. The technology to support the delivery of the tool is currently being explored.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

1. Career progression of women

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
2.1.4 Development of women staff	<p>Considerable effort had been invested in development programmes for female Constabulary staff.</p> <p>The focus needed to be shifted to ensuring female staff received ongoing and consistent support in applying new skills learned when back in the office.</p> <p>There was variability between workgroups and districts in the quality of this support.</p> <p>Individual development plans were sometimes disconnected from preparing individuals for the promotional process.</p>	<p>Police is focused on continuing to deliver initiatives and further develop strategies and tools to support women to develop and progress in the organisation. Current initiatives include:</p> <ul style="list-style-type: none"> » A range of leadership development programmes including, <ul style="list-style-type: none"> — Leading Leaders: leadership development for high potential Senior Sergeants and Band One Inspectors (and non-constabulary equivalents). — Leadership Master class: leadership development for high potential Band One and Band Two Inspectors (and non-constabulary equivalents). — Women's Development (Connect and Aspire): development programme for female Constables and Sergeants. — Otago University Enhancing Leadership: leadership development for Sergeants and Senior Sergeants (and non-constabulary equivalents). — Otago University Strategic Leadership: leadership development for substantive Inspectors, or substantive Senior Sergeants with 3+ years' experience (and non-constabulary equivalents). <p>Investment in women across all leadership development programmes has been significant. Since 2006 to date, 40.6% of staff attending leadership courses have been women. Specifically, 26.5% of Enhancing Leadership participants, 29% of Strategic Leadership participants and 35% of Leading Leaders participants have been women.</p> <ul style="list-style-type: none"> » Online talent management software (myDevelopment) which has the ability to assist women with career planning, individual planning and career progression. The programme has been rolled out to all women at the rank of Senior Sergeant and above to help facilitate their development. » Women in Policing Networks - formal networks of women throughout the organisation focusing on support and development of members; » A Women's Development and Support Group is being developed as an exemplar for minority groups within police at the Royal New Zealand Police College; » District-based as well as national Mentoring Programmes for women; » Seminars and workshops where women members gain exposure to and interaction with successful senior women from other agencies and organisations; » Flexible Employment Options Policy - enables employees to work flexible or part-time hours to accommodate childcare or other commitments; » See additional information in Sections 2.1.1, 2.1.3 and 2.1.5. 	<p>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.</p> <p>Development interventions and Individual Development Plans for the advancement of women into senior positions will be in place and regularly reviewed.</p> <p>Individual Development Plans are used to prepare individuals for the promotional processes.</p>
2.1.5 Communication of women's career pathways	<p>When internally surveyed in prior reviews, women respondents were generally opposed to explicit affirmative action policies.</p> <p>The approach in 2011 was 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.</p>	<p>Police is taking an evidence-based approach to ensure we appropriately develop and support female officers, based on industry best practice. To build our understanding of best practice in this area the organisation has reviewed approaches across the state sector and internationally through: sourcing information from other jurisdictions; engaging with relevant associations / agencies; engaging with prominent academics in the field; completing a literature review of academic research in the area of affirmative action; engaging with other agencies and organisations; and reviewing business research and other organisational reviews. In particular, Police has established a relationship with Prof. Robert Wood, who is leading the Gender Equality Project, a Melbourne University initiative. The findings from this review will inform an assessment of current initiatives and contribute to the enhancement of our strategies and the development of new approaches.</p> <p>In addition, Police is partnering with diversity and inclusion experts from Kenexa, who are supporting the review of the organisation's current state. Kenexa will also provide expert advice on both the development and measurement of future strategies.</p> <p>See additional information in Sections 2.1.1, 2.1.3 and 2.1.4.</p>	<p>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.</p> <p>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.</p>

