Representation of Women in Senior Management Roles – Career Survey Results

Overview of survey

A total of 2125 police employees (constabulary and employees) participated in a Career Survey between 19 July and 3 August 2012. The survey was run as part of the Assurance review *Increasing representation of women in senior management roles.*

The purpose of the Career Survey was to canvass police employees on career experiences and opinions on a range of topics including: career goals, access to development and promotion opportunities, experiences with the appointment process, use of mentors, sponsors and networks, career challenges and experiences of current culture within Police. The survey extended the usual scope of review information Assurance Group gains from interviews and focus groups.

The Career Survey was extensive covering a wide range of career experiences. Key survey results related to the key lines of enquiry for the Assurance review were included in the report *Increasing representation of women in senior management roles (March 2013).*

A summary of all survey results (including those presented in the report) are presented here without analysis to supplement the report information and outline the current state of career experiences within NZ Police. These can be utilised in further work in this area. For example, contributing to work by HR PNHQ, the Training Service Centre, and supplement information from the Workplace Survey results on career experiences.[1]

Survey participants

Survey participants were selected from all ranks as well as employee bands from G through to 2. This provided information about career experiences from police employees at an earlier stage of the career pipeline as well as those that are closest to senior management roles. This approach enabled Assurance Group to consider experiences across the span of Police career.

Two versions of the Career Survey were run. A shorter version was provided to constables, sergeants and employees in bands G,H and I while an extended version with further questioning on some topics was provided to senior sergeants, inspectors and employees in bands J,1 and 2. More detail about survey participants for the two versions of the 'Career Survey' are provided below.

Survey 1 Career Survey for Constables, Sergeants and Employees in bands G,H, and I

- All women and men sergeants and employees in bands G, H and I were sent the survey.
- Constable men were randomly selected due to the larger number while all women constables[2] were sent the survey.
- The survey was sent to 4306 people with an overall response rate of 41%.

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[1] All survey data remains with Assurance Group, PNHQ to ensure data is used for the purpose it was collected.
[2] Women FEO users were removed from the pool of constable women that were sent the Career Survey. Results from the FEO survey are presented in the report *Increasing representation of women in senior management roles*.

Table A Response rate by rank or band and gender

Rank or Band	Gender	Number sent to	Number responded	Response rate
Constables	Women	1269	432	34%
	Men	1500	471	31%
Sergeants	Women	119	73	61%
	Men	880	505	57%
Employees band G,H,I	Women	222	128	58%
	Men	316	141	45%

Survey 2 Career Survey for Senior sergeants, Inspectors and Employees in bands J,1, and 2

- All women and men senior sergeants, inspectors and employees in bands J,1 and 2 were sent the survey. This included the 6 senior sergeant women, 3 senior sergeant men and 4 inspector women and 7 inspector men that participated in formal interviews during district visits.
- The survey was sent to 921 people with an overall response rate of 41%.

Table B Response rate by rank or band and gender

Rank or Band	Gender	Number sent to	Number responded	Response rate
Senior sergeants	Women	52	26	50%
	Men	411	172	42%
Inspectors	Women	22	11	50%
	Men	229	78	34%
Employees band J,1,2	Women	95	45	47%
	Men	112	43	38%

Survey results

Notes:

1. Some survey results have not been provided in quantitative format, such as free text responses. Exceptions are listed in Appendix One. Free text responses were used to expand on interview information obtained during visits to districts and service centres prior to the survey to identify themes for the review and contribute to the report. Information pertaining to the remaining survey questions was confirmed by other means (eg. interviews, and requests for information that were carried out via the review).
2. Survey data has been rounded so may not add to 100% in all cases.

Summary of Contents

Contents

1 Survey results for constabulary interested in seeking promotion with Police

Survey results in this section are generated from constabulary that selected 'definitely yes' and 'probably yes' to the question 'Are you interested in seeking promotion within NZ Police now or in the future?'.

Interest in promotion and career aspirations

Table 1.1   Count and percentage of constabulary interested in promotion with Police

Base: All constabulary who responded to the Career Survey (n=1768)

	Constable		Sergeants		Senior Sergeants		Inspector	
	Women (n=432)	Men (n=471)	Women (n=73)	Men (n=505)	Women (n=26)	Men (n=172)	Women (n=11)	Men (n=78)
Count and percentage definitely interested in promotion	195 (45%)	225 (48%)	35 (48%)	227 (45%)	19 (73%)	75 (44%)	8 (73%)	45 (58%)
Count and percentage probably interested in promotion	132 (31%)	133 (28%)	20 (27%)	141 (28%)	3 (12%)	49 (29%)	2 (18%)	19 (24%)
Total count and percentage of constabulary interested in promotion	327 (76%)	358 (76%)	55 (75%)	368 (64%)	22 (85%)	124 (72%)	10 (91%)	64 (82%)

Figure 1.1 Percentage of constabulary interested in promotion with Police

Base: All constabulary who responded to the Career Survey (n=1768)
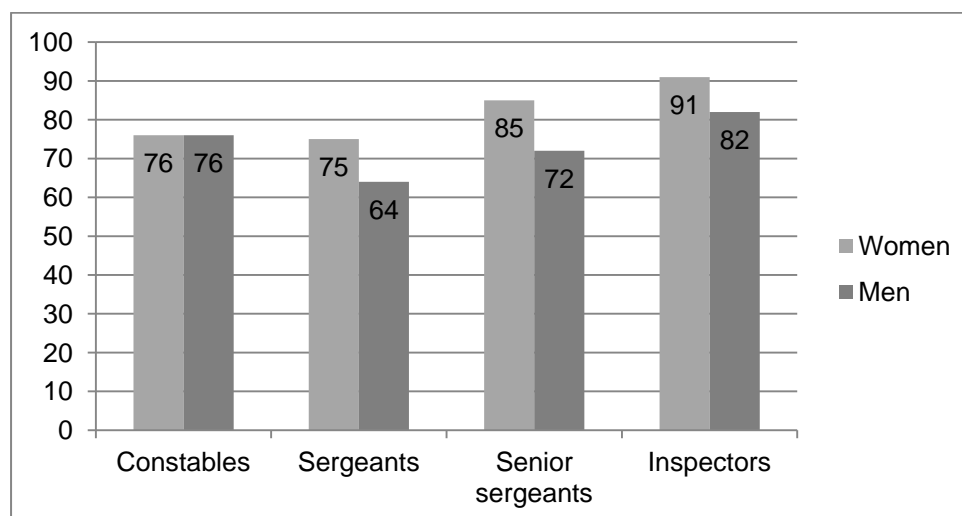
Table 1.2   Ranks that constabulary have seriously considered attaining in their career with Police

Base: Constabulary interested in promotion (n=1328)

Highest rank considered	Current Rank							
	Constables		Sergeants		Senior Sergeants		Inspectors	
	Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Sergeant	41%	48%	-	-	-	-	-	-
Senior Sergeant	22%	28%	51%	55%	-	-	-	-
Inspector	12%	10%	35%	34%	68%	67%	-	-
Superintendent	2%	2%	5%	5%	27%	26%	70%	75%
Assistant Commissioner or higher	1%	1%	0%	<1%	5%	0%	30%	13%

Table 1.3   Count of factors that most prompted constabulary to consider promotion

Base: Constabulary interested in promotion (n=1328)

	Constables		Sergeants		Senior Sergeants		Inspectors	
	Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Always had promotion in mind	172 (53%)	224 (63%)	35 (64%)	213 (58%)	11 (50%)	68 (55%)	3 (30%)	37 (58%)
Feedback from others about my abilities/potential	126 (39%)	135 (38%)	21 (38%)	133 (36%)	9 (41%)	51 (41%)	5 (50%)	33 (51%)
Observing/working with others in higher roles	141 (43%)	132 (37%)	17 (31%)	122 (33%)	10 (45%)	51 (41%)	3 (30%)	32 (50%)
Exposure to relieving opportunities	63	88	11	61	7	34	1	17
Development course within Police	46	27	9	19	6	18	2	12
Exposure to 'stretch' secondment opportunities	15	14	6	21	3	13	1	10
Other	30	41	4	49	2	14	0	0
* Percentages will not total to 100% as more than one answer may be selected								

Table 1.4   How confident constabulary are about successfully performing a higher role

Base: Constabulary interested in promotion (n=1328)

	Response	Constable		Sergeants		Senior Sergeants		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
With training, how confident are you that you could successfully perform the duties of a higher position?	Very confident	38%	49%	40%	57%	55%	52%	30%	42%
	Confident	56%	47%	53%	40%	45%	44%	60%	58%
	Total confident	94%	96%	93%	97%	100%	96%	90%	100%

*'Very confident' represents '7' on the 1-7 response scale while 'Confident' represents '6'.

Table 1.5   How clear constabulary are about how to attain their career aspirations

Base: Constabulary interested in promotion (n=1328)

	Response	Constable		Sergeants		Senior Sergeants		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
How clear are you on the roles and experience required to attain your current career goals within Police?	Very clear	10%	16%	11%	18%	27%	11%	20%	16%
	Clear	44%	52%	55%	56%	50%	67%	30%	58%
	Total clear	54%	68%	65%	74%	77%	78%	50%	74%

*'Very clear' represents '7' on the 1-7 response scale while 'Clear' represents '6'.

Career opportunities within Police

Figure 1.6   Percentage of constabulary who have sought acting and relieving roles

Base: Constabulary interested in promotion (n=1328)

	Response	Constable		Sergeants		Senior Sergeants		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Have you sought opportunities to act or relieve in higher roles or duties in the last 12 months?	Yes	36%	53%	62%	63%	73%	62%	40%	78%

Table 1.7   Percentage of constabulary who have been successful in seeking acting and relieving roles
Base: Constabulary who sought acting and relieving opportunities (n=723)

	Constable		Sergeants		Senior Sergeants		Inspector	
	Women (n=119)	Men (n=190)	Women (n=34)	Men (n=233)	Women (n=16)	Men (n=77)	Women (n=4)	Men (n=50)
Percentage of those that have been successful in seeking opportunities to act or relieve in higher roles or duties in the past 12 months.	83%	76%	79%	69%	69%	71%	50%	62%

Table 1.8   Percentage of constabulary who agree with statements about opportunities for promotion
Base: Constabulary interested in promotion (n=1328)

	Response	Constable		Sergeants		Senior Sergeants		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Opportunities for secondments and relieving are widely publicised within Police	Strongly agree	1%	2%	0%	1%	5%	2%	0%	3%
	Agree	31%	30%	27%	30%	32%	33%	10%	34%
	Total Agree	32%	32%	27%	31%	37%	35%	10%	37%
There is a level 'playing field' for promotions within Police	Strongly agree	1%	1%	0%	2%	5%	2%	0%	5%
	Agree	25%	22%	24%	27%	14%	31%	30%	25%
	Total Agree	26%	23%	24%	29%	19%	33%	30%	30%
There are good opportunities for promotion in Police	Strongly agree	6%	4%	4%	7%	5%	7%	10%	13%
	Agree	50%	52%	51%	52%	50%	58%	30%	64%
	Total Agree	56%	57%	55%	59%	55%	65%	40%	77%

Table 1.9   Percentage of constabulary who received an email about the Aspiration Register[3]

Base: Senior sergeants and inspectors interested in promotion (n=220)

	Response	Senior Sergeants		Inspector	
		Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Have you received an email encouraging you to use the 'Aspirations Register' to register you interest in development and promotion opportunities?	Yes	86%	77%	80%	75%

Table 1.10   Percentage of constabulary who said they would use the Aspirations Register

Base: Senior sergeants and inspectors interested in promotion (n=220)

	Response	Senior Sergeants		Inspector	
		Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Will you use the Aspirations Register?	Yes	86%	61%	50%	67%

Career support and advice

Table 1.11   Percentage of constabulary who have received sufficient support or guidance when acting or relieving in higher duties

Base: Senior sergeants and inspectors interested in promotion (n=220)

	Response	Senior Sergeants		Inspector	
		Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
When acting or relieving in higher roles in the past 12 months, did you have sufficient support or guidance to help you perform well in the role?	Yes	41%	35%	10%	39%
	No	9%	19%	20%	27%
	Not applicable	27%	33%	40%	25%
	No response	23%	13%	30%	9%

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[3] In 2012 Aspiration Registers and the subsequent upgrade to myDevelopment software was introduced to enable staff to voice development and career ambitions so they can be considered for development opportunities via development boards run at Assistant Commissioner and National level. Registers and myDevelopment were targeted to band I and senior sergeants and above.

