APPENDIX 3: COMMISSION OF INQUIRY PROGRESS REPORT, 2013/14

Commissioner of Police comment

I am pleased to present this latest annual snapshot of New Zealand Police's progress in managing the changes called for in the 2007 Commission of Inquiry into Police Conduct (COI). In a new development, it is being included in Police's *Annual Report* to provide greater visibility and improved transparency.

It complements ongoing quarterly monitoring, where we produce reports for a group of senior Ministers (http://www.police.govt.nz/about-us/ publications/ corporate/commission-of-inquiry), and should be read alongside the wider collection of COI-related material on the Police website (see http://www.police.govt.nz/ about-us/nz-police/ commission-inquiry).

As well as offering a view of our progress to date, for the first time this report provides a sense of how we are tracking to the end of the compulsory 10-year monitoring period in 2017. That forward projection is encouraging, but will require continued focus and energy to achieve.

As Commissioner, I am giving increased emphasis to COI delivery during my tenure, and I expect all Police staff to carry through on the letter and spirit of the COI in the way we conduct our day-to-day policing work.

As a demonstration of how far we've come, two new values of *Empathy* and *Valuing Diversity* are also being added to our existing core values of Professionalism, Respect, Integrity and Commitment to Māori and the Treaty of Waitangi. I'm confident our level of understanding and the skill to apply this enhanced value set will be evident as future assessments are made.

I look forward to reporting on further progress in next year's *Annual Report*.

State Services Commission comment

The State Services Commission (SSC) has reviewed this report and the underlying evidence Police has provided to support its self-assessment. We consider that the report presented is consistent with that underlying evidence, and focuses on the priorities we agreed in the 2011/12 report.

In last year's report we asked Police to focus this year's report on how it is tracking towards the 2017 targets. Progress continues to be encouraging and a few targets have already been achieved. In many cases, however, Police is in the early stages of implementing reforms, and the ratings reflect that stage of progress.

Last year we identified several key issues and these are discussed in the following pages. Actions have been identified to address the key issues relating to engagement. Police has also commissioned some valuable work on issues affecting women's advancement that will inform its strategy going forward.

Areas of particular interest for SSC in the coming year will be:

- How Police ensures the good work being done with new recruits/promotions and in some Districts is extended across the Police workforce as a whole (focus area 1, especially 1.1.4, 1.2.4 and 1.2.5)
- How Police clarifies required competencies and career paths to ensure that "merit based" progression takes account of the skills and attributes Police need for the future, and does not inadvertently discriminate against women and non-Pakeha ethnic groups (focus area 2.2)
- How Police addresses the challenge of ensuring that conduct problems are reported and acted upon by colleagues (focus area 4).

SSC endorses the priority Commissioner Bush is giving to including the COI recommendations in the culture that supports Policing Excellence. We look forward to seeing further progress in next year's review.

Mike Bush MNZM
Commissioner
New Zealand Police

Doug Craig
Deputy Commissioner
State Services Commission

Background and overview

In 2004, a Commission of Inquiry was established to investigate serious allegations involving a small number of Police staff and their associates. The Commission's final report was published in April 2007 (http://www.parliament.nz/resource/0000055162); and its recommendations were fully accepted.

Much has changed since 2007. Significant progress has been made in finding and embedding solutions to the COI's recommendations, and Police is on track to deliver the required cultural and others changes identified by Dame Margaret Bazley. The operational context in which such changes are being managed is covered in detail in Sections 2, 3 and 4 of this Annual Report.

This report is the sixth annual review of progress in managing the change process associated with the COI, and the second to be carried out as a self-assessment by Police against a set of measures and targets baselined in 2011/12. The first self-assessment report was published last year as a standalone document (http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2012-13.pdf). We have agreed with SSC that for this and future years, including a more concise analysis as an appendix to Police's Annual Report would bring the COI work to a wider audience.

More generally, this snapshot is part of a series of ongoing reviews, surveys and reports that point to the changes made since 2007; and Police's willingness and desire to continue to evolve. It draws heavily on Police's 2014 Workplace Survey, details of which can be accessed online at: http://www.police.govt.nz/ about-us/publication/new-zealand-police-workplace-survey-results-2014. Encouragingly, progress is being made across all key areas, with some significant results being achieved in the treatment of women and ethnic minorities in the workplace – although this remains an area that needs continuing attention and focus to fully embed the recommendations.

Last year, we highlighted nine priority initiatives for the year ahead. Progress has been made in all of them, but in particular women's development issues have benefited (and remain an ongoing focus); and performance management and leadership have been enhanced, with a new leadership model and performance management system partly introduced. We continue to work with our Workplace Survey partner (IBM) to review strategies and progress, and an engagement level development programme has been established for Districts which are trailing the pack.