2. Talent management

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?																				
2.2.1 The merit of promotions and advancements	<p>There was a "widespread belief that promotions are not based on merit":¹⁷</p> <p>» Assessment of performance in Police was not currently well understood by staff. The Workplace Survey showed a score of 60.8% on understanding how performance is measured. This was 9.5% less than the State Sector Benchmark.¹⁸</p> <p>» There was a perception that performance was not fairly assessed within Police. For this the Workplace Survey showed a score of 60.3%. This was 7.9% less than the State Sector average.¹⁹</p> <p>» This was further emphasised by the low Workplace Survey score of 43.7% that people are appointed to positions based on merit (no State Sector Benchmark).</p> <p>Technical requirements for senior positions were variable and some panels chose to emphasise certain experience over others, which may have been open to bias. This may have contributed to homogeneity in the career experience of those in senior positions.</p>	<p>The workplace survey question on understanding how performance is measured has increased from 60.8% in 2011 to 62.8% in 2013. The 2013 score is 1.5 percentage points lower than the State Sector average, which is a statistically significant difference.</p> <p>The perception around the fair assessment of performance has significantly increased from 60.3% in 2011 to 62.6% in 2013. The 2013 score is 0.7 percentage points lower than the State Sector average, which is a statistically significant difference.</p> <p>The Workplace Survey score for 'people are appointed to positions based on merit' has shown a significant improvement from 43.7% (in 2011) to 47.7% in 2013. (no State Sector Benchmark).</p> <p>See results in the table below.</p> <table> <tr> <th colspan="4">2013 Data Comparison</th></tr> <tr> <th>Question</th><th>NZ Police 2013</th><th>NZ Police 2011</th><th>State Sector Benchmark 2013</th></tr> <tr> <td>People here are appointed to positions based on merit</td><td>47.7</td><td>43.7 (+4.0)</td><td>NA</td></tr> <tr> <td>I understand how my performance is measured</td><td>62.8</td><td>60.8 (+2.0)</td><td>64.3 (-1.5)</td></tr> <tr> <td>My performance is fairly assessed</td><td>62.6</td><td>60.3 (+2.3)</td><td>63.3 (-0.7)</td></tr> </table>	2013 Data Comparison				Question	NZ Police 2013	NZ Police 2011	State Sector Benchmark 2013	People here are appointed to positions based on merit	47.7	43.7 (+4.0)	NA	I understand how my performance is measured	62.8	60.8 (+2.0)	64.3 (-1.5)	My performance is fairly assessed	62.6	60.3 (+2.3)	63.3 (-0.7)	<p>The Workplace Survey feedback will show an improvement:</p> <p>» Police will score at least 70.3% and be above the State Sector Benchmark on understanding how performance is measured.</p> <p>» Police will score at least 68.2% and be above the State Sector Benchmark for the question that assesses perception of performance being fairly assessed.</p> <p>» 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.</p> <p>Technical requirements for senior positions will not exclude diverse professional career experiences.</p>
2013 Data Comparison																							
Question	NZ Police 2013	NZ Police 2011	State Sector Benchmark 2013																				
People here are appointed to positions based on merit	47.7	43.7 (+4.0)	NA																				
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My performance is fairly assessed	62.6	60.3 (+2.3)	63.3 (-0.7)																				
2.2.2 Composition of Police's skill base – Constabulary and non-Constabulary staff	<p>For recruitment and training there was a single pathway, as prescribed in the Policing Act 2008.</p> <p>Police had little awareness of the diversity of its workforce's skill base (including qualifications and previous occupational experience).</p>	<p>Enhancing existing career pathways resources is in the Organisational and Employee Development team's work programme for 2013 / 2014.</p> <p>The Organisational and Employee Development team have dedicated resource to workforce planning. Diversity of skill base is factored in to the workforce planning team's programme of work, which is currently being scoped.</p>	<p>There will be a wide range of career pathways and programmes for the development of Constabulary staff.</p> <p>The diversity of the workforce's skill base will be better captured and utilised.</p>																				

¹⁷ Source: NZ Police Workforce Strategy 2011-2015. 'The 4 Rs' and based on the NZ Police Workplace Survey 2011: Report of Findings, JRA, 18 Jul 11.

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

¹⁹ Source: Police Workplace Survey 2011: Report of Findings, JRA 18 Jul 11.

2. Talent management

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
2.2.3 The identification and management of talent	<p>There were an increasing number of first rate talent management initiatives which were beginning to gain traction.</p> <p>These included earlier talent identification and assessment, the use of Individual Development Plans and a more centralised approach to monitoring and tracking staff development.</p>	<p>Police has invested significantly in talent management processes, tools and technology to enhance the early identification and development of high-potential leaders at every level of the organisation. These include:</p> <ul style="list-style-type: none"> » The establishment of Development Boards at not only a national level but also at regional and District levels. The Development Boards provide governance and direction regarding the investment in individuals by utilising a range of data from multiple sources against a transparent set of objective criteria. The boards are comprised of senior leaders from within the organisation as well as external representation to ensure diversity of perspectives and input into this process. » The implementation of Development Profiles for individuals which include up to date data on Current Role; Current Manager; Career History; Recent Applications for Vacancies; Previous Development Interventions; Career Aspirations; 360 Feedback; Cognitive and Personality Diagnostic results; Performance and Engagement Index data; Development Plan Activity; Self Management; and Readiness Indicators. The Development Profiles form the basis of deliberations by the Development Boards to ensure development decisions are based on objective and comparable data as opposed to purely subjective views. » The introduction of online Talent Management Software which enables individual development planning, career planning, and the creation of 'talent pools'. The software also enables managers and coaches to monitor an individual's development activity and provide real-time feedback and guidance to enhance development. To date the software has been rolled out to staff at Senior Sergeant and Inspector levels with further roll-out to remaining staff planned in phases over the coming year. 	<p>Integrated career structures will enable movement between different roles.</p> <p>There will be a base rate of skills defined for staff at different levels, and this will be reflected in a competency framework.</p>
2.2.4 Alignment of talent management and HR strategies	<p>Talent management and organisational development was an area of internal strength that needed to be aligned with a more strategic human resource function in order to continue to gain traction.</p>	<p>As above.</p> <p>The Police have made a significant investment in increasing the capability and resource in the Organisational and Employee Development team.</p>	<p>A dynamic workforce management plan will be agreed and continually refreshed with senior Police leaders.</p> <p>The workforce management plan will be regarded as best practice in State Sector terms.</p>