Representation of women in senior management roles - Career Survey Results

Table 1.12 Constabulary whose supervisor or manager assists with career planning and support

Base: Constabulary interested in promotion (n=1328)

Percentage of constabulary that responded yes to manager or supervisor activities:	Constable		Sergeants		Senior Sergeants		Inspector	
	Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Asks about your career ambitions?	57%	61%	47%	52%	55%	57%	50%	52%
Notifies you of upcoming development opportunities?	40%	46%	31%	40%	41%	43%	50%	48%
Connects you to useful networks/contacts for career?	23%	24%	15%	17%	23%	19%	40%	20%
Advises you of upcoming promotion opportunities?	25%	30%	20%	27%	36%	30%	30%	31%

Table 1.13 Count of people constabulary are most likely to approach for advice on how to achieve their promotion goals within Police

Base: Constabulary interested in promotion (n=1328)

	Constables		Sergeants		Senior Sergeants		Inspectors	
	Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Someone in desired rank that I know well	228 (70%)	222 (62%)	40 (73%)	233 (63%)	13 (59%)	82 (66%)	5 (50%)	38 (59%)
Immediate supervisor	175 (54%)	238 (66%)	24 (44%)	173 (47%)	4	59 (48%)	7 (70%)	35 (55%)
Peer/friend in same rank	131 (40%)	127 (35%)	23 (42%)	114 (31%)	7 (32%)	47 (38%)	4 (40%)	28 (44%)
Someone in desired rank even if I don't know them well	31	44	10	18	8 (36%)	14	2	11
Mentor	30 (9%)	25 (7%)	8 (15%)	28 (8%)	7 (32%)	20 (16%)	2 (20%)	17 (27%)
Professional colleagues outside Police that I know well	29	21	2	28	4	17	1	13
Professional colleagues outside Police even if I don't know them well	10	4	3	12	3	7	0	3
Sponsor	5 (2%)	6 (2%)	1 (2%)	7 (2%)	2 (9%)	4 (3%)	1 (10%)	6 (9%)
Close friends outside Police	23	13	3	12	1	8	1	2
HR representative	13	14	7	21	1	14	2	8
Nobody – prefer to work it out myself	3	15	0	32	0	6	1	3
Other	15	8	2	12	0	4	0	3
Percentages will not total to 100% as more than one answer may be selected								

Table 1.14 Percentage of constabulary who have had a mentor at their current rank

Base: Constabulary interested in promotion (n=1328)

	Response	Constables		Sergeants		Senior Sergeants		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Have you ever had a mentor at your current rank?	Yes within Police	25%	25%	35%	16%	32%	21%	10%	25%
	Yes outside Police	2%	1%	6%	2%	9%	2%	10%	13%
	Yes inside & outside Police	1%	1%	4%	1%	0%	5%	10%	6%
	No	73%	72%	56%	80%	59%	71%	70%	56%

Table 1.15 Importance of mentoring to constabulary throughout their career with Police

Base: Senior sergeants and inspectors interested in promotion (n=220)

	Response	Senior Sergeants		Inspector	
		Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Throughout your career with Police, how important has mentoring been for helping you to achieve promotions?	Very important	5%	6%	0%	3%
	Important	23%	11%	10%	17%
	Somewhat important	18%	15%	10%	30%
	Not very important	27%	24%	20%	17%
	Not applicable	18%	38%	30%	20%
	No response	9%	6%	30%	13%

Table 1.16 Percentage of constabulary with sponsors

Base: Senior sergeants and inspectors interested in promotion (n=220)

	Response	Senior Sergeants		Inspector	
		Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Do you have what you would consider to be a sponsor?	Yes	23%	7%	20%	23%
	No	77%	92%	80%	72%
	No response	0%	1%	0%	5%

Table 1.17 Count of how senior sergeants and inspectors came to have sponsors

Base: Senior sergeants and inspectors that have a sponsor (n=31)

	Women	Men
Senior sergeants	4/5 existing relationship 1/5 other - unknown	5/9 existing relationship 2/9 approached the sponsor 1/9 other – through development course
Inspectors*	1 – existing relationship 1 – sponsor approached them	11/15 – existing relationship 3/15 approached the sponsor 1/15– other - unknown

Table 1.18 Importance of sponsoring for constabulary careers within Police

Base: Senior sergeants and inspectors interested in promotion (n=220)

	Response	Senior Sergeants		Inspector	
		Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Throughout your career with Police, how important has sponsoring been for helping you to achieve promotions?	Very important	0%	2%	10%	8%
	Important	9%	6%	10%	9%
	Somewhat important	9%	7%	10%	13%
	Not very important	32%	16%	0%	13%
	Not applicable	27%	51%	30%	34%
	No response	23%	19%	40%	23%

Table 1.19 Percentage of constabulary who received feedback on unsuccessful promotion attempts

Base: Senior sergeants and inspectors interested in promotion (n=220)

	Response	Senior Sergeants		Inspector	
		Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
In the past 12 months, have you received feedback following an unsuccessful application for promotion within Police?	Yes	23%	23%	20%	36%
	No	18%	11%	0%	16%
	Not applicable	27%	9%	30%	14%
	No response	32%	57%	50%	34%

Table 1.20 Usefulness of feedback to constabulary for unsuccessful promotion attempts

Base: Senior sergeants and inspectors who received feedback (n=59)

	Response	Senior Sergeants		Inspector	
		Women (n=5)	Men (n=29)	Women (n=2)	Men (n=23)
In the past 12 months, how useful has feedback on missed promotions been for helping you improve your chance of success in future applications with Police?	Very useful	1 (20%)	3 (10%)	0	2 (9%)
	Useful	0	3 (10%)	0	5 (22%)
	Somewhat useful	3 (60%)	12 (41%)	0	5 (22%)
	Not useful at all	1 (20%)	10 (34%)	2 (100%)	10 (43%)
	No response	0	0	0	1 (4%)

Perceived barriers to career progression[4]

Table 1.21 Perceived barriers to career progression that were identified by constabulary[5]

Base: Constabulary interested in promotion (n=1328)

Barriers	Constables		Sergeants		Senior Sergeants		Inspectors	
	Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Inflexible working pattern	42%	36%	42%	35%	32%	22%	20%	9%
Child care	32%	39%	42%	34%	45%	31%	20%	14%
Family commitments	42%	47%	36%	45%	41%	48%	10%	39%
Inability to relocate	50%	58%	51%	63%	46%	65%	30%	47%
Self confidence	33%	18%	35%	15%	14%	12%	20%	14%
Lack of career guidance	57%	50%	56%	48%	36%	48%	70%	42%
Old boys club/favoritism	53%	45%	55%	54%	73%	54%	70%	49%
Clash partner activities	22%	22%	27%	23%	18%	27%	20%	16%
Partner attitude	7%	9%	4%	10%	5%	14%	10%	17%
Lack relevant role models	38%	24%	42%	32%	41%	34%	70%	19%
Sexual discrimination	23%	6%	35%	9%	18%	11%	40%	6%
Racial discrimination	5%	6%	4%	8%	9%	10%	0%	6%
Attitudes senior staff	32%	27%	42%	36%	45%	36%	60%	33%
Attitudes colleagues	15%	9%	20%	8%	18%	8%	40%	6%

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[4] Responses are based on the question 'Reflecting on your career with Police, indicate to what extent the following represents an ongoing or significant restriction to your career advancement within Police. The figures in the table are the combined percentages for respondents stating the barrier represents a 'Big' or 'Some' restriction to their career advancement rather than 'Little' or 'No' restriction.

[5] An arbitrary 'low' of 25% was used as a cut off to group barriers based on frequency of response. The fact that a barrier falls into the 'low' group does not suggest the barrier represents less of a problem for Police. Racial discrimination is a clear example of this.

Flexible Employment Options (FEO)

Table 1.22 Percentage of constabulary with dependents (children or other)

Base: Constabulary interested in promotion (n=1328)

Activity	Constable		Sergeant		Senior Sergeant		Inspector	
	Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Percentage of constabulary that have dependent children full time or part time or other dependents	44%	70%	49%	78%	46%	88%	40%	72%

Table 1.23 Percentage of constabulary who are the only carer or primary carer

Base: Constabulary interested in promotion (n=1328)

Activity	Constable		Sergeant		Senior Sergeant		Inspector	
	Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Percentage of constabulary that are the primary or the only carer as ongoing care arrangements for dependent children or others	14%	1%	7%	2%	18%	2%	0%	5%

Table 1.24 Percentage of constabulary who have applied for FEO

Base: Constabulary interested in promotion (n=1328)

	Response	Constable		Sergeants		Senior Sergeants		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Have you applied for FEO in the past?	Yes	21%	3%	35%	5%	32%	4%	20%	0%

Table 1.25 Percentage of constabulary who had FEO applications approved

Base: Constabulary who applied for FEO (n=131)

	Response	Constable		Sergeants		Senior Sergeants		Inspector	
		Women (n=70)	Men (n=10)	Women (n=19)	Men (n=18)	Women (n=7)	Men (n=5)	Women (n=2)	Men (n=0)
Was your FEO application approved?	Yes	64 (91%)	7 (70%)	19 (100%)	15 (83%)	7 (100%)	5 (100%)	2 (100%)	n/a

Table 1.26 Percentage of constabulary who were put off applying for FEO

Base: Constabulary interested in promotion (n=1328)

	Response	Constable		Sergeants		Senior Sergeants		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
Have the views of your team or work group colleagues ever put you off applying for FEO?	Yes	15%	4%	24%	3%	5%	2%	10%	3%
	No	36%	31%	31%	36%	55%	44%	20%	42%
	Not applicable	42%	53%	38%	50%	23%	44%	50%	39%
	No response	7%	12%	7%	11%	18%	11%	20%	16%

Table 1.27 Percent of constabulary who agree FEO is suitable for supervisor and manager roles

Base: Constabulary interested in promotion (n=1328)

	Response	Constable		Sergeant		Senior Sergeant		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
FEO is suitable for supervisor and manager roles	Strongly agree	22%	6%	22%	8%	32%	17%	30%	19%
	Agree	36%	29%	46%	36%	32%	43%	40%	38%
	Total Agree	58%	35%	67%	44%	64%	60%	70%	57%

Table 1.28 Percentage of constabulary who agree that FEO should be considered for any role

Base: Constabulary interested in promotion (n=1325)

	Response	Constable		Sergeant		Senior Sergeant		Inspector	
		Women (n=327)	Men (n=358)	Women (n=55)	Men (n=368)	Women (n=22)	Men (n=124)	Women (n=10)	Men (n=64)
FEO should be considered for any role	Strongly agree	32%	12%	20%	12%	32%	19%	40%	30%
	Agree	35%	33%	47%	26%	23%	26%	40%	17%
	Total Agree	67%	45%	67%	38%	54%	45%	80%	47%

2 Survey results for constabulary not interested in promotion with Police

Survey results in this section are generated from constabulary that selected 'definitely not' and 'probably not' to the question 'Are you interested in seeking promotion within NZ Police now or in the future?'.