Furthermore, we also identified some opportunities to pursue, and have been able to progress or implement several. Renewed vigour is being applied to some Districts which would benefit from additional support to bring them on par with others. Career pathways for women, and the appointments process in general, is currently under scrutiny. Analysis and planning around ethics and behaviour has also been boosted, zeroing in on how best to address this component of the COI. The intention is to improve internal support networks and build a more robust integrity system, ultimately delivering a self-reinforcing process that drives ethical behaviour beyond 2017. Steady gains have been made in the area of staff perceptions relating to reporting inappropriate workplace behaviour, although still more needs to be done to meet the state sector benchmark.

As part of the COI measurement programme, Police committed to complete a longitudinal study with recruits entering Police in 2012 and 2013 with the purpose of tracking employees' perceptions of COI-related behaviours. This study informed many of the measures in last year's progress report, but will not be reported again until 2016, in line with the overall study design.

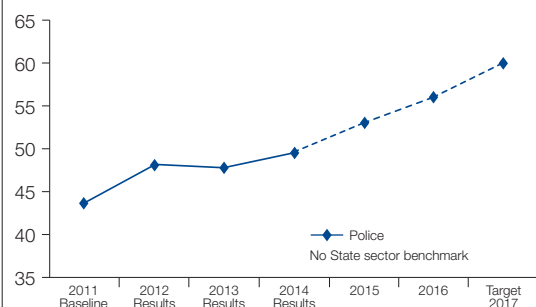## 1.1 Vision & Purpose and Communication & Cooperation (Section Score)

Police   State Sector
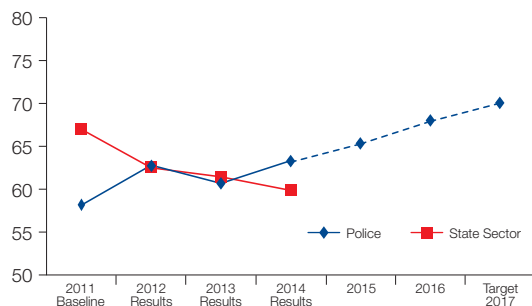
1.2 Engagement Index (Overall Score)

Police   State Sector
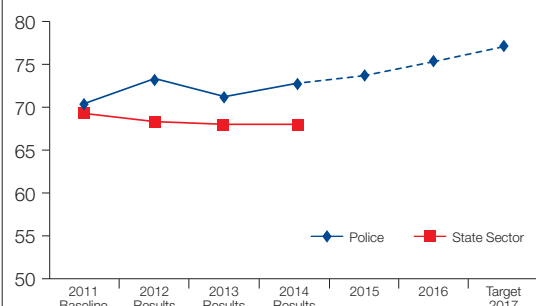
2 Women's composition

Proportion of women by rank	2011	2013	2014	2017 target
Commissioned Officer	8.1%	9.3%	10.7%	10%
Senior Sergeant	10.7%	9.2%	10.8%	12%
Sergeant	10.7%	11.9%	11.4%	15%
Constable	20.1%	20.4%	21.7%	23%

2.1 People here are appointed to positions based on merit

Police
No State sector benchmark

2.2 I understand how my performance is measured

Police   State Sector
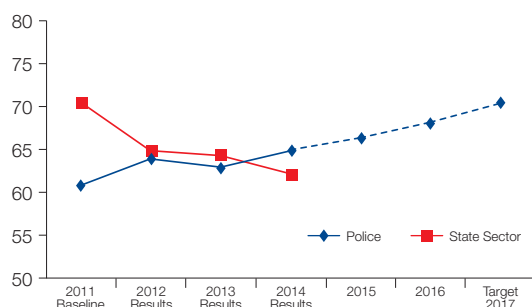
2.3 My performance is fairly assessed

Police   State Sector
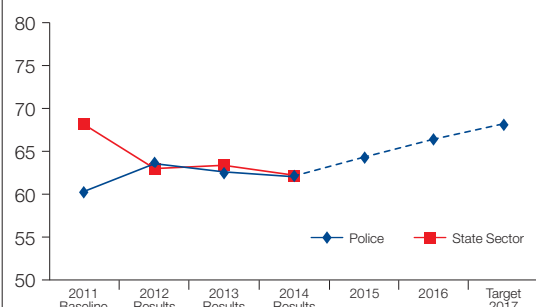
3 Poor performance is dealt with effectively in my work group