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 were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
3.1.1 Consistency of performance management practices	There was inconsistency amongst Police managers performance management practices.	<p>Performance Management</p> <p>As outlined in section 1.2.2 developing supervisors' and managers' skills in performance management has been a core focus for Police. Key initiatives have been the inclusion of education and training in this area on qualifying courses as well as leadership development programmes and enhanced capability in Employee Relations resourcing to provide support and advice to managers across the organisation. As mentioned the design of a new Performance Development System in line with the new Police Managers Employment Agreement also presents an opportunity to enhance consistency.</p> <p>Longitudinal Study</p> <p>Overall expectations as examined in the Worker Opinion Survey section of the survey battery in the longitudinal research study are that performance management will be fair or they do not yet know what to expect.</p>	There will be consistent performance management practices across the districts and workgroups.
3.1.2 Role of performance management in career development	<p>While sound tools for performance appraisal and management existed, confidence to give timely and meaningful feedback with poorer performers could be slow and could vary between individual managers.</p> <p>In the Workplace Survey Police scored 64.2% for the question 'I get regular feedback on my performance from my supervisor (formal/informal), which was 3.1% lower than the State Sector Benchmark.</p> <p>The Corporate Leadership Council (CLC) survey showed that Police was performing above the benchmark average on providing informal feedback 1-2 times within a week, however, they performed below the benchmark average in areas such as day-to-day development interactions with staff, accurately assessing performance and conducting constructive feedback sessions.²⁰</p>	<p>The implementation of the performance development system has the aim of strengthening a culture where individuals are clear about what is expected of them and are provided with the required level of coaching and support.</p> <p>Key messages through the implementation of the new process will include the vital role of managers in providing regular feedback.</p> <p>The current NZ Police score for 'I get regular feedback on my performance from my supervisor (formal/informal)' is 69.7%, which is a significant increase on the 2011 score 65.1% (+4.6%) and is also significantly higher than the 2013 State Sector Benchmark score 64.2%(+5.5%).</p>	<p>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:</p> <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. <p>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.</p> <p>The CLC survey will show Police performing on par with the benchmarks.</p>

²⁰ 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.

1. Performance management			
Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
3.1.3 Effective coaching	Coaching models were variable in quality and effectiveness across teams.	<p>Performance Development System</p> <p>Coaching is a key component of the new performance development system. Managers will receive training on coaching skills through the implementation of the new system and will be provided with a consistent set of tools to apply.</p> <p>Manager KRA's reflect the importance of effective coaching for Police managers. O&ED Advisors are adopting a greater role coaching a targeted group of managers and supporting managers in their coaching activities.</p> <p>Longitudinal Study Baseline</p> <p>Recruits overall rate the quality of the coaching they received as very high across 9 domains related to Police work. No differences in this are noted across gender. The importance of coaching and leadership is reflected in the relationship between workgroup membership and commitment and satisfaction scales. Significant relationships were found between recruits rating of the competence of their coach and their level of satisfaction with 17% of the variance in satisfaction being explained by the recruits' appraisal of their coaches' competence. Organisational commitment however is significantly related to wing membership with the wing membership explaining 28% of the variance in commitment scores. These results indicate further the influence the recruits' wing environment and work group environment can have on both commitment and satisfaction. No significant change in the relationship between these factors is observed when controlling for the impact of gender such that it is clear these effects are not gender related at the recruit level. A success factor for the following year will be to see this relationship dissipate and both commitment and satisfaction to be more homogenous across wings and workgroups, thus indicating more consistent experience.</p>	The coaching model will have been repositioned. Individual coaches will be selected and rewarded for their efforts and skills in developing staff.
3.1.4 Dealing with poor performance	Police performed better than the 2011 State Sector Benchmark for the measure 'poor performance is dealt with effectively in workgroups.' Police scored 56.5%, which was 1.7% greater than the State Sector Benchmark. ²¹	<p>Key messages through the implementation of the new Performance Development System process will include ensuring corrective guidance is provided when performance is below expectations in a timely fashion.</p> <p>Police performed better than the 2013 State Sector Benchmark for the measure 'poor performance is dealt with effectively in workgroups.' Police scored 60.7%, which is 10.9 percentage points above the State Sector Benchmark.</p> <p>Police's workplace survey also includes the question "People are held accountable for their performance in my workgroup". There is no State Sector comparison for this question, however Police scored 68.8% on this question which is an encouraging improvement since 2011 (66.4%).</p> <p>Changes to the disciplinary process have been recently implemented which will make the process quicker and more efficient. Details of these changes are described later in the report under section 4.1.3.</p>	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."
3.1.5 the disciplinary process and early warnings data	<p>While Early Intervention System (EIS) data on performance issues existed, data was not consistently collected, monitored centrally or consistently acted on in practice.</p> <p>The EIS initiative had been underway for some time, with the intention to be fully functional by December 2012.</p>	<p>The Police Executive approved implementation of the Early Intervention System and the associated policy in December 2012.</p> <p>The ICT Early Intervention System went live in December 2012 and is fully functioning. In particular, it interfaces with other databases and draws on data from all aspects of employment.</p> <p>An Acting Early Intervention Manager was appointed in November 2012.</p> <p>An Early Intervention Analyst has been appointed and commenced in February 2013.</p> <p>Districts identified Early Intervention leads who received training in December 2012 and are responsible for managing the interventions in their district.</p> <p>A communications strategy for early intervention was developed which included pamphlets, posters and ten-one articles.</p> <p>Early Intervention has now been included as a subject on all qualifying courses (Sergeant, Senior Sergeant and Inspector).</p> <p>Presentations have been made to a number of District Leadership teams to ensure there is understanding of early intervention.</p> <p>To date over 70 people have been identified and engaged with for early intervention purposes. The response has been positive and the intervention well received. Particularly, supervisors are very positive about the process when they see how it assists them in their role. The majority of cases do not go any further than the initial meetings. Individuals are monitored post engagement and none to date have featured in our disciplinary processes.</p>	<p>Early Intervention is still in its infancy with regards to evidence of its impact or success.</p> <p>The desired future state is for Early Intervention to be an accepted and understood system in Police and that interventions change behaviour effectively.</p>