Table 2.1   Percentage of constabulary who are not interested in seeking promotion in Police
Base: All constabulary who responded to the Career Survey (n=1768)

	Constable		Sergeant		Senior Sergeant		Inspector	
	Women (n=432)	Men (n=471)	Women (n=73)	Men (n=505)	Women (n=26)	Men (n=172)	Women (n=11)	Men (n=78)
Count and percentage definitely not interested in promotion	13 (3%)	27 (6%)	2 (3%)	24 (5%)	0 0%	18 11%	0 (0%)	1 (1%)
Count and percentage probably not interested in promotion	90 (21%)	85 (18%)	15 (21%)	113 (22%)	4 (15%)	30 (17%)	1 (9%)	13 (17%)
Total count and percentage of constabulary not interested in promotion	103 24%	112 24%	17 23%	137 27%	4 15%	48 28%	1 9%	14 18%

Factors contributing to a lack of interest in promotion

Table 2.2   Factors that contributed most to why constabulary are not interested in promotion with Police

Base: Constabulary that are not interested in promotion (n=436)

	Constables		Sergeants		Senior Sergeants		Inspectors	
	Women (n=103)	Men (n=112)	Women (n=17)	Men (n=137)	Women (n=4)	Men (n=48)	Women (n=1)	Men (n=14)
Enjoy current position	64 (62%)	75 (67%)	11 (14%)	103 (75%)	2 (50%)	33 (69%)	1	9 (64%)
Negative impact on lifestyle	25	29 (26%)	5 (29%)	32 (23%)	1	18 (38%)	0	2
Doesn't suit family commitments	38 (37%)	15	6 (35%)	19	2 (50%)	11	0	3 (21%)
Not entirely confident	30 (29%)	13	3	9	0	6	0	2
Other*	29	37 (33%)	5 (29%)	45 (33%)	1	14 (29%)	0	4 (3%)
Doesn't suit child care commitments	26	13	3	4	1	1	0	0
Existence of 'old boys club'/favouritism	26	18	2	21	1	8	0	0
Lack of career guidance	17	10	2	11	0	2	0	1
Lack of vacancies	17	12	1	17	1	6	0	2
Inability to relocate	15	11	3	9	2 (50%)	5	0	0
At odds with spouse/partner activities	13	8	2	6	1	3	0	0
Health	4	6	1	8	0	1	0	0
Negative financial impacts	2	7	0	6	0	3	0	0
New to Police	1	3	0	0	0	0	0	0

Percentages will not total to 100% as more than one answer may be selected
*Presented on following pages. Other factors have not been coded back into the main coding frame as presented here.

Table 2.3   Count of 'Other' factors why constabulary are not seeking promotion with Police

Base: Constabulary not interested in promotion (n=436)

Rank	Gender	
	Women	Men
Constables	• Chose family over career causing early career impacts (6) • Enjoy operational/frontline work & dislike bureaucracy (4) • Issues with promotion system and selection criteria (4) • Age (3) • Culture/stereotyping/lack of appreciation for individuals (3) • FEO (2) • Lack of professional development opportunities (2) • Lacking confidence (2) • Lack of opportunities/including for specialist fields (2) • Pay doesn't justify the work (2) • Acting roles are sufficient (1) • Disagree/at odds with current Police vision and values (1) • Don't want to do anymore study (1) • Observed negative impacts of promotion for others (1) • No interest in promotion (1) • Want work life balance (1)	• Enjoy operational/frontline work & dislike bureaucracy (12) • Issues with promotion system and selection criteria (7) • No interest in promotion (4) • Resigning or retiring (4) • Lack of opportunities/including for specialist fields (3) • Too stressful (3) • Chose family over career causing early career impacts (2) • Pay doesn't justify work (2) • Observed negative impacts of promotion on others (2) • Want work life balance (2) • Disagree/at odds with current Police vision and values (1) • Don't want to study anymore (1) • Policies affecting appointments process (1)

Table 2.3   Count of 'Other' factors why constabulary are not seeking promotion with Police (cont'd)

Rank	Gender	
	Women	Men
Sergeants	• Planning on leaving Police or looking for a new career outside Police (1) • Perception that there would be more bullying with further promotion (1) • Current promotions system and qualifying courses set people up to fail and reduces confidence (1) • Feeling disengaged and frustrated with how the organisation is run and feeling undervalued (1) • Lack of opportunities in specialist roles (1)	• Prefer focus of current role (9) • Retiring/approaching end of career (8) • Age (5) • Lack of vacancies and career structure in current location (3) • Clash with current management (2) • Not interested in promotion (2) • Too stressful (2) • Satisfied with current rank and work (2) • Discrimination due to connection with particular work group (1) • Little faith in selection process (1) • Not interested in further study (1) • Pay doesn't justify work (1) • Poor perception of management role (1) • Promotion framework not user friendly (1) • Qualifying courses don't offer much value (1) • Too late in career (1)
Senior Sergeants	• Stress of higher rank; competitive nature of male commissioned officers and attitudes to female commissioned officers by other staff (1)	• Retiring/leaving Police (10) • Lack of vacancies in location (2) • Lack of vacancies/career structure (1) • Not valued because of age/not in 'old boys club' (1) • Current role changes over time to keep job interesting (1)
Inspectors	• Nil	• Age and lack of work options outside Police due to economy (1) • Lack of vacancies in specialist area (1) • Too stressful too seek promotion in this competitive environment (1) • Satisfied with current role as has variety of responsibility/tasks (1)

Professional development opportunities for those not seeking promotion

Table 2.4   Percentage of constabulary who have sought professional development opportunities within Police

Base: Constabulary not interested in promotion (n=436)

	Response	Constables		Sergeants		Senior Sergeants		Inspector	
		Women (n=103)	Men (n=112)	Women (n=17)	Men (n=137)	Women (n=4)	Men (n=48)	Women (n=1)	Men (n=14)
In the last 12 months, have you sought professional development opportunities (eg. training, development courses, lateral movements, etc.)?	Yes – within Police	44%	46%	71%	35%	50%	48%	100%	36%

Table 2.5   Percentage of constabulary who have been successful in seeking professional development opportunities within Police

Base: Constabulary who sought professional development opportunities (n=186)

	Constables		Sergeants		Senior Sergeants		Inspector	
	Women (n=45)	Men (n=51)	Women (n=11)	Men (n=48)	Women (n=2)	Men (n=23)	Women (n=1)	Men (n=5)
Percentage of constabulary who successfully sought professional development opportunities within Police	35 (78%)	35 (69%)	9 (82%)	40 (83%)	2 (100%)	16 (70%)	1 (100%)	3 (60%)

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3 Survey results for employees interested in promotion with Police

Survey results in this section are generated from employees that selected 'definitely yes' and 'probably yes' to the question 'Are you interested in seeking promotion within NZ Police now or in the future?'.

Interest in promotion and career aspirations

Table 3.1   Count and percentage of employees interested in promotion with Police

Base: All employees who responded to the Career Survey (n=357)

	Bands G,H,I		Bands J,1,2	
	Women (n=128)	Men (n=141)	Women (n=45)	Men (n=43)
Count and percentage definitely interested in promotion	58 (45%)	58 (41%)	21 (47%)	18 (42%)
Count and percentage probably interested in promotion	38 (30%)	46 (33%)	15 (33%)	12 (28%)

Total count and percentage interested in promotion	96 (75%)	104 (74%)	36 (80%)	30 (70%)

Figure 3.1 Percentage of employees that are interested in promotion with Police

Base: All employees who responded to the Career Survey (n=357)
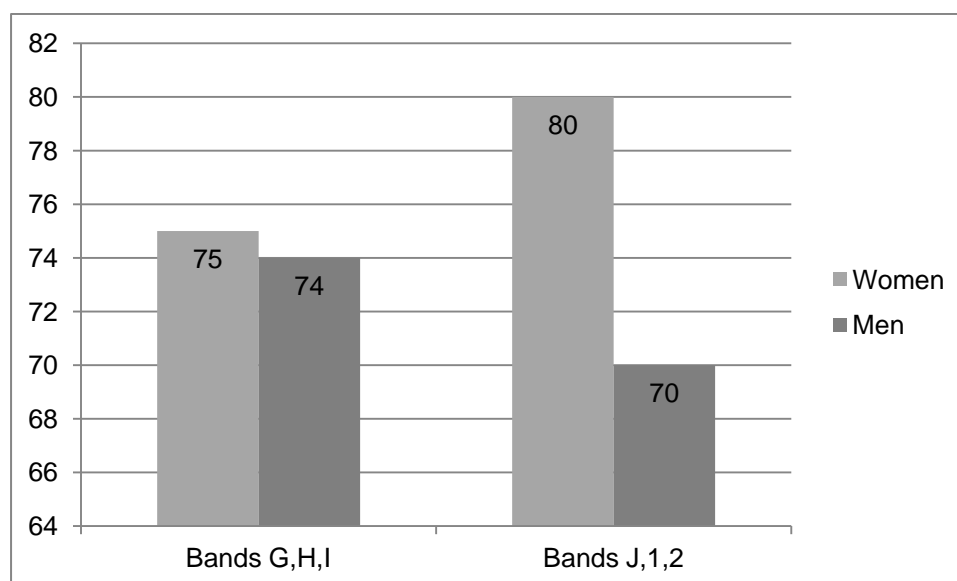
Table 3.2   Bands that employees have seriously considered attaining in their career with Police

Base: Employees interested in promotion (n=266)

Highest band considered	Current Band			
	Bands G,H,I		Bands J,1,2	
	Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Band H	5%	11%	-	-
Band I	12%	17%	-	-
Band J	25%	25%	-	-
Band 1	22%	20%	8%	13%
Band 2	5%	5%	25%	17%
Employee senior manager or above	8%	7%	58%	47%

Table 3.3   Count of factors that most prompted employees to consider promotion (percentages provided for top three factors)

Base: Employees interested in promotion (n=266)

	Bands G,H,I		Bands J,1,2	
	Women (n=95)	Men (n=104)	Women (n=36)	Men (n=30)
Always had promotion in mind	51 (54%)	51 (49%)	17 (47%)	12 (40%)
Feedback from others about my abilities/potential	50 (53%)	32 (31%)	20 (56%)	12 (40%)
Observing/working with others in higher roles	49 (52%)	39 (38%)	17 (47%)	11 (37%)
Exposure to relieving opportunities	24	19	6	3
Development course within Police	14	8	5	1
Exposure to 'stretch' secondment opportunities	11	5	8	7
Other	12	15	3	10
Percentages will not total to 100% as more than one answer may be selected				

Table 3.4   How confident employees are about successfully performing a higher role
Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
With training, how confident are you that you could successfully perform the duties of a higher position?	Very confident*	43%	53%	44%	63%
	Confident	52%	41%	47%	33%
	Total Confident	95%	94%	91%	97%
*'Very confident' represents '7' on the 1-7 response scale while 'Confident' represents '6'.					

Table 3.5   How clear employees are about how to attain their career aspirations within Police
Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
How clear are you on the roles and experiences required to attain your current career goals within Police?	Very clear	19%	13%	8%	10%
	Clear	40%	44%	47%	30%
	Total Clear	59%	57%	56%	40%
*'Very clear' represents '7' on the 1-7 response scale while 'Clear' represents '6'.					