Police   State Sector
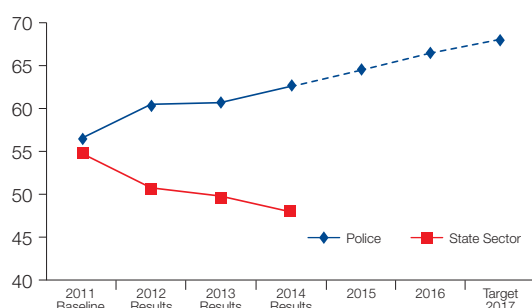
4 Respect and Integrity (Section Score)

Police
No State sector benchmark
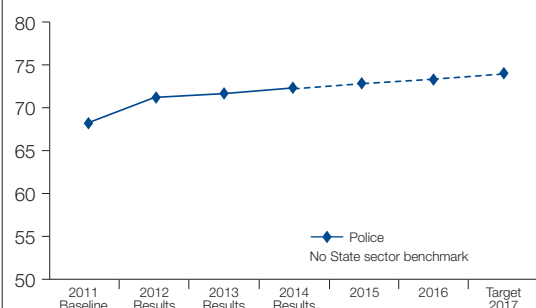
Summary dashboards

The fourth SSC review in 2011/12 (http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2011-12.pdf) identified priority areas for the COI, and set performance baselines for future reporting. The measures review progress in the following areas, based on Workplace Survey scores:

– Leadership and change

– Human resources (HR) strategy and capability to support integrated change

– Performance management

– Lifting trust and confidence in complaints investigation.

The dashboards provide the current state of Police against the baseline measures and anticipated target states for each of the key indicators for the four focus areas. This high level view should be considered in conjunction with the narrative which follows.

Focus area 1: Leadership and change

This focus area looks at how Police uses Workplace Survey results as the vehicle to re-present COI findings in the present-day context, drive improvements in staff engagement, and increase the visibility of Police's Executive team with the frontline.

Most indicators for this focus area are on track to achieve the 2017 goals. Highlights this year have been:

– A statistically significant increase in the Workplace Survey Vision and Purpose and Communication and Cooperating categories, now scoring markedly higher than the State Sector benchmark (1.1.3)

– A steady and statistically significant improvement in the overall 2014 Engagement Index (1.2.3)

The main elements where Police is at risk of not achieving the 2017 goals are:

– Narrowing the difference between Districts for Vision and Purpose category scores, as well as overall Engagement (1.1.4 and 1.2.4) – while the average has risen, the range between the highest and lowest scoring Districts has also widened

– Continuing issues with Police as a workplace in relation to some engagement drivers, notably access to training opportunities, on-the-job stress, and concerns about inclusiveness [encouragement to try new things, interest in employee views and opinions, and being involved in decisions affecting one's job] (1.2.1).

Consistency across Districts

Despite an increase in the overall score, the range of District scores for Vision and Purpose has increased (now 51.4% to 70.4%). The five Districts with the lowest scores in this category have committed to complete a detailed action plan in the first half of 2014/15. The plans focus on identifying and reinforcing a common purpose statement; recognising effort, performance and achievement by staff; better communication of the District operating strategy; development and implementation of a recognition framework, incorporating performance and recognition conversations; and development of a communications 'toolbox'. Similarly, while Police's overall 2014 Workplace Survey engagement score has continued to improve, the gap between the highest (77.8%) and lowest (61.6%) scoring Districts widened to a 16.2% difference last year; up from 11.9% in 2013. Lifting engagement scores in less-well-perfoming Districts remains a priority, and work to boost staff engagement across the board also continues. Three main streams of work (centring on common purpose, training needs analysis, and a rotating Non-Commissioned Officer [NCO] shadowing programme with other Districts) have been proposed.

Training opportunities

The training opportunities required to maintain Police operational readiness is something that is always being assessed. The level of training opportunities currently on offer is seen as appropriate, and the decision to devolve responsibility to Districts to determine which staff receive what levels of tactical training will reduce any uncertainty that may have existed in the past. There is a wider point about how best to communicate available training opportunities to staff, and this an issue Police will continue to advance.

Stress

Police has a range of existing solutions for addressing stress in the workplace, including an Employee Assistance Programme, referral for psychological assessment under the Trauma Policy, and a Sick Leave Bank for additional sick leave for approved individuals who have used up their approved allocation. The Early Intervention System introduced in 2013 will further assist in reducing workplace stress by identifying and offering assistance to individuals who exhibit signs of stress.

Inclusiveness

Police is developing a diversity and inclusion strategy, which is expected to help address shortfalls from the State Sector benchmark on three of the 13 engagement driver questions. Police is also a funding partner of Diverse NZ Inc, which gives the organisation access to industry best practice knowledge and resources in the area of diversity and inclusion.

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

This focus area is aimed at enhancing the career progression of women within Police, and more generally building and developing talent within the organisation.