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

1. Performance management

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
3.1.6 Escalation of performance issues	<p>Some performance-related discussions unnecessarily escalated quickly to adversarial or litigious engagements between staff and management. Many of these could have been prevented from escalating.</p> <p>The CLC survey showed Police was performing below the benchmarks on the Conducting Constructive Feedback Discussions category.</p>	<p>The implementation of the performance development system has the aim of individuals being clear about the expectations of them and provided with the required level of coaching and support.</p> <p>A key element of the design will be timely and appropriate action with objective decisions made using accurate information.</p>	<p>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.</p> <p>The CLC survey will show Police performing on par with the benchmarks.</p>

Focus area 4: Lifting trust and confidence in complaint investigations

This focus 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 were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
4.1.1 Reputation of and respect for Police Conduct and Professional functions	<p>Trust in management in relation to complaints investigations needed to be of a higher standard consistently across the organisation.</p> <p>Previous reviews had shown the internal brand of the Police Conduct and Professional Standards functions was not consistently respected.</p>	<p>A review of the professional standards group was completed in June 2013. The structural and functional changes are due to be implemented in late 2013.</p> <p>When a thematic analysis was performed on the comments that were made as part of the NZ Police 2013 Workplace Survey, there were insufficient references to the complaints and disciplinary investigations and processes for this to be considered a key topic/theme of what needs to change within the organisation to make it a great place to work.</p> <p>Police has centralised processes in place to ensure consistent management of complaints including peer review of draft investigation reports and reviews of all complaint files prior to being submitted to the Independent Police Authority.</p>	<p>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:</p> <ul style="list-style-type: none"> » The reputation of the Police 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.