Career opportunities within Police

Table 3.6   Percentage of employees who have sought acting and relieving roles in the last 12 months
Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Have you sought opportunities to act or relieve in higher roles or duties in the last 12 months?	Yes	41 (43%)	50 (48%)	15 (42%)	13 (43%)

Table 3.7   Percentage of employees who have been successful in seeking acting and relieving roles in the last 12 months

Base: Employees who sought acting and relieving roles (n=119)

	Bands G,H,I		Bands J,1,2	
	Women (n=41)	Men (n=50)	Women (n=15)	Men (n=13)
Percentage of employees that have been successful in seeking relieving and acting roles	30 (73%)	31 (62%)	10 (67%)	10 (77%)

Table 3.8   Percentage of employees who agree with the following statements about opportunities for promotion

Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Opportunities for secondments/relieving are widely publicised within Police	Strongly agree	5%	1%	0%	0%
	Agree	27%	41%	25%	33%
	Total Agree	32%	42%	25%	33%
There is a level 'playing field' for promotions within Police	Strongly agree	4%	2%	0%	3%
	Agree	19%	24%	14%	23%
	Total Agree	23%	26%	14%	27%
There are good opportunities for promotion in Police	Strongly agree	2%	2%	3%	10%
	Agree	25%	36%	47%	20%
	Total Agree	27%	38%	50%	30%

Table 3.9   Percentage of employees who received an email about the Aspiration Register

Base: Band J,1 and 2 employees interested in promotion (n=66)

	Response	Bands J,1,2	
		Women (n=36)	Men (n=30)
Have you received an email encouraging you to use the 'Aspiration Register' to register your interest in development and promotion opportunities?	Yes	58%	73%

Table 3.10 Percentage of employees who said they would use the Aspiration Register

Base: Band J,1 and 2 employees interested in promotion (n=66)

	Response	Bands J,1,2	
		Women (n=36)	Men (n=30)
Will you use the Aspiration Register?	Yes	44%	37%

Career support and advice

Table 3.11 Percentage of employees who have received sufficient support or guidance when acting and or relieving in higher roles

Base: Band J,1 and 2 employees interested in promotion (n=66)

	Response	Band J,1,2	
		Women (n =36)	Men (n=30)
When acting or relieving in higher roles in the past 12 months, did you have sufficient support or guidance to help you perform well in the role?	Yes	19%	17%
	No	14%	23%
	Not applicable	50%	33%
	No response	17%	27%

Table 3.12 People employees are most likely to approach for advice on how to achieve promotion goals within Police

Base: Employees interested in promotion (n=266)

	Bands G,H,I		Bands J,1,2	
	Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Someone in desired band that I know well	57 (59%)	39 (38%)	17 (47%)	14 (47%)
Immediate supervisor	48 (50%)	45 (43%)	14 (39%)	16 (53%)
Peer/friend in same band	21 (22%)	25 (24%)	7	7
Someone in desired band even if I don't know them well	7	13	6	2
Mentor	9	8	6	6
Professional colleagues outside Police that I know well	19	20	9 (25%)	10 (33%)
Professional colleagues outside Police even if I don't know them well	6	8	5	2
Sponsor	1	2	0	0
Close friends outside Police	11	12	3	4
HR representative	10	5	4	1
Nobody – prefer to work it out myself	3	10	0	1
Other	4	6	2	0
Percentages will not total to 100% as more than one answer may be selected				

Table 3.13 Employees whose supervisor or manager assists with career planning and support

Base: Employees interested in promotion (n=266)

Percentage of employees who responded yes to manager or supervisor activities:	Band G,H,I		Band J,1,2	
	Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Asks about your career ambitions?	49%	34%	39%	30%
Notifies you of upcoming development opportunities?	46%	32%	33%	33%
Connects you to useful networks/contacts for career?	27%	13%	14%	27%
Advises you of upcoming promotion opportunities?	31%	23%	19%	17%

Table 3.14 Percentage of employees who have had a mentor at their current rank

Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Have you ever had a mentor at your current rank?	Yes within Police	24%	13%	22%	3%
	Yes outside Police	6%	2%	14%	20%
	Yes inside & outside Police	2%	3%	6%	7%
	No	67%	83%	56%	70%
	No response	1%	0%	3%	0%

Table 3.15 Importance of mentoring to employees throughout their career with Police

Base: Band J,1 and 2 employees interested in promotion (n=66)

	Response	Bands J,1,2	
		Women (n=36)	Men (n=30)
Throughout your career with Police, how important has mentoring been for helping you to achieve promotions?	Very important	6%	17%
	Important	14%	7%
	Somewhat important	11%	10%
	Not very important	19%	13%
	Not applicable	22%	37%
	No response	28%	17%

Table 3.16 Percentage of employees with sponsors

Base: Band J,1 and 2 employees interested in promotion (n=66)

	Response	Bands J,1,2	
		Women (n=36)	Men (n=30)
Do you have what you would consider to be a sponsor?	Yes	17%	20%
	No	72%	77%
	No response	11%	3%

Table 3.17 Count of how employees in bands J,1 and 2 came to have a sponsor

Base: Employees who have sponsors (n=12)

	Women	Men
Bands J,1,2	6/6 – existing relationships	5/6 existing relationship 1/6 approached the sponsor

Table 3.18 Importance of sponsoring for employee careers within Police

Base: Band J,1 and 2 employees interested in promotion (n=66)

	Response	Bands J,1,2	
		Women (n=36)	Men (n=30)
Throughout your career with Police, how important has sponsoring been for helping you to achieve promotions?	Very important	8%	10%
	Important	11%	10%
	Somewhat important	3%	3%
	Not very important	6%	10%
	Not applicable	31%	50%
	No response	42%	17%

Table 3.19 Percentage of employees who received feedback on unsuccessful promotion attempts

Base: Band J,1 and 2 employees interested in promotion (n=66)

	Response	Bands J,1,2	
		Women (n=36)	Men (n=30)
In the past 12 months, have you received feedback following an unsuccessful application for promotion within Police?	Yes	17%	13%
	No	6%	17%
	Not applicable	19%	3%
	No response	58%	67%

Table 3.20 Usefulness of feedback to employees for unsuccessful promotion attempts

Base: Band J,1 and 2 employees interested in promotion that received feedback (n=10)

	Response	Bands J,1,2	
		Women (n=6)	Men (n=4)
In the past 12 months, how useful has feedback on missed promotions been for helping you improve your chance of success in future applications with Police?	Very useful	1 (17%)	0
	Useful	1 (17%)	1 (25%)
	Somewhat useful	1 (17%)	1 (25%)
	Not useful at all	3 (50%)	2 (50%)
	No response	0	0

Perceived barriers to career progression[6]

Table 3.21 Perceived barriers to career progression reported by employees in band G to band 2[7]
Base: Employees interested in promotion (n=266)

Barriers	Employee Bands G, H & I		Employee Band J, I & 2	
	Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Inflexible working pattern	20%	16%	25%	7%
Child care	27%	18%	33%	13%
Family commitments	20%	28%	28%	33%
Inability to relocate	49%	47%	36%	43%
Self confidence	22%	10%	17%	20%
Lack of career guidance	64%	50%	53%	50%
Old boys club/favoritism	59%	43%	72%	50%
Clash partner activities	10%	16%	17%	17%
Partner attitude	3%	9%	6%	10%
Lack relevant role models	42%	29%	36%	23%
Sexual discrimination	27%	3%	28%	3%
Racial discrimination	1%	6%	6%	3%
Attitudes senior staff	45%	44%	53%	47%
Attitudes colleagues	20%	14%	22%	10%

Flexible Employment Options (FEO)

Table 3.22 Percentage of employees with dependents (children or other)
Base: Employees interested in promotion (n=266)

Activity	Bands G,H,I		Bands J,1,2	
	Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Percentage of employees that have dependent children full time or part time or other dependents	49%	71%	47%	73%

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[6] Responses are based on the question 'Reflecting on your career with Police, indicate to what extent the following represents an ongoing or significant restriction to your career advancement within Police. The figures in the table are the combined percentages for respondents stating the barrier represents a 'Big' or 'Some' restriction to their career advancement rather than 'Little' or 'No' restriction.

[7] An arbitrary 'low' of 25% was used as a cut off to group barriers based on frequency of response. The fact that a barrier falls into the 'low' group does not suggest the barrier represents less of a problem for Police. Racial discrimination is a clear example of this.

Table 3.23 Percentage of employees who are the only carer or primary carer

Base: Employees interested in promotion (n=266)

Activity	Bands G,H,I		Bands J,1,2	
	Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Percentage of employees that are the primary or only carer as ongoing care arrangements for dependent children or others.	11%	4%	11%	0%

Table 3.24 Percentage of employees who have applied for FEO

Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Have you applied for FEO in the past?	Yes	14%	3%	22%	0%

Table 3.25 Percentage of employees who had FEO applications approved

Base: Employees that applied for FEO (n=24)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=13)	Men (n=3)	Women (n=8)	Men (n=0)
Was your FEO application approved?	Yes	9 (69%)	2 (67%)	8 (100%)	n/a

Table 3.26 Percentage of employees who were put off applying for FEO

Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
Have the views of your team or work group colleagues ever put you off applying for FEO?	Yes	20%	4%	14%	7%
	No	34%	29%	47%	33%
	Not applicable	42%	54%	33%	53%
	No response	4%	14%	6%	7%

Table 3.27 Percent of employees who think FEO is suitable for supervisor and manager roles

Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=104)	Women (n=36)	Men (n=30)
FEO is suitable for supervisor and manager roles	Strongly agree	15%	14%	28%	23%
	Agree	39%	39%	47%	40%
	Total agree	53%	53%	75%	63%

Table 3.28 Percentage of employees who agree that FEO could be considered for any role

Base: Employees interested in promotion (n=266)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=96)	Men (n=101)	Women (n=36)	Men (n=30)
FEO should be considered for any role	Strongly agree	23%	17%	31%	30%
	Agree	40%	35%	33%	23%
	Total agree	63%	52%	64%	53%

4 Survey results for employees not interested in promotion with Police

Survey results in this section are generated from employees that selected 'definitely not' and 'probably not' to the question, 'Are you interested in seeking promotion within NZ Police now or in the future?'.

Table 4.1   Percentage of employees that are not interested in seeking promotion in Police

Base: All employees that responded to the Career Survey (n=357)

	Bands G, H, I		Bands J, 1, 2	
	Women (n=128)	Men (n=141)	Women (n=45)	Men (n=43)
Percentage of employees that are definitely not interested in seeking promotion within Police	5 (4%)	5 (4%)	0 (0%)	1 (2%)
Percentage of employees that probably not interested in promotion	27 (21%)	32 (23%)	8 (18%)	12 (28%)
Total percentage of employees not interested in promotion	32 (25%)	37 (26%)	9 (20%)*	13 (30%)
* One respondent did not provide a 'definitely not' or 'probably not' response; however their response was recoded to 'not interested in promotion' based on further analysis of their survey.				

Factors contributing to lack of interest in promotion

Table 4.2   Factors that contributed most to why employees are not interested in promotion with Police

Base: Employees not interested in promotion (n=91)

	Bands G,H,I		Bands J,1,2	
	Women (n=32)	Men (n=37)	Women (n=9)	Men (n=13)
Enjoy current position	17 (53%)	22 (59%)	5 (56%)	7 (54%)
Other*	16 (50%)	11 (30%)	3 (33%)	8 (62%)
Lack of vacancies	16 (50%)	13 (35%)	3 (33%)	3 (23%)
Lack of career guidance	7	7	1	1
Not entirely confident	7	5	1	0
Existence of 'old boys club'/favouritism	6	4	0	0
Negative impact on lifestyle	0	4	1	1
Inability to relocate	1	3	0	2
New to Police	2	3	0	0
Health	0	3	0	1
Doesn't suit family commitments	0	2	0	0
Doesn't suit child care commitments	1	1	0	0
At odds with spouse/partner activities	0	1	0	1
Negative financial impacts	0	2	0	0

Percentages will not total to 100% as more than one response could be selected.

*Presented on following pages. Other factors have not been coded back and added into the main coding frame as presented here.

Table 4.3   Count of 'Other' factors why employees are not seeking promotion within Police

Base: Employees not interested in promotion (n=91)

Band	Gender	
	Women	Men
Bands G,H,I	• Lack of vacancies/career structure (6) • Lack of development opportunities (2) • Appointment/promotion process/lack of recognition of external experience (2) • Leaving Police (2) • Retiring (1) • Too stressful (1) • Further study required (1) • Not suited to management (1)	• Lack of vacancy/career structure (6) • Retiring (2) • Temporary employee (1) • Prefer technical work to management role (1) • Lack of development support (1)
Bands J,1,2	• Want to continue to work in area of expertise (1) • Not interested in management role (1) • Do not enjoy staff supervision (1)	• Age (10) • Retiring (3) • Lack of vacancy in specialist areas (2) • Requires more study/further qualifications (1) • Lack of vacancy/career structure (1) • Prefer current proximity to frontline work (1)

Professional development opportunities for those not seeking promotion

Table 4.4   Percentage of employees who have sought professional development opportunities within Police

Base: Employees not interested in promotion (n=91)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=32)	Men (n=37)	Women (n=9)	Men (n=13)
In the last 12 months, have you sought professional development opportunities (eg. training, development courses, lateral movements, etc.)?	Yes – within Police	38%	51%	33%	23%

Table 4.5   Percentage of employees who have been successful in seeking professional development opportunities within Police

Base: Employees who sought professional development opportunities (n=37)

	Bands G,H,I		Bands J,1,2	
	Women (n=12)	Men (n=19)	Women (n=3)	Men (n=3)
Percentage of employees who successfully sought professional development opportunities within Police	9 (75%)	12 (63%)	3 (100%)	3 (100%)

5 Survey results on organisational culture for all ranks and bands

Survey results in this section come from all survey respondents - all ranks and bands and those interested and not interested in promotion.