Most indicators for this focus area are on track to meet the 2017 goals. Highlights this year include:

– A rise in the overall proportion of women in Police, with encouraging increases in female Sergeants, Senior Sergeants and Commissioned Officers. Women Senior Sergeants and Inspectors now match or exceed their rank representation in some key gateway roles that typically lead to senior management, including OC station, sub-area supervisors, Areas Commanders and Crime Managers (2.1.1)
– Significant investment in women across all leadership development programmes (2.1.4).

Less positively, at the current rate of progress, elements where there is risk of Police not achieving the 2017 goals are:

– Women employees viewing their career and development opportunities within Police at least as favourably as male staff (2.1.2)
– Perceptions of fair performance assessment and merit-based appointments (2.2.1).

Career progression of women

Police continues to pursue initiatives designed to boost the gender balance of the organisation. For constabulary staff, while the percentage of female recruits dropped in 2013/14, Police expect to achieve a minimum 40% in women in recruit wings during 2014/15. In terms of retention, the attrition rate for women (5.6%) remains higher than the rate for men (4.8%), with the percentage point gap equating to around 14 more female constabulary staff leaving during the last year. Better understanding the reasons why constabulary women chose to leave Police is critical to closing this

gap, and initiatives underway – such as offering and actively encouraging formal exit interviews – may suggest issues to be addressed.

Proportionally, women are well represented in promotions to Superintendent and Inspector, albeit female promotions to Senior Sergeant and Sergeant are below those of men. Looking ahead, Police will act on the most recently-commissioned report on diversity; addressing barriers to progression along with wider engagement issues. The appointments process will be one of the first areas to come under scrutiny, with the Flexible Employment Option (FEO) policy being identified as a critical intervention.

Development programmes and networking support

Since 2006, 45% of Police staff attending leadership courses have been women. Police also continues to deliver further opportunities for female staff through a range of leadership development programmes. In 2014/15, the content and structure of Police's two women's development programmes (Connect and Aspire) will be refreshed, for example drawing on insights from the Women's Advisory Network. These programmes will continue to serve female Constables and Sergeants, as well as their general Police employee equivalents.

A women's Commissioned Officers forum was held in December 2013, which focussed on mentoring, supporting development and progression of women in Police, and networking. The forum will be run annually, overseen by the recently established Women's Advisory Network Governance Group (WAN-GG), launched by the Commissioner in April 2014. Paula Rebstock was appointed chair of the WAN-GG, and Dr Jo Cribb, Chief Executive of the Ministry of Women's Affairs, is an external member. In addition, a new position (Strategic Advisor – Women's Development) has been created to lead the implementation of the Women's Advisory Network across Districts and Service Centres.

Talent Management

While general understanding of how performance is measured in Police is trending positively, Police is continuing to work on the fairness of performance assessment and merit-based promotions. It is anticipated the new performance management framework will help here, as will a programme of work underway to examine the appointments process. Of note, required competencies and career paths will be put under the microscope, to ensure merit-based progression takes account of the skills and attributes Police needs for the future, and does not inadvertently discriminate against women and minority ethnic groups. The results of this work are expected to begin flowing through in late 2014/early 2015.

Other elements of Police's approach to talent management continue to work well. Notably, Police maintains a network of Development Boards at national, regional and District/Service Centre levels. The boards offer governance and direction around investment in individuals. They are comprised of senior leaders from within the organisation, as well as external representation to ensure diversity of perspectives and input.

Focus area 3: Performance management

This focus area concentrates on the active management of poor performance at all levels within Police.

While several elements remain under action, as a whole this focus area is on track to achieve the 2017 goals. Highlights from the last 12 months have included:

– High levels of staff agreement, at all levels, that performance management is constructive and necessary for career development, and continuing improvements in relation to the regularity of performance feedback (3.1.2)

– A steady improvement in perceptions of the effective management of poor performance within teams (3.1.4).

Building managerial capability

Police's performance management system is continuing to evolve to make it a more effective means of influencing behaviour. Of note, a new performance management approach at Inspector level will be in place by the end of 2014. The process is closely aligned to the Leadership Development Model (LDM), which defines the expectations of leaders at various levels of the organisation against each of Police's core competencies. Within the competency of "Building Talent and Managing Performance", the expectations of leaders as coaches is clearly set. Tools and resources to assist leaders in developing their coaching capability will be designed and deployed as part of an LDM integration plan.

Coaching

Embedding coaching as a managerial skill/competency remains a challenge, but an essential component of the career progression framework (CPF) that governs promotion to rank. The CPF applies an organisational filter on prospective candidates for promotion – particularly Sergeant to Senior Sergeant – and will complement and improve the level of individual performance management in frontline Police managers.