1. Disciplinary speed and outcomes

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
4.1.2 Consistency across management of employment based criminal or disciplinary processes	<p>Historical practices of performance management influenced some managers' initial triage of a complaint or performance issue (informal response, formal performance management, disciplinary process and/or criminal process).</p> <p>Remnants of this old behaviour caused some managers to lack confidence in undertaking the initial triage of performance issues.</p> <p>This could create process problems which place Police, as the employer in a sub-optimal position.</p>	<p>External Benchmarking</p> <p><i>State Sector</i></p> <p>NZ Police has approached six state sector organisations and requested complaints data for benchmarking purposes. There were a number of limitations identified across the organisations, which have made it difficult to set robust baseline external comparisons. These include: paper-based systems, un-clean data, inconsistent processes of recording data across organisations (departments and /or areas), and no central / national collation of data. There is potential with a number of these organisations to make comparisons in the future as their processes and systems are developed and improved through their own review processes. Four of the six organisations were planning or are in the process of reviewing their approach to data collecting and reporting on complaints. A number of the organisations have expressed a keen interest to collaborate and Police will maintain these relationships to facilitate future external comparisons.</p> <p>Police has been unable to identify any comparable state sector agency that tracks complaints data as comprehensively or meaningfully as that currently gathered and monitored by Police.</p> <p><i>Overseas Jurisdictions</i></p> <p>Annual complaints data for New Zealand Police and Victoria Police was analysed to calculate the ratio of complaints to full time equivalent sworn employees. The ratio for New Zealand Police is 0.38:1 compared to a ratio of 0.29:1 for Victoria Police. These figures provide a baseline to measure against going forward.</p> <p>Analysis of Complaint Files</p> <p>Complaints files for the 2012 year were reviewed. Approximately 10% of complaints coded "Harassment" were sampled by random method. The file contents were analysed for features of the complaint that represented behaviour of concern to the commission of inquiry (i.e. the use of alcohol, the treatment of women, the organisation's complaints process, on/off duty values),</p> <p>The baseline from this random sample of harassment allegations for the 2012 year revealed that 10% of files contained either allegations or evidence of behaviour related to one or more features of the COI. Only 1 file contained multiple issues relating to COI.</p>	<p>Reviews of the complaints process will show greater consistency between districts.</p> <p>» Improved trends in technical and procedural correctness of employment based disciplinary or criminal processes.</p> <p>» Consistent use of decision frameworks for complaints and their escalation.</p> <p>Patterns of complaints will be identified and acted upon.</p>
4.1.3 Time taken for employment based disciplinary processes	<p>Disciplinary processes, although now governed by conventional employment relations approaches, tended to be protracted in nature.</p> <p>Police were working with a one size fits all process. As a result there were a number of key challenges in trying to identify the overall duration of all disciplinary cases. A fast tracking process for low level matters was in the process of being implemented in 2011.</p>	<p>Police had envisaged that the Fast Track process would provide a good benchmark by which to measure the efficiency of the disciplinary process. This has not proven to be the case due to the fact that (1) it hasn't been well-utilised since it was introduced on 23 April 2012; and (2) that process has now been superseded by the changes with the disciplinary hearing and the streamlining of the disciplinary process as a whole.</p> <p>It is therefore proposed that it would be more appropriate to compare the length of time it took for serious disciplinary matters to be completed under the previous disciplinary hearing process with the length of time it takes under the new process introduced on 8 February 2013.</p> <p>Data has been collated for the Disciplinary Hearing process which shows that on average it took 313 days from the date on which the complaint was received or the matter came to our attention, until the final outcome was imposed.</p> <p>Police introduced a new Disciplinary Process chapter in Police Instructions on 8 February 2013. The new process is quicker and more efficient with:</p> <p>» The removal of the disciplinary hearing altogether which will reduce the duplication and delays employees are currently experiencing with the serious misconduct process;</p> <p>» Further streamlining of the disciplinary process whereby employees are invited to one meeting to provide their explanation, instead of two.</p> <p>Training has been delivered to HR Managers and Professional Standards Managers.</p>	<p>The average elapsed time for all employment based disciplinary processes will be reduced.</p>

1. Disciplinary speed and outcomes

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?				Where does Police want to be in 2017?
4.1.4 Respect and Integrity in the Workplace	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.	See 4.1.2 for information on complaints files analysis.				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. See table to the left for 2017 targets. Note: 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. shift of approx. 2%) would be deemed 'substantive'. This category would require cultural changes which can take a long time and results may not be seen in the near term.
		There has been an overall positive improvement across all respect and integrity questions from 2011 to 2013.				
		Question	NZ Police 2013	NZ Police 2011	Target 2017	
		Respect & Integrity (Section Score)	71.7	68.1 (+3.6)	At least a year-on-year increase	
		I know who to contact to report instances of workplace harassment, bullying or discrimination	75.9	73.4 (+2.5)	78.4	
		I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.8	65.9 (+3.9)	70.9	
		I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	68.9	64.8 (+4.1)	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	66.9	63.0 (+3.9)	68.0	
As part of the Workplace Survey, staff were also asked when they witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, whether they believed that it had been dealt with effectively. While the proportion of staff that have experienced inappropriate behaviour has decreased since 2011 (17.9% to 16%), the percentage of staff that felt that the incident had not been dealt with appropriately has increased from 74.3% to 75.6%. Overall the results speak to a continuing challenge around the effective handling of inappropriate workplace conduct.						