Table 5.1   Percentage of constabulary who think it is important to have a gender mix at senior management and the executive in Police

Base: All constabulary who answered the Career Survey (n=1768)

		Constables		Sergeants		Senior Sergeants		Inspectors	
		Women (n=432)	Men (n=471)	Women (n=73)	Men (n=505)	Women (n=26)	Men (n=172)	Women (n=11)	Men (n=78)
How important is it to have a mix of women and men at senior management and executive level in Police?	Very important	57%	16%	64%	19%	85%	23%	73%	35%
	Important	30%	37%	27%	37%	15%	42%	27%	45%
	Total important	87%	53%	91%	56%	100%	65%	100%	80%

Table 5.2   Percentage of employees who think it is important to have a gender mix at senior management

Base: All employees that responded to the Career Survey (n=357)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=128)	Men (n=141)	Women (n=45)	Men (n=43)
How important is it to have a mix of women and men at senior management and executive level in Police?	Very important	56%	27%	71%	30%
	Important	33%	36%	20%	40%
	Total Important	89%	63%	91%	70%

Table 5.3   Percentage of constabulary who agree with statements about workplace culture

Base: All constabulary who responded to the Career Survey (n=1768)

	Response	Constables		Sergeants		Senior Sergeants		Inspector	
		Women (n=432)	Men (n=471)	Women (n=73)	Men (n=505)	Women (n=26)	Men (n=172)	Women (n=11)	Men (n=78)
Men and women have equal opportunities for achievement	Strongly agree	8%	30%	1%	34%	4%	27%	0%	22%
	Agree	41%	48%	44%	45%	46%	50%	46%	50%
	Total Agree	49%	78%	45%	79%	50%	77%	46%	72%
A variety of tasks are available – there is no stereotyping of roles	Strongly agree	7%	27%	1%	31%	8%	23%	18%	24%
	Agree	43%	50%	47%	48%	39%	56%	36%	50%
	Total Agree	50%	77%	48%	79%	47%	79%	54%	74%
It is rare to see women treated in a sexist manner	Strongly agree	17%	34%	14%	38%	23%	28%	9%	33%
	Agree	44%	45%	51%	47%	39%	56%	46%	50%
	Total Agree	61%	79%	65%	85%	62%	84%	55%	83%

Table 5.4   Percentage of employees who agree with statements about workplace culture

Base: All employees who responded to the Career Survey (n=357)

	Response	Bands G,H,I		Bands J,1,2	
		Women (n=128)	Men (n=141)	Women (n=45)	Men (n=43)
Men and women have equal opportunities for achievement	Strongly agree	2%	26%	2%	21%
	Agree	35%	49%	20%	40%
	Total Agree	37%	75%	22%	61%
A variety of tasks are available – there is no stereotyping of roles	Strongly agree	4%	24%	2%	23%
	Agree	42%	52%	22%	37%
	Total Agree	46%	76%	24%	60%
It is rare to see women treated in a sexist manner	Strongly agree	6%	28%	4%	30%
	Agree	52%	42%	51%	40%
	Total Agree	58%	70%	55%	70%

Table 5.5 Frequency of behaviours experienced or witnessed by constabulary employees

Base: All constabulary who responded to the Career Survey (n=1768)

Inspectors N=89 ,W 11, M 78	Yearly or Never*		Monthly		Weekly or Daily	
Behaviour	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Inappropriate jokes offensive to one gender	64%	88%	18%	6%	18%	1%
Inappropriate comments on sexual orientation	91%	96%	9%	0%	0%	0%
Inappropriate 'compliments' on physical attributes	91%	91%	0%	3%	9%	1%
Language/comments offensive to one gender	64%	89%	18%	6%	18%	1%
Negative comments on abilities based on gender	82%	94%	18%	3%	0%	0%
Senior Sergeant N=198, W 26, M 172	Yearly or Never		Monthly		Weekly or Daily	
Behaviour	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Inappropriate jokes offensive to one gender	69%	82%	27%	11%	4%	4%
Inappropriate comments on sexual orientation	89%	91%	4%	2%	4%	4%
Inappropriate 'compliments' on physical attributes	85%	91%	8%	3%	8%	4%
Language/comments offensive to one gender	77%	83%	8%	9%	15%	6%
Negative comments on abilities based on gender	77%	95%	12%	1%	8%	2%
Sergeant N=578, W 73, M 505	Yearly or Never		Monthly		Weekly or Daily	
Behaviour	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Inappropriate jokes offensive to one gender	73%	80%	12%	10%	12%	7%
Inappropriate comments on sexual orientation	88%	88%	4%	6%	4%	3%
Inappropriate 'compliments' on physical attributes	84%	89%	7%	6%	7%	3%
Language/comments offensive to one gender	81%	80%	1%	9%	15%	8%
Negative comments on abilities based on gender	81%	91%	11%	4%	7%	2%
Constable N=903,W 432,M 471	Yearly or Never		Monthly		Weekly or Daily	
Behaviour	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Inappropriate jokes offensive to one gender	60%	67%	16%	16%	21%	11%
Inappropriate comments on sexual orientation	75%	85%	12%	5%	10%	5%
Inappropriate 'compliments' on physical attributes	76%	84%	11%	7%	9%	4%
Language/comments offensive to one gender	64%	72%	13%	11%	19%	12%
Negative comments on abilities based on gender	80%	88%	10%	4%	6%	4%

*'Yearly or Never' and 'Weekly or Daily' responses were combined to present this summary of results.

Table 5.6   Frequency of behaviours experienced or witnessed by employees

Base: All employees who responded to the Career Survey (n=357)

Band J, 1 & 2 (N=88) Women 45, Men 43	Yearly or Never*		Monthly		Weekly or Daily	
Behaviour	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Inappropriate jokes offensive to one gender	69%	91%	18%	5%	11%	2%
Inappropriate comments on sexual orientation	82%	93%	13%	5%	2%	0%
Inappropriate 'compliments' on physical attributes	78%	88%	16%	2%	4%	0%
Language/comments offensive to one gender	67%	86%	18%	2%	13%	5%
Negative comments on abilities based on gender	87%	93%	4%	2%	4%	0%
Band G,H,I (N=269) Women 128 , Men 141	Yearly or Never		Monthly		Weekly or Daily	
Behaviour	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Inappropriate jokes offensive to one gender	77%	81%	11%	7%	9%	7%
Inappropriate comments on sexual orientation	86%	87%	9%	4%	3%	2%
Inappropriate 'compliments' on physical attributes	84%	88%	8%	4%	5%	3%
Language/comments offensive to one gender	78%	82%	9%	6%	10%	7%
Negative comments on abilities based on gender	90%	89%	6%	3%	1%	2%
*'Yearly or Never' and 'Weekly or Daily' responses were combined to present this summary of results.						

6 Demographics for all survey participants

Survey results in this section provide information about the location, age, gender, ethnicity and length of time survey respondents have worked for Police. Results are provided by rank and band.

Table 6.1   Location of all career survey respondents

Base: All employees and constabulary who responded to the Career Survey (n=2125)

Location	Employees Bands G-2* (n=357)	Constables (n=903)	Sergeants (n=578)	Senior Sergeants (n=198)	Inspectors (n=89)
Auckland City	7%	8%	10%	9%	6%
Bay of Plenty	2%	10%	7%	8%	8%
Canterbury	4%	12%	9%	9%	3%
Central	3%	7%	7%	6%	6%
Counties Manukau	4%	12%	13%	11%	9%
Eastern	2%	4%	3%	6%	3%
Northland	1%	5%	4%	3%	2%
Southern	1%	7%	7%	7%	1%
Tasman	3%	4%	3%	2%	3%
Waikato	3%	7%	6%	6%	2%
Waitematä	3%	7%	6%	8%	2%
Wellington	6%	11%	7%	12%	9%
Total District %	39%	94%	82%	87%	54%
Service Centres%	62%	5%	17%	15%	45%
* Employee bands and genders for all bands and ranks were combined to ensure anonymity for survey respondents.					

Constables

Table 6.2   Gender of constables that responded to the career survey

Constables	Count	Percentage
Women	432	48
Men	471	52.
Total	903	100

Figure 6.1   Percentage of constable respondents by number of years worked for Police (n=903)
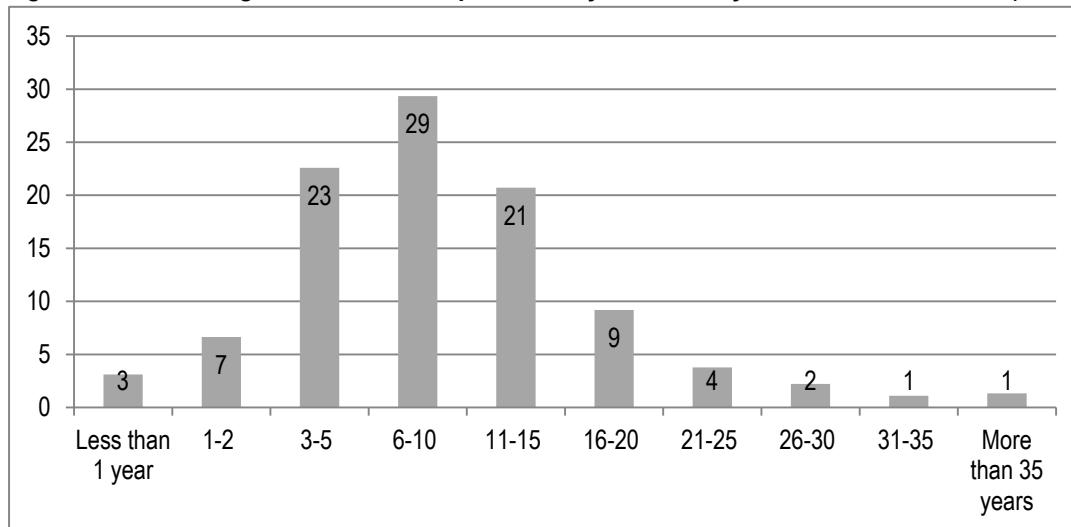

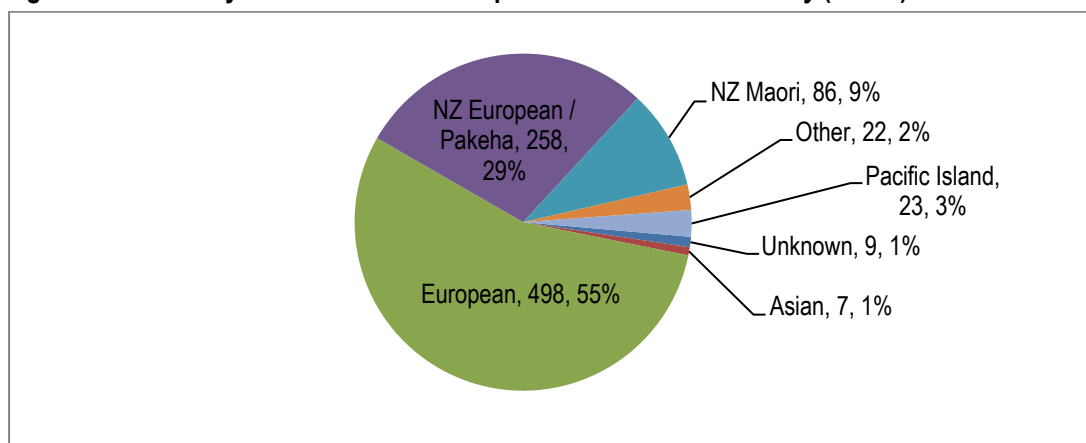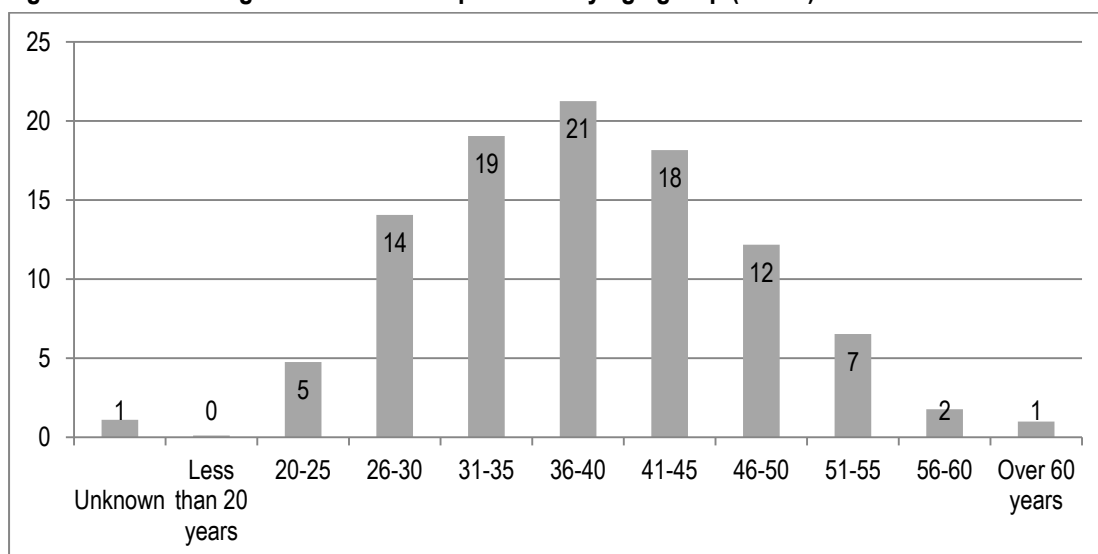**Figure 6.2   Ethnicity of constables that responded to the career survey (n=903)**

