

# ASSURANCE GROUP REPORT

PROGRESS UPDATE JULY 2014

September 2013

## Representation of Women in Senior Management Roles – Executive Summary

### Introduction

**Deputy Chief Executive: People has updated the action plan (pg 7) with progress on recommendations as at July 2014. The Assurance Group will undertake an independent assessment of progress during 2014/15.**

Whether in the public or private sectors, diversity in a workforce is generally accepted to be a good thing. Gender diversity is part of this equation. And there are particular positives which are seen to flow from having a healthy mix of women and men in leadership roles. Indeed, international evidence suggests that gender diversity in management positions is linked to business benefits, ranging from improved financial performance to enhanced employee engagement.

### Background

For its part, New Zealand Police has long acknowledged the relevance of workforce diversity in achieving its goals. This assurance review takes its place within this wider context. Specifically, the review seeks to shine a light on Police's approach to ensuring equal opportunity for gaining promotion, focussing particularly on women's promotion to senior management and gateway roles.<sup>1</sup> The objective was to identify what is working well, and opportunities for improving the rate of change in representation of women in senior roles through:

- assessing whether Police's strategy for increasing representation of women in senior management roles is consistent with international good practice and other New Zealand organisations
- assessing the extent to which the strategy is implemented and actively managed
- identifying activities that facilitate or act as barriers to promotion within New Zealand Police.

### Approach

The key fieldwork activities upon which this Executive Summary is based took place between June and October 2012. This involved a desktop review of relevant Police documents and international research, analysis of internal and external employment data, and benchmarking discussions with various comparator agencies both domestically and internationally. To offer further insight, 34 interviews were conducted with both women and men in five Police Districts and one non-District location; with a further eight exploratory interviews held with women constabulary and general Police employees. These in-depth interviews informed survey and fieldwork questions, which were used to canvas experiences and opinions of a wider population of Police staff (n=2125). Full details of the methodology and detailed findings used to prepare this Executive Summary are available in the separately-published Technical Report and Career Survey Results documents.

### Key findings

#### Sustaining recent progress to support an increase of women in senior management

Police has achieved some positive results in terms of representation of constabulary women. As at 30 September 2012:

- the number of senior sergeants and inspectors had doubled since 2006, reflecting significant investment in development programmes and early adoption of FEO among other initiatives.
- representation of women senior sergeants and inspectors matched or exceeded their rank representation (10.2% and 9.7%) in some key gateway roles that typically lead to senior management, including OC station, sub-area supervisors, areas commanders and crime managers.

<sup>1</sup> Senior management roles are defined for this review at Superintendent-level and above. Gateway roles (eg. Area commander, Operations manager, Crime manager, etc.) are those roles that are more likely to be included in the pathway to senior management.



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While recent progress is positive, questions remain whether this progress can be sustained longer term and pushed through to the most senior managerial levels. Research shows a high percentage of women at lower levels does not automatically translate to greater representation at senior manager levels.<sup>2</sup> A comprehensive approach to increasing gender diversity is needed in order to achieve outcomes at senior management level.

The recent restructure of Police's Human Resources Group provides the strategic capability and capacity, within a strengthened Organisational and Employee Development (OED) unit, to drive changes in overall gender diversity and at senior management level. However, until current initiatives are fully implemented and embedded, there are risks progress will not match that achieved in other jurisdictions.

Important backdrops to understanding the scale and complexity of the challenges which remain include:

- previous goals to increase representation from 2001 have not been achieved
- the plateau in growth for overall representation of constabulary women in the past five years that will restrict growth at higher ranks without increased consistency in achieving recruiting targets
- a lack of workforce strategy setting out the diversity and skill sets Police is seeking
- extended development and introduction of key supporting structures such as the Integrated Leadership Framework (ILF) which was first proposed in 2006
- not maximising the potential benefits of key initiatives such as flexible employment options (FEO)
- limited focus on diversity across the organisation, including in training.

### Progress in other jurisdictions suggests faster change is possible

Police has had a focus on increasing representation of constabulary women overall and at the senior management level since at least 2001. Despite implementing a range of activities to support gender diversity and encourage leadership and career development for women progress has been slow. The *'People in Policing' HR Strategy* (2001) outlined goals of 20% overall representation of constabulary women, 30% recruiting for constabulary women, and 12.5% women in senior management by 2010. Police were on track in 2005 to achieve these targets, but progress was not sustained and targets have not been met.

Other jurisdictions have made better progress since 2001, achieving double New Zealand's rate of increase in representation. Police in England and Wales have introduced a comprehensive and coordinated approach to improving diversity, including gender