1. Disciplinary speed and outcomes

Focus area Indicator	Where were Police in 2011?	Where are Police in 2013?	Where does Police want to be in 2017?
4.1.5 Understanding of the barriers to reporting on matters of integrity	<p>The organisation lacked understanding regarding what the barriers were to reporting on matters of integrity, such as inappropriate relationships.</p> <p>In the SSC Integrity and Conduct Survey 2010 Police scored:</p> <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 was 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 was above the 2010 State Sector Benchmark of 51%. 	<p>Police will participate in the SSC Conduct and Integrity Survey when it is launched later this year.</p> <p>Longitudinal Study Baseline</p> <ul style="list-style-type: none"> » 9% of the respondents report having been subject to or having witnessed harassment in Police. 64% of those are women. » 11% of those who saw or were subject to harassment reported the incident. » Reasons for not reporting included responses to such items like: <ul style="list-style-type: none"> — they did not think it was significant enough (82%), — concern about retribution (23%), — not being sure if we had policy covering the behaviour or not being the victim so not acting (both selected by 17%). <p>Qualitative data demonstrates a lack of clarity and understanding of the complaints policy, processes and the Police values around harassment.</p> <p>There is significant scope in this data to improve in the rate of overrepresentation of women (twice their rate of incidence in the population) and the recruits' understanding of values, policy and process in dealing with workplace issues.</p>	<p>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.</p> <p>In the SSC Integrity and Conduct Survey Police will:</p> <ul style="list-style-type: none"> » Exceed the State Sector Benchmark for the question on the mechanisms 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?' <p>The longitudinal study sample groups will report improved openness and discussion on integrity issues on an informal basis in the workplace.</p>
4.1.6 Effectiveness of protected disclosures policy	<p>The Protected Disclosures Policy and Challenging Police Misconduct (Integrity Reporting) Policy had been developed in draft form, to be implemented in 2012.</p> <p>There was unclear evidence as to the effective operation of protected disclosure.</p> <p>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 was significantly behind the 2010 State Sector Benchmark at 35%.</p>	<p>Police will participate in the SSC Conduct and Integrity Survey when it is launched later this year.</p> <p>See details in section 4.1.5 for the longitudinal study.</p>	<p>The Protected Disclosures Policy and Challenging Police Misconduct (Integrity Reporting) 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.</p> <p>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.</p>

7. Next Year's Strategic Priorities for COI

Police have analysed the information in this report to review and identify key areas for continued investment and/or enhanced focus for the coming year. Priority initiatives will include but are not limited to the following:

- » An increased focus on maintaining our positive trend of engagement levels through enhanced strategies around utilising the workplace survey as a mechanism to drive change.
- » Developing leadership strategies targeting engagement levels of our front-line supervisors.
- » Front-line supervisors have been identified as a key part of our strategy for continuous improvement and maintaining the momentum of change. There are a number of initiatives in train to:
 - enhance the selection practices to identify the right people for these key roles,
 - enhance the delivery of core management and leadership skills at this level, and
 - improve the systems and processes to monitor effective leadership performance.
- » Continued and enhanced focus on women's development including the implementation of a new development initiative for senior women.
- » Ongoing collaboration with Kenexa's diversity and inclusion experts in reviewing and enhancing our organisational strategies in this area.
- » Continued and greater collaboration with the Ministry of Women's Affairs and other key agencies and organisations facing similar challenges in the area of diversity and inclusion. This will include further engagement with Professor Robert Wood, Melbourne University, in the areas of unconscious bias, flexible work, and organisational protective and risk factors for women. Police will also continue their involvement with the Australasian Council of Women and Policing. Building on established partnerships will ensure Police is reflecting best practice in this area.
- » Progressing the design and development of a Performance Development system in line with the recent ratification of the Police Managers Employment Agreement.
- » Enhanced focus on extending analysis of complaints data to identify behavioural trends. This will provide leaders with areas to focus on in setting expectations, monitoring behaviour, and holding individuals to account.
- » Increased focus on the development of behavioural strategies that ensure mindsets are aligned with the organisation's Prevention First operating strategy and COI intended outcomes.

Furthermore, Police plan to run a series of focus groups across the organisation next year to enhance our measurement programme and gain a deeper understanding of progress and challenges in the four key focus areas outlined above.

Appendix A: COI Recommendations

37	The Commissioner of Police should invite the State Services Commission to review the police approach to performance management and discipline to ensure their systems and processes are adequate, standardised, and managed to a standard that is consistent with best practice in the public sector
59	New Zealand Police should consult with and involve the State Services Commission and other public sector agencies, where appropriate, to ensure that the projects and initiatives of the type described in recommendation R58 take account of best practice in the public sector. The Government should take steps to remove any statutory impediment to such consultation and involvement.
58	New Zealand Police should rationalise the projects and initiatives currently in train (including those started in response to this Commission of Inquiry into Police Conduct, and the review of the Police Act 1958) and any further projects arising out of the Government's response to this report, to ensure that overlaps between projects are addressed, interdependencies are identified, priorities are assigned, and adequate resources are made available to do the work. New Zealand Police should address these issues in its annual statement of intent, and consult with the Minister of Police in respect of the priority to be given to projects.