Performance appraisals

Performance appraisal and management systems are to be totally aligned by 2016, with the introduction of an electronic performance appraisal system incorporated in a new HR Information Management System. The focus is to improve the effectiveness of the appraisal system overall; remedying the 'form heavy' nature of the present sytem, and creating a culture in which supervisors and staff offer feedback on performance much more routinely.

Focus area 4: Lifting trust and confidence in complaint investigations

This focus area looks at the outcomes of the Police disciplinary process, particularly as they relate to key aspects of integrity, such as managing risks associated with development of inappropriate relationships.

Assuming the same rate of progress since 2011, it is projected Police will achieve the 2017 objectives for three of the six elements of this focus area. Moreover, Police expects scores for all six questions to increase markedly with the 2015 introduction of a suite of new ethics reporting solutions, which are currently being developed. On this basis, we are confident all six key targets should be met by 2017.

Highlights from this focus area in 2013/14 included:

– Encouraging early signs of reductions in the amount of time taken for employment-based disciplinary proceedings to run their course (4.1.3)

– Continuing increases in positive responses to Workplace Survey Respect and Integrity questions, which almost without exception score significantly higher than the State Sector benchmark (4.1.5).

Some of the elements of this focus area where concerns remain are:

– Data collection challenges, which up until now have prevented the generation of meaningful statistics on the volumes of internal misconduct reporting (4.1.4)

– Lower-than-benchmark levels of awareness by Police staff about the Protected Disclosures Act (4.1.6).

Raising the profile of the Police Professional Conduct function

Activities to highlight the part Police Professional Conduct (PPC) plays in keeping staff safe, as well as safeguarding Police's overall reputation, include:

– PPC Managers are part of each District's visibility roster that brings them onto the frontline at peak times. The intention is to make PPC Inspectors more visible and accessible to all staff.

– A new PPC Intranet page is being developed

– A pamphlet is being developed to reiterate PPC's goal and highlight high risk conduct areas.

To ensure national consistency and employee confidence in the integrity of PPC processes, all completed PPC investigation files are reviewed to ensure they comply with policy, and the underlying investigation meets standards of good practice. Files are also peer reviewed at Police National Headquarters by the central PPC team to help ensure nationally-consistent outcomes.

Disciplinary speed and outcomes

Leveraging off the February 2013 streamlining of the disciplinary process for serious misconduct matters, further improvements are being made to the disciplinary process in 2014. The planned enhancements aim to improve efficiency and promote flexibility. This work should be completed by December 2014.

Understanding barriers to reporting on integrity matters

Research has been done since 2013 to better understand non-reporting of misconduct and what might work best to counter reluctance to report. Police is developing a range of options, and implementation of preferred solutions will occur in 2015. Police staff generally have a more positive view than staff in the wider state services regarding the processes around reporting of breaches:

– 63% of Police staff agree Police has clear and effective processes to encourage staff to report suspected wrongdoing (cf. 54% total state services staff)

– 86% of Police staff indicate they are clear what kinds of behaviour they can report (cf. 74% overall)

– 59% are confident appropriate action will be taken if wrongdoing is reported (cf. 52% overall).

Forward plan

Police has boosted its analysis and planning around ethics and behaviour in recent years, zeroing in on how best to address this component of the COI. A proposal for multiple interventions focused on prevention, training and reporting is now being actively considered. When final decisions are made and implemented, they will improve internal support networks and build a more robust integrity system, ultimately delivering a self-reinforcing process that drives ethical behaviour beyond 2017.

Focus area 1: Leadership and change

Key:

* = baseline measure

■ On track: If score trend continues at current rate, Police will meet or exceed 2017 COI target.

■ Under action: Actions in place to achieve 2017 COI target.

■ At risk: If current trends continue, Police may not achieve 2017 COI target.

	2017 objective	Status/Result
Vision and purpose Indicators		
1.1.1 Change management momentum and coherence	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	■ On track Implemented
1.1.2 Relating the Vision and Purpose to the frontline	Frontline staff will report that they understand the operational implication of the Vision and Purpose and how it relates to them day to day	■ On track 82%
1.1.3 Vision and Purpose engagement compared with the State Sector *	Police will score at least 70% and be above State Sector Benchmark in the Vision and Purpose and Communication and Cooperation category.	■ On track 63.2%
1.1.4 Consistency across districts *	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	■ On track Average 61.8%
		■ Under action Range 19%
Staff engagement Indicators		
1.2.1 Police as a workplace	Targets achieved in Nine agreed Engagement Driver targets as well as seven additional drivers added in 2013/13	■ On track ■ Under action required for 2/16 engagement drivers
1.2.2 Rewarding the right behaviours	Regular mechanisms will be in place and regularly used to celebrate Police successes, reward appropriate behaviours and to communicate these externally and internally.	■ Under action
1.2.3 Workplace engagement compared with the State Sector *	The Engagement Index target for Police will be at least 77% and will be above the State Sector Benchmark.	■ Under action 72.8%
1.2.4 Workplace engagement district wide comparison *	All districts will have an engagement index above 70%.	■ Under action for relevant districts 7 x districts >70%; 2 x districts <70% and ↑; 3 x districts <70%
1.2.5 Workplace engagement Sergeant and Constable comparison	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.	■ At risk Sergeants – 74.0% Constables – 69.7%