Figure 6.3   Percentage of constable respondents by age group (n=903)

Sergeants

Table 6.3   Gender of sergeants that responded to the career survey

Sergeants	Count	Percentage
Women	73	13
Men	505	87
Total	578	100

Figure 6.4   Percentage of sergeant respondents by number of years worked for Police (n=578)
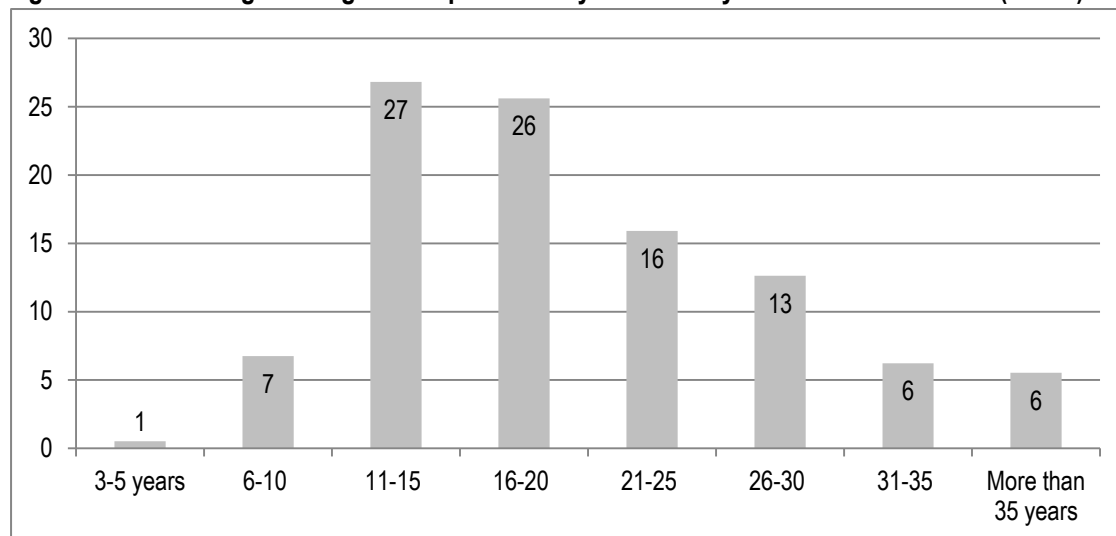
Figure 6.5   Ethnicity of sergeants that responded to the career survey (n=578)
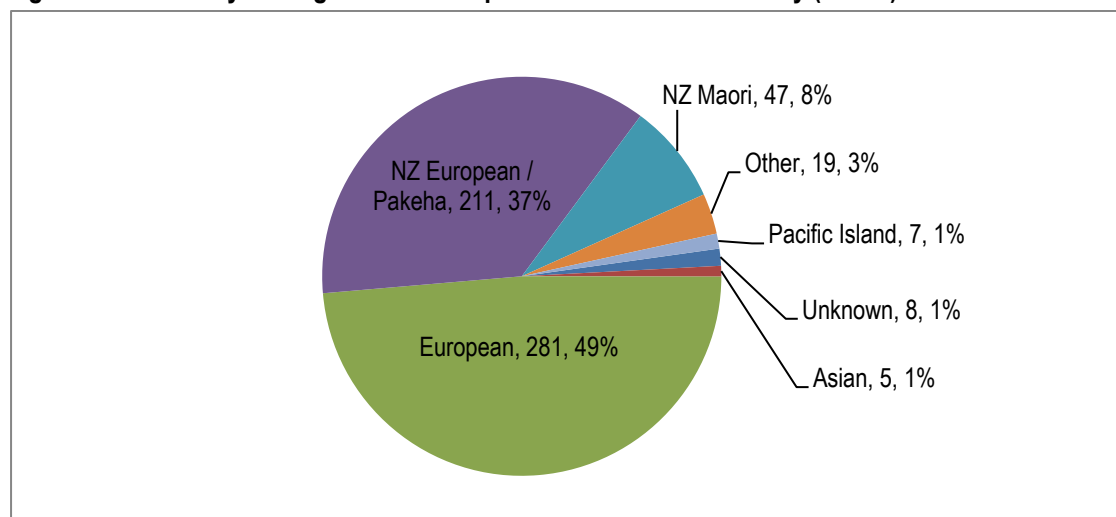
Figure 6.6   Percentage of sergeant respondents by age group (n=578)
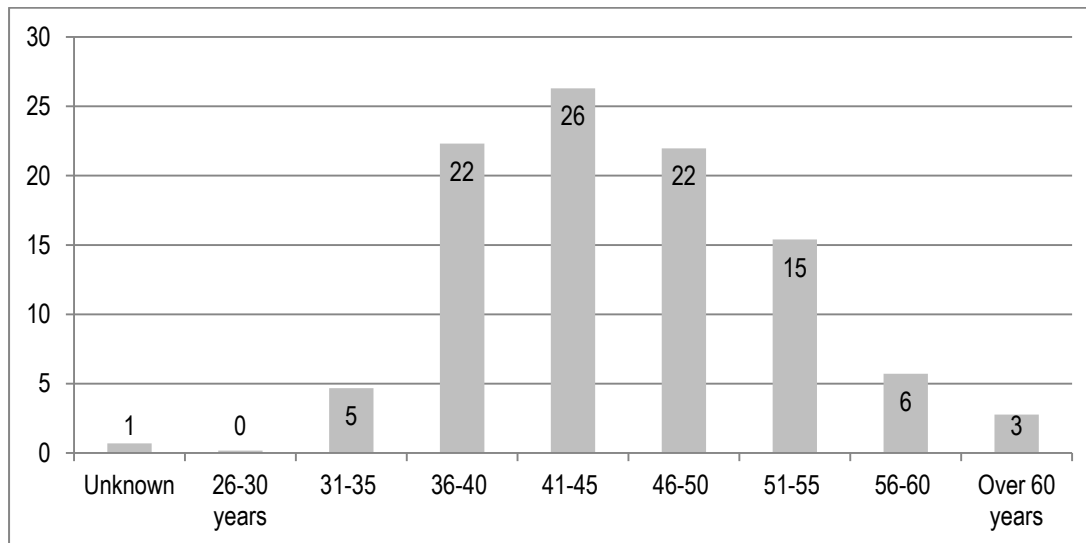
Senior sergeants

Table 6.4   Gender of senior sergeants that responded to the career survey

Senior Sergeants	Count	Percentage
Women	26	13
Men	172	87
Total	198	100

Figure 6.7   Percentage of senior sergeant respondents by number of years worked for Police (n=198)
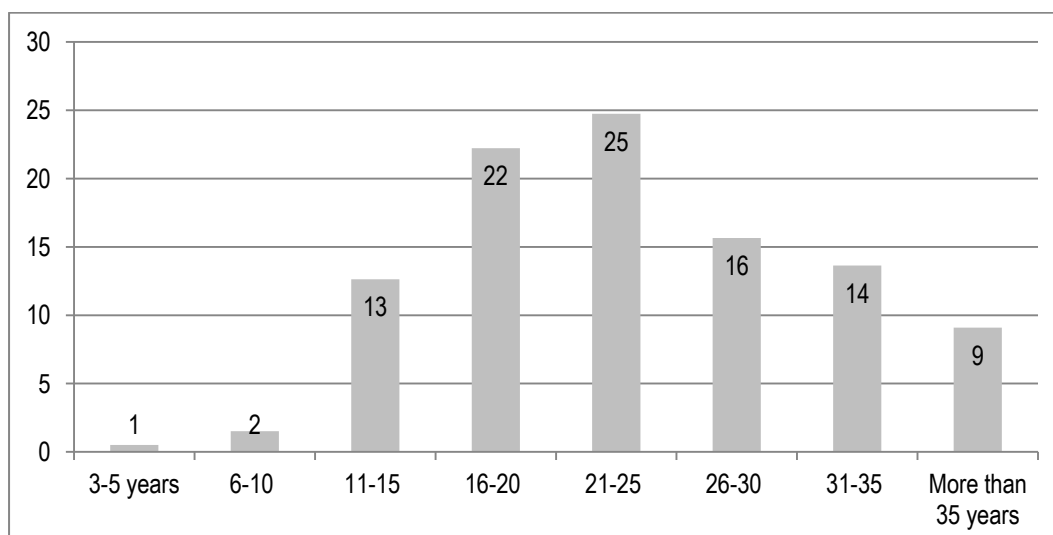
Figure 6.8   Ethnicity of senior sergeants that responded to the career survey (n=198)

Pie chart labels:
- NZ European / Pakeha, 69, 35%
- European, 95, 48%
- NZ Maori, 21, 11%
- Other, 7, 4%
- Pacific Island, 4, 2%
- Unknown, 1, 0%
- Asian, 1, 0%
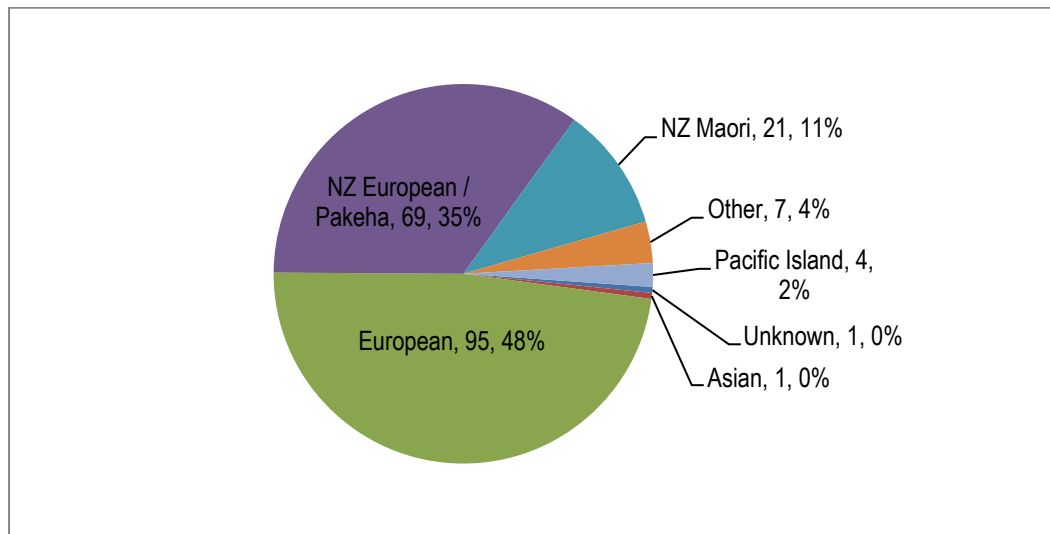
Figure 6.9   Percentage of sergeant respondents by age group (n=198)