Appendix B: Tables

Section 2.1.2 Table

Section	2013			2011		
	Female	Male	Difference	Female	Male	Difference
Performance Index	65.3	66.2	-0.9	64.3	64.2	0.1
1. Vision and Purpose + Communication and Cooperation	61.1	62.0	-0.9	59.7	59.0	0.7
2. Quality and Excellence	58.2	57.3	0.9	NA	NA	NA
3. My Supervisor	73.4	76.7	-3.3	70.7	73.0	-2.3
4. My Work Group	74.8	78.4	-3.6	72.6	75.6	-3.0
5. My Job	65.5	64.9	0.6	64.4	62.0	2.4
6. Respect & Integrity in the Workplace	69.7	72.6	-2.9	66.9	68.6	-1.7
7. Learning and Development	61.2	62.9	-1.7	59.4	60.5	-1.1
8. Performance and Feedback	67.7	70.7	-3.0	65.0	67.4	-2.4
9. Recognition	58.8	57.4	1.4	54.5	52.4	2.1
10. Final Thoughts	71.4	71.2	0.2	71.9	69.8	2.1
11. The Survey – Your Views	50.0	49.9	0.1	45.2	41.7	3.5

Section 2.2.1 Table

Question	2013 Data Comparison			2011 Data Comparison	
	NZ Police 2013	NZ Police 2011	State Sector Benchmark 2013	NZ Police 2011	State Sector Benchmark 2011
People here are appointed to positions based on merit	47.7	43.7 (+4.0)	NA	43.7	NA
I understand how my performance is measured	62.8	60.8 (+2.0)	64.3 (-1.5)	60.8	70.3 (-9.5)
My performance is fairly assessed	62.6	60.3 (+2.3)	63.3 (-0.7)	60.3	68.2 (-7.9)

Section 4.1.4 Table

Question	NZ Police 2013	NZ Police 2011
Respect & Integrity (Section Score)	71.7	68.1 (+3.6)
I know who to contact to report instances of workplace harassment, bullying or discrimination	75.9	73.4 (+2.5)
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.8	65.9 (+3.9)
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	68.9	64.8 (+4.1)
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	66.9	63.0 (+3.9)

Appendix C: Weighted Mean and Level of Agreement Scores

For the 2013 New Zealand Police Workplace Survey, a change was made to the default scoring method used in both the online reporting system as well as the offline post-survey reports. This change is a move from Weighted Mean scoring which has been used for the past three years to Level of Agreement (also referred to as Percent Favourable).

Level of Agreement calculations

Level of agreement scoring involves a fairly simple calculation, and **refers to the percentage of valid responses that 'agree' to some extent with the statement**. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, **the level of agreement score** is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.



To demonstrate the calculation method, consider this example:

"I feel I am working for an effective organisation":

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A or Don't Know
Number of responses	74	133	74	27	15	7
% of respondents	22.4%	40.3%	22.4%	8.2%	4.6%	2.1%

Total number of respondents = 330

From the example above, the level of agreement calculation is as follows:

Number of 'Strongly Agree' responses (74) + number of 'Agree' responses (133)= 207

Total number of 'valid' responses = **323** (330 respondents less 7 'Do not know')

The level of agreement score for this question is **207 / 323 = 64.1%**.

Points to note:

- » If any of your respondents did not answer the question and therefore their answer was by default 'Do not know,' your level of agreement score will NOT be the same as simply adding together the proportions of 'Strongly Agree' and 'Agree' answers
- » 'Neutral' responses are not included (as neutral does not equal agreement)
- » **Please note:** level of agreement scoring effectively converts a many-point rating scale into a 2 point rating scale – you either 'agree' to some extent with a statement, or you don't. This means that the SAME score will be calculated if the 'don't agree' responses are all neutral, or if they are all strongly negative.

Weighted Mean calculations

A weighted mean score can range from 0% to 100% and provides an easy to understand strength of agreement score. A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. In between, “Disagree” = 25%, “Neutral” = 50%, and “Agree” = 75%. Weighted mean scores provide a very accurate representation of the ‘goodness’ or otherwise of your results because they take into account the **distribution of responses across the entire rating scale**.

For a standard 5 point ‘Strongly Agree’ to ‘Strongly Disagree’ rating scale, **the weighted mean score** is calculated using the following steps:

1. Any ‘Do not know’ response is disregarded
2. For a standard 5 point rating scale:
 - A ‘Strongly Agree’ response is given a weighting of 100%
 - ‘Agree’ = 75%
 - ‘Neutral’ = 50%
 - ‘Disagree’ = 25%
 - ‘Strongly Disagree’ = 0%
3. When each person responds to the question, their response is converted to a percentage
4. We then add all the percentages from all respondents together, and divide the result by the total number of valid responses (i.e. excluding those who ‘Do not know’).