	2017 objective	Status/Result
Leadership (visibility at the frontline) Indicators		
1.3.1 Police leadership as role models	Police leaders will be excellent role models and will inspire their staff.	■ On track
1.3.2 Engagement of Police leadership with the frontline	Senior leaders will be visible for staff and people will feel more connected to Police as an organisation.	■ On track 64.7%
1.3.3 Police leadership as models of the right behaviours	Senior leaders and frontline managers will consistently model the right behaviours and will be perceived to be doing so by their staff.	■ On track 83.2%

Focus area 2: Human resources strategy and capability to support integrated change

	2017 objective	Status
Career progression of women indicators		
2.1.1 Gender composition of Police's ranks *	• The proportion of women at senior ranks in Police will more closely reflect the proportion of women across the entire organisation	■ Under action 10.7% vs 18.5%
	• Annual recruitment for Constabulary women will be above 30% of total Constabulary recruitment.	■ Under action 25.3%
	• Women's attrition rates will remain similar to or lower than those of men.	■ Under action 5.6% (F) vs 4.8% (M)
	• Women's promotion rates will match those of men.	Inspector and above: ■ On track Sergeant/senior sergeant: ■ Under action
	• Women will make up at least 10% of total Commissioned Officers.	■ Achieved (10.7%)
	• Much higher representation of women in senior operational positions.	■ On track
2.1.2 Engagement profile of men and women	Women's engagement profile will be equal or higher than that of men, reflecting women feeling more positive about their career and development opportunities within Police.	■ Achieved 1.9% higher than men's (74.1% and 72.2% respectively).
	Scores for women are on par or higher than those for men regarding their career and development opportunities within Police.	■ At risk 56.5% (F) vs 61.1% (M)
2.1.3 The drivers of women's advancement	100% of women leaving Police at non-Commissioned Officer level and above will be offered and actively encouraged to have formal exit interviews	■ On track ■ Under action
	The incentives to advance women in Police will be understood and strategies will be in place to mitigate or remove barriers to the advancement of women. Women at Sergeant or Senior Sergeant levels will have clear career paths towards senior operational roles.	

	2017 objective	Status
Career progression of women indicators		
2.1.4 Development of women staff	100% of woman at Senior Sergeant level and above will be offered and actively encouraged to have an Individual Development Plan (IDP) and an individual mentor (internal or external) relevant to their career aspirations.	■ Under action
	Development interventions and IDPs for the advancement of women into senior positions will be in place and regularly reviewed.	■ Under action 47.8% have IDP
2.1.5 Communication of women's career pathways	Women staff will be supported through IDPs and mentors to gain the right exposure to the right operational experience in order to progress. Support programmes for women will be based on best practice talent management approaches and will be informed by leadership development programmes for women and other minority groups from other jurisdictions.	■ Under action ■ Achieved
Talent management Indicators		
2.2.1 The merit of promotions and advancements *	Police will score at least 70.3% and be above the State Sector Benchmark on understanding how performance is measured.	■ On track 64.9%
	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.	■ Under action 62.1%
	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.	■ Under action 49.6%
	Technical requirements for senior positions will not exclude diverse professional career experiences	■ On track
2.2.2 Composition of Police's skill base — Constabulary and non-Constabulary staff	There will be a wide range of career pathways and programmes for the development of Constabulary staff. The diversity of the workforce's skill base will be better captured and utilised	■ Under action
2.2.3 The identification and management of talent	Integrated career structures will enable movement between different roles. There will be a base rate of skills defined for staff at different levels, and this will be reflected in a competency framework.	■ Under action
2.2.4 Alignment of talent management and HR strategies	A dynamic workforce management plan will be agreed and continually refreshed with senior Police leaders. The workforce management plan will be regarded as best practice in State Sector terms.	■ Under action