Bar chart values:
- Unkown: 2
- Less than 20 years: 1
- 31-35: 3
- 36-40: 8
- 41-45: 32
- 46-50: 25
- 51-55: 19
- 56-60: 6
- Over 60 years: 6
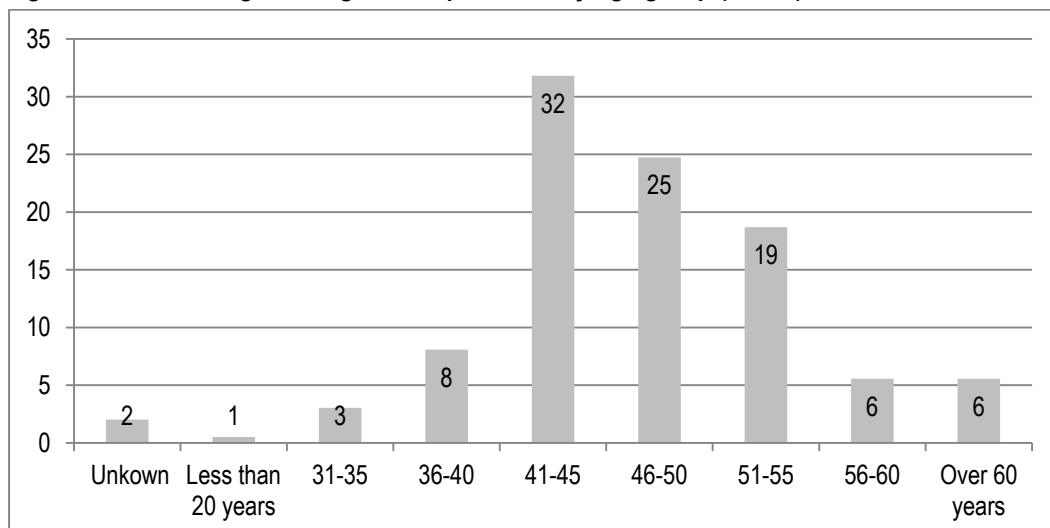
Inspectors

Table 6.5   Gender of inspectors that responded to the career survey

Inspectors	Count	Percentage
Women	11	12
Men	78	88
Total	89	100

Figure 6.10   Percentage of inspector respondents by number of years worked for Police (n=89)
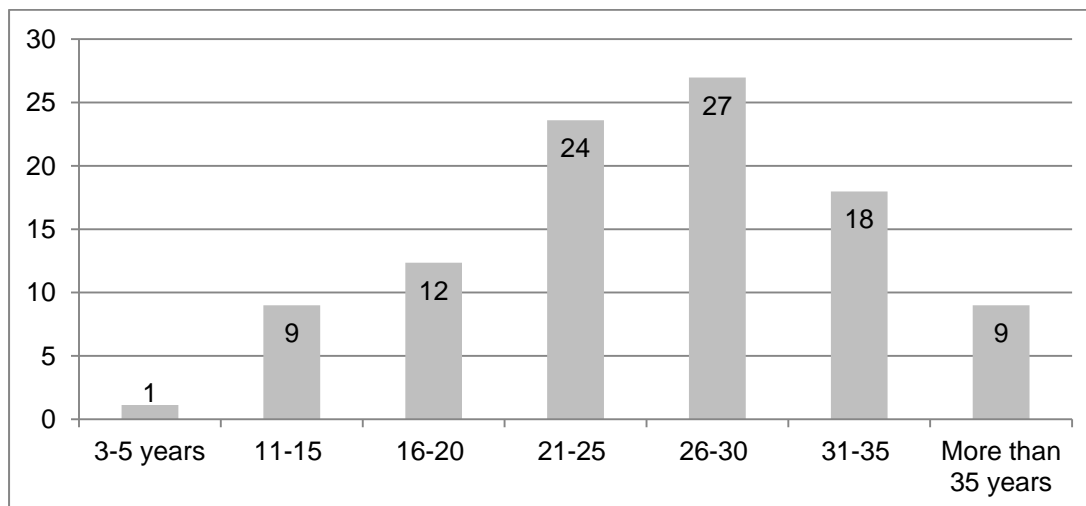

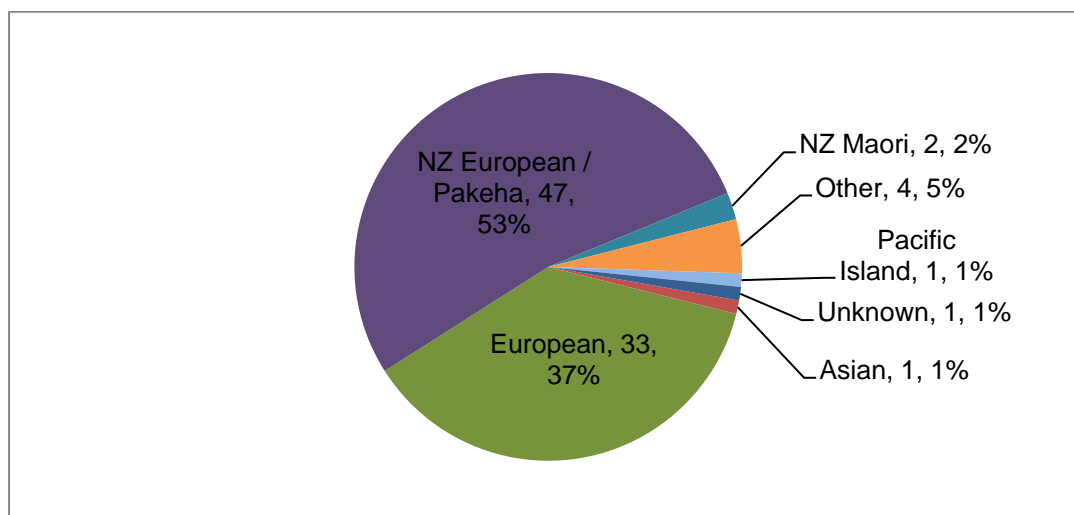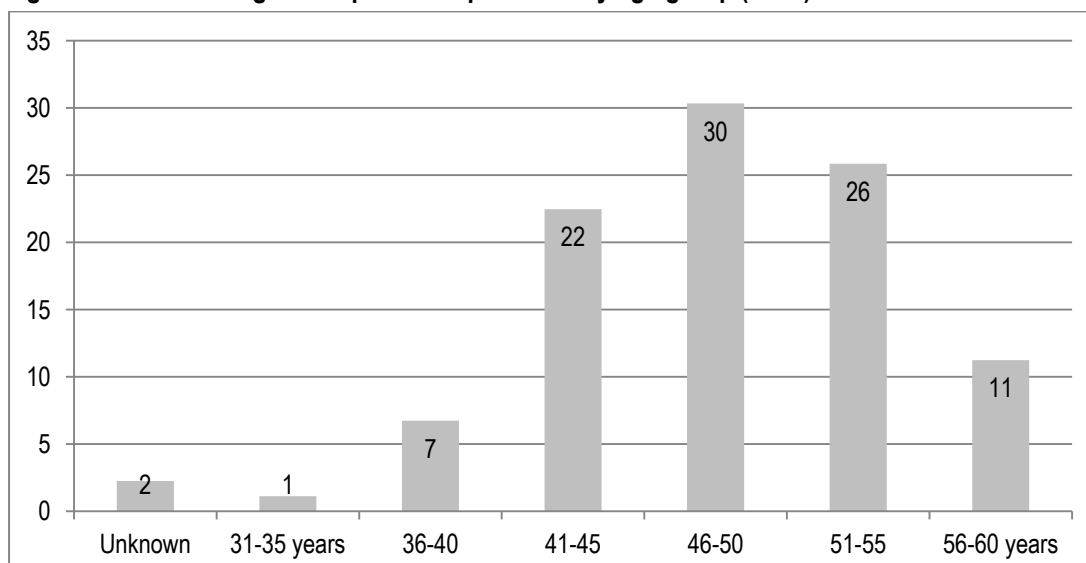**Figure 6.11   Ethnicity of inspectors that responded to the career survey (n=89)**

Figure 6.12   Percentage of inspector respondents by age group (n=89)

Employee bands G, H, I

Table 6.6   Gender of employees in bands G,H and I that responded to the career survey

Band G,H,I	Count	Percentage
Women	128	48
Men	141	52
Total	269	100

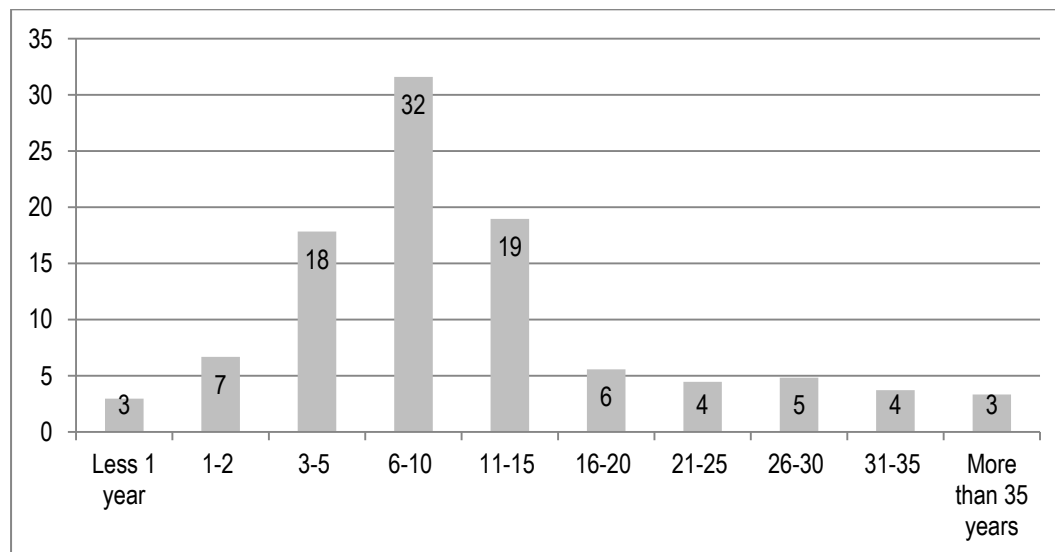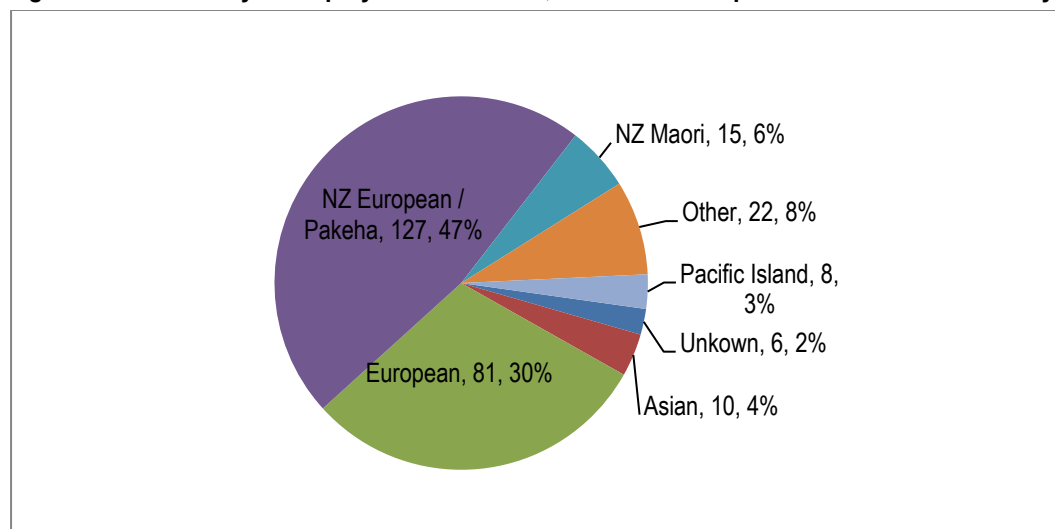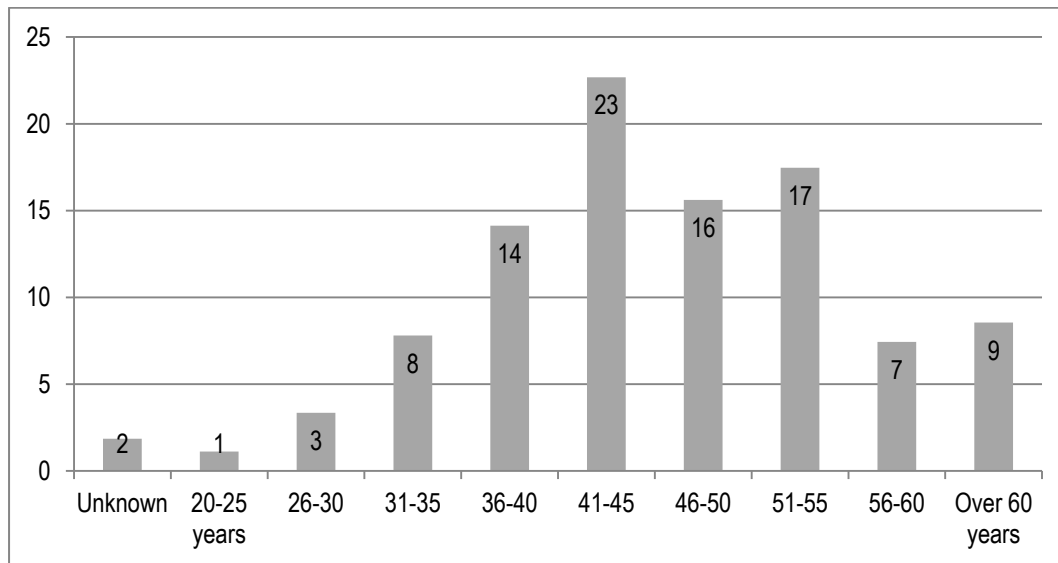**Figure 6.13 Percentage of employees in band G, H and I by number of years worked for Police (n=269)**