In the following *generic* example,

“We celebrate success in this organisation”

Number of people who gave the following responses					
Don't know	Strongly disagree (weight = 0%)	Disagree (weight = 25%)	Neutral (weight = 50%)	Agree (weight = 75%)	Strongly agree (weight = 100%)
30 (Not included in the calculation)	75	335	488	767	171

In the example above therefore, the weighted mean score calculation is as follows:

$$(75 \times 0\%) + (335 \times 25\%) + (488 \times 50\%) + (767 \times 75\%) + (171 \times 100\%) = 1074$$

Total number of ‘valid’ responses = **1836** (1866 respondents less 30 ‘Do not know’)

The weighted mean score for this question is **1074 / 1836 = 58.5%**.

Key Metrics – using both scoring systems

	LOA			Weighted Mean		
	NZ Police 2013	NZ Police 2011	SS Benchmark 2013	NZ Police 2013	NZ Police 2011	SS Benchmark 2013
Engagement Index	71.1	69.9 (1.2)	68.6 (2.5)	71.3	70.5 (0.8)	68 (3.3)

Key Drivers						
1.2: I feel I am working for an effective organisation	59.6	53 (6.6)	NA	63.4	59.7 (3.7)	NA
1.3: NZ Police is an enjoyable place to work	66.8	67.7 (-0.9)	NA	68	68.3 (-0.3)	NA
1.4: NZ Police cares about the well-being of its staff	40.1	39.8 (0.3)	60.8 (-20.7)	52.4	51.9 (0.5)	64 (-11.6)

1.5: There is a sense of 'common purpose' in NZ Police	53.5	48.6 (4.9)	55 (-1.5)	60.6	58.1 (2.5)	61.1 (-0.5)
1.6: I feel a sense of belonging to my District or my Service Centre	57.9	56.3 (1.6)	65.8 (-7.9)	62.8	61.7 (1.1)	65.3 (-2.5)
1.8: Communication in my District or my Service Centre is open and honest	43.2	38.7 (4.5)	44.8 (-1.6)	54.8	52 (2.8)	54 (0.8)
1.10: NZ Police is interested in the views and opinions of its staff	34.8	28.3 (6.5)	53.3 (-18.5)	48.8	45.3 (3.5)	56.7 (-7.9)
5.3: My job gives me a sense of personal achievement	79.7	79.1 (0.6)	74 (5.7)	76.7	76.1 (0.6)	70.8 (5.9)
5.5: I am sufficiently involved in decisions that affect the way I do my job	52.5	48.1 (4.4)	62.5 (-10)	59.4	56.8 (2.6)	62.6 (-3.2)
5.7: The level of work-related stress I experience in my job is acceptable	56	51.7 (4.3)	59.6 (-3.6)	61.3	58.3 (3)	61.5 (-0.2)
7.1: NZ Police provides adequate training for the work I do	49.7	45.7 (4)	NA	57.4	54.8 (2.6)	NA
7.2: The work I do makes good use of my knowledge and skills	75.3	72.1 (3.2)	59.9 (15.4)	70.9	68.9 (2)	63 (7.9)
7.4: I am encouraged to try new ways of doing things	53.9	47.1 (6.8)	57.8 (-3.9)	61.8	57.8 (4)	61.9 (-0.1)
7.5: There are career development opportunities for me in NZ Police	53.3	NA	37 (16.3)	59.2	NA	54.3 (4.9)
9.4: I feel my contribution is valued in NZ Police	48	40 (8)	58.6 (-10.6)	58.4	54.5 (3.9)	59.4 (-1)
Vision and Purpose + Communication and Cooperation section score	53.1	47.6 (5.5)	56.7 (-3.6)	60.8	58.2 (2.6)	61.6 (-0.8)

Performance						
9.5: People here are appointed to positions based on merit	32.9	27.4 (5.5)	NA	47.7	43.7 (4)	NA
5.10: I understand how my performance is measured	58.5	54.9 (3.6)	62.9 (-4.4)	62.8	60.8 (2)	64.3 (-1.5)
5.11: My performance is fairly assessed	55.8	51.2 (4.6)	61.4 (-5.6)	62.6	60.3 (2.3)	63.3 (-0.7)
8.3: Poor performance is dealt with effectively in my work group	52.6	45.6 (7)	29.4 (23.2)	60.7	56.5 (4.2)	49.8 (10.9)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	67.4	59.5 (7.9)	61.6 (5.8)	69.7	64.2 (5.5)	65.1 (4.6)

Respect and Integrity						
6.1: Staff in my workgroup respect employee diversity	82.9	75.9 (7)	NA	77.1	73.3 (3.8)	NA
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.4	77.6 (3.8)	NA	75.9	73.4 (2.5)	NA
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.2	64.7 (5.5)	NA	69.8	65.9 (3.9)	NA
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	68.4	62.4 (6)	NA	68.9	64.8 (4.1)	NA
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.2	57.8 (6.4)	NA	66.9	63 (3.9)	NA
Respect & Integrity (Section Score)	73.4	67.7 (5.7)	NA	71.7	68.1 (3.6)	NA