Focus area 3: Performance management

	2017 objective	Status
Performance Management Indicators		
3.1.1 Consistency of performance management practices	There will be consistent performance management practices across the districts and workgroups.	■ Under action 94% performance appraisals complete
3.1.2 Role of performance management in career development	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. 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 Districts will be identified and dealt with as it happens. Police will score at least 70% for the question 'I get regular feedback on my performance from my supervisor (formal/informal) in the Workplace Survey. The CLC survey will show Police performing on par with the benchmarks	■ On track 70.9% agree The next longitudinal and CLC survey data will be available in 2016
3.1.3 Effective coaching	Coaching will be established as a 'critical leadership behaviour'. Leader's demonstration of this behaviour will be measured through the Performance Development process.	■ Under action Revised performance development system in place Sept 14
3.1.4 Dealing with poor performance *	Police will at least score consistently better year-on-year than the State Sector Benchmark measure that 'poor performance is dealt with effectively in work groups'.	■ On track 62.5%
3.1.5 the disciplinary process and early warnings data	The desired future state is for Early Intervention (EI) to be an accepted and understood system in Police and that interventions change behaviour effectively.	■ Under action Work in progress. EI system in enhancement phase.
3.1.6 Escalation of performance issues	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 good faith manager The CLC survey will show Police performing on par with the benchmarks	■ Under action The next longitudinal and CLC survey data will be available in 2016

Focus area 4: Lifting trust and confidence in complaint investigations

	2017 objective	Status
Disciplinary speed and outcomes Indicators		
4.1.1 Reputation of and respect for the Professional Standards/ Conduct functions	The reputation of the Police Professional Standards functions (now Police Professional Conduct) 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 to senior positions.	■ Under action
4.1.2 Consistency across management of employment based criminal or disciplinary processes	Reviews of the complaints process will show greater consistency between districts. Improved trends in technical and procedural correctness of employment based disciplinary or criminal processes. Consistent use of decision frameworks for complaints and their escalation.	■ Under action
4.1.3 Time taken for employment based disciplinary processes	The average elapsed time for all employment-based disciplinary processes will be reduced.	■ On track 33% improvement to average time taken (based on the few cases progressed thus far through the streamlined process).
4.1.4 Respect and Integrity in the Workplace *	There will be an increase in reports of sexual misconduct in the short-term followed by a downward trend in the long term.	■ Under action Data issues still being worked through.
4.1.5 Understanding of the barriers to reporting on matters of integrity *	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.	■ On track Data issues still being worked through.
	Exceed the State Sector Benchmark for the question on the mechanisms for reporting breaches of integrity and conduct anonymously or confidentially; and	■ Achieved 63% (state sector 54%)
	In the SSC Integrity and Conduct Survey Police will achieve 75% and/or remain the leading agency in the state sector for the question, 'are you confident that you know where to get good advice about integrity and conduct'	■ Achieved 76%
4.1.6 Effectiveness of protected disclosures policy	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 misconduct in the short- term which will reduce over time. For the awareness of the Protected Disclosures Act in the SSC Integrity and Conduct Survey Police's score will be above its 2011 score and will exceed the State Sector Benchmark.	■ Under action Project due to be implemented Sept 15. 10% vs state sector 13%

Level of Agreement Scores and Weighted Mean scores[5]

↑ = performance trend – likely to meet 2017 COI target

↓ = performance trend – unlikely to meet 2017 COI target

The 16 Engagement Drivers

1.5: NZ Police provides adequate training for the work I do

1.6: The work I do makes good use of my knowledge and skills

1.7: My job gives me a sense of personal achievement

2.2: I am encouraged to try new ways of doing things

2.4: There are career development opportunities for me in NZ Police

3.2: The level of work-related stress I experience in my job is acceptable

7.5: I feel my contribution is valued in NZ Police

8.2: Communication in my District or my Service Centre is open and honest

8.4: There is a sense of 'common purpose' in NZ Police

8.5: NZ Police is interested in the views and opinions of its staff

8.7: I feel a sense of belonging to my District or my Service Centre

8.8: NZ Police cares about the well-being of its staff

8.9: NZ Police is an enjoyable place to work

8.10: I feel I am working for an effective organisation

9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police

9.4: I am sufficiently involved in decisions that affect the way I do my job

Performance

1.3: I understand how my performance is measured

1.4: My performance is fairly assessed

4.7: People are held accountable for their performance in my team

4.8: Poor performance is dealt with effectively in my team

6.5: I get regular feedback on my performance from my supervisor (formal/informal)

7.2: People here are appointed to positions based on merit

Respect and Integrity

5.1: Staff in my team respect employee diversity

5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination

5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal

5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)

5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately

Respect & Integrity (Section Score)

Rewarding the Right Behaviours at NZ Police

4.1: People in my team conduct themselves in accordance with the values expected by NZ Police