Figure 6.14 Ethnicity of employees in bands G, H and I that responded to the career survey (n=269)

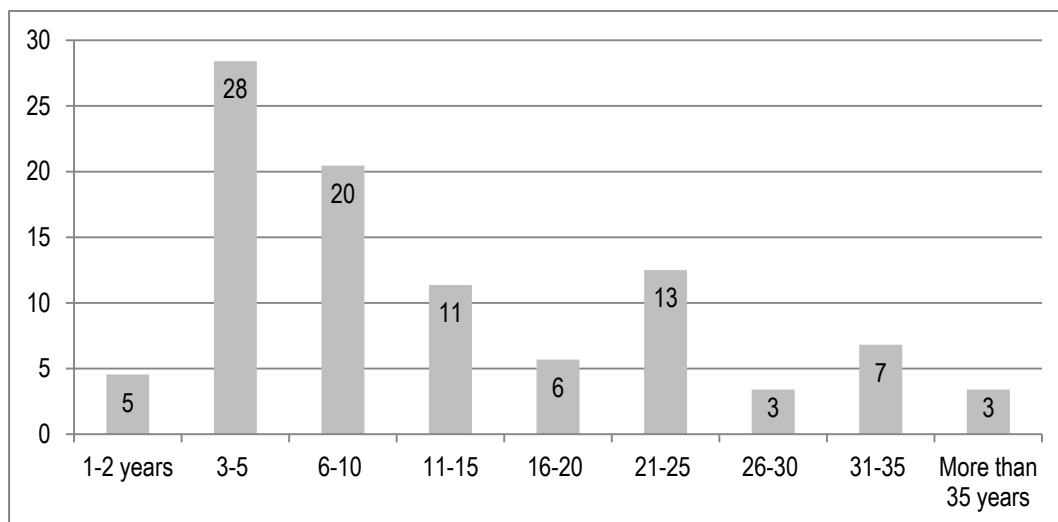**Figure 6.15   Percentage of employees in bands G,H and I respondents by age group (n=269)**

Employee bands J,1,2

Table 6.7   Gender of employees in bands J,1 and 2 that responded to the career survey

Bands J,1,2	Count	Percentage
Women	45	51
Men	43	49
Total	88	100

Figure 6.16   Percentage of employees in band J,1 and 2 by number of years worked for Police (n=88)

Figure 6.17 Ethnicity of employees in bands J,1 and 2 that responded to the career survey (n=88)

NZ Maori, 4, 5%

NZ European / Pakeha, 38, 43%

Other, 3, 3%

Pacific Island, 4, 5%

Asian, 1, 1%

European, 38, 43%
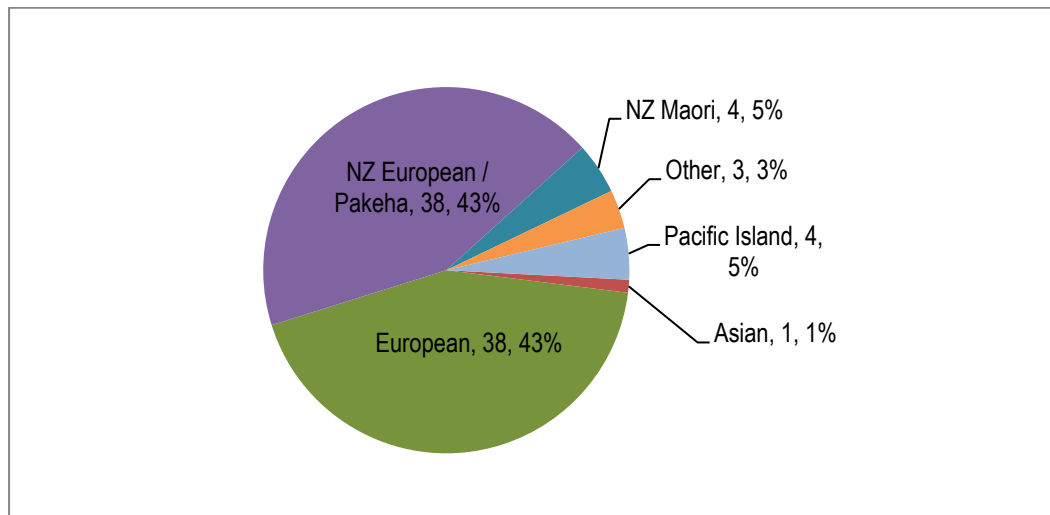
Figure 6.18 Percentage of employees in bands J, 1 and 2 by age group (n=88)

Age group	Value
Unknown	3
26-30 years	2
31-35	6
36-40	10
41-45	17
46-50	17
51-55	27
56-60	9
Over 60 years	8
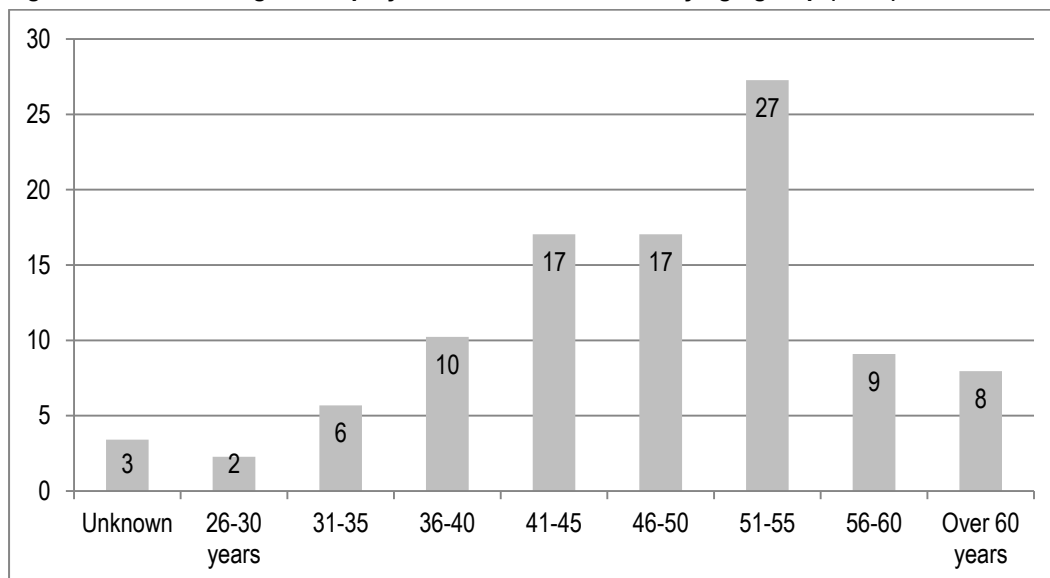
7 Appendix One – Survey results that have not been produced in qualitative format

	Survey results that have not been produced in qualitative format
1	How long have you been at your current rank?
2	If you haven't selected superintendent or senior manager and above as a rank or band you have seriously considered attaining, why is this?
3	Have you been given specific advice about how to structure your career choices to achieve your current promotion goals within Police?
4	Do you have an Individual Development Plan?
5	Do you actively review your IDP at relevant points in your career with a supervisor, mentor or sponsor?
6	If you answered No or Don't know to using the Aspirations Register, why is this?
7	Provide any other comments you would like to about Career planning and Professional Development within Police
8	Have you applied for a promotion in the past 12 months?
9	Have you been short listed for a promotion within Police in the past 12 months?
10	Do you think working in particular roles, workgroups or locations hinders career advancement within Police?
11	If you replied Yes please specify which groups
12	Provide any other comments you would like to make about PROMOTION opportunities, Professional Development, or feedback during the Appointment process within Police.
13	What is the gender of the person/people within Police who have mentored you at your current band or rank?
14	Thinking about mentoring you have had from people within Police while at your current rank or band, how was the mentoring been set up?
15	Provide any other comments you wish to make about career advice, mentoring, or sponsorship within Police
16	Please provide any other comments you would like to make about career restrictions you have experienced while working for Police
17	Is there a women's or diversity network or group operating in your district or service centre?
18	Are you involved with the women's network or diversity liaison network in your district or service centre?
19	Provide any comments you wish to make about the BENEFITS of being involved with a formal social support group, including any impact on career
20	Provide any comments you wish to make about the DRAWBACKS of being involved with a formal social support group, including any impacts on career.
21	Please indicate which development courses you have attended by ticking next to the relevant courses.
22	How important have the courses you selected above been for your career advancement?
23	Are there courses listed above that you were interested in that you missed out on attending?
24	What stopped you from attending the professional development courses you were interested in? Select the key factors that prevented you from attending.
25	Provide any other comments you wish to make about development courses provided by Police.

26	How important is it to you to work with a mix of men and women in your own team or workgroup?
27	Do You work in a mixed team or workgroup now?
28	Do you think having a mix of men and women in a team or workgroup provides any benefits for how the work is done?
29	If you replied Yes what are the benefits of having a mix of men and women on a team or workgroup?
30	IF you think having a mix of men and women at the senior management and executive level is important why is this?
31	Why do you think there are not more women at the senior management and executive level within Police?
32	Do these support roles exist in your district or service centres? Tick next to the ones you are aware of
33	Provide any other comments you wish to make about Gender Diversity in the workplace within Police
34	Thinking about your commitments and interests outside of work that are NOT family related (eg. study, sport) how easy is it for you to balance those with your work at Police?
35	How easy is it for you to balance your childcare commitments with working for Police?
36	How easy is it for you to balance your family commitments with working for Police?
37	How supportive is your manager or supervisor of formal FEO arrangements?
38	How supportive is your manager or supervisor of INFORMAL flexible working options?
39	Overall, how supportive are you of using FEO arrangements in your work group or team
40	The impact of FEO on the wider team is usually managed well
41	Provide any comments you wish to make about using FEO within Police
42	Your substantive rank or band
43	What is your employment status
44	What are your normal hours of work
45	If you replied 'Other' please specify the district of service centre you work in now
46	Have you been in your current district or service centre for the past 12 months or longer?