6.1: My supervisor behaves in a way that is consistent with the values of NZ Police

6.5: I get regular feedback on my performance from my supervisor (formal/informal)

7.1: NZ Police has appropriate ways of recognising outstanding achievement

7.3: We celebrate success in NZ Police

Vision and Purpose + Communication and Cooperation

8.1: NZ Police has a clear vision of where it's going and how it's going to get there

8.3: I feel informed about NZ Police and its activities

8.6: Teams within NZ Police work well together

8.11: I intend to continue working at NZ Police for at least the next 12 months

Vision and Purpose + Communication and Cooperation (Section score)

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5 A change was made to the scoring method in 2013 Police workplace survey and has been continued in this report. Details of how the two scores are calculated are described in detail in last year's report (http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2012-13.pdf).

| | Level of Agreement Scores | | | | Weighted Mean Scores | | | | Trend vs Police Target | Trend vs State Sector Bench-mark |
| | Police scores | | | SS Bench-mark | Police scores | | | SS Bench-mark | | |
	2011	2013	2014	2014	2011	2013	2014	2014		
Engagement Index	69.9	71.1	73.3	69.3	70.5	71.3	72.8	68.1		
	45.7	49.7	44.8	NA	54.8	57.4	54.5	NA	↓ (red)	■
	72.1	75.3	75	59.9	68.9	70.9	71.8	64.8	↑	↑
	79.1	79.7	78.3	74.9	76.1	76.7	75.5	72.8	■	↑
	47.1	53.9	51.2	58.5	57.8	61.8	60.1	61.4	↓	↑ (red)
	NA	53.3	53.4	36.6	NA	59.2	59.6	53.9	↑	↑
	51.7	56	54.9	59	58.3	61.3	60.1	60.1	↓ (red)	↓ (red)
	40	48	51	60.4	54.5	58.4	60	58.1	↑	↑
	38.7	43.2	46.3	46.3	52	54.8	57.3	52.7	↑	■
	48.6	53.5	58.2	54.9	58.1	60.6	63.1	58.6	↑	↑
	28.3	34.8	39.9	54.9	45.3	48.8	52.5	53.8	↑	↑
	56.3	57.9	60.3	65.1	61.7	62.8	64.7	63.2	↑	↑ (red)
	39.8	40.1	50.9	64.3	51.9	52.4	58.1	58.5	↑	↑
	67.7	66.8	72.4	NA	68.3	68	71.3	NA	↑	■
	53	59.6	64.2	NA	59.7	63.4	66.5	NA	↑	■
	NA	52.9	55.1	55.9	NA	60.5	61.8	59.9	↑	↑
	48.1	52.5	51.3	62.4	56.8	59.4	58.6	60.3	↓ (red)	↓ (red)
	54.9	58.5	61.1	60.4	60.8	62.8	64.9	62.1		
	51.2	55.8	54.6	61.9	60.3	62.6	62.1	62.2		
	65.8	69.2	66.9	NA	66.4	68.8	68.4	NA		
	45.6	52.6	54.4	29.2	56.5	60.7	62.5	47.9		
	59.5	67.4	68.8	60.8	64.2	69.7	70.9	66		
	27.4	32.9	34.5	NA	43.7	47.7	49.6	NA		
	75.9	82.9	83.4	NA	73.3	77.1	78.4	NA		
	77.6	81.4	79.7	NA	73.4	75.9	75.6	NA		
	64.7	70.2	70.4	NA	65.9	69.8	70.1	NA		
	62.4	68.4	69.1	NA	64.8	68.9	69.4	NA		
	57.8	64.2	64.4	NA	63	66.9	67.3	NA		
	67.7	**73.4**	**73.4**	**NA**	**68.1**	**71.7**	**72.2**	**NA**		
	83.8	86.8	86.2	NA	78.6	81	79.8	NA		
	78.8	81.6	87.4	78.7	76.3	79.3	83.2	75.7		
	59.5	67.4	68.8	60.8	64.2	69.7	70.9	66		
	37.8	48.1	46.3	NA	52.9	58.5	57.8	NA		
	39.7	50.8	47	57.6	54.1	60.1	58.4	57.5		
	48.3	65.8	62.3	63.7	60	67.7	65.9	66.6		
	45.2	54.2	56.5	59.9	57.1	61.1	62.8	61.8		
	36.8	44.9	54.3	47.6	51.9	56.3	61.1	55.4		
	86.5	83.1	85.2	71.9	85.3	82.8	83.5	82.1		
	47.6	**53.1**	**57.1**	**57.4**	**58.2**	**60.8**	**63.2**	**59.8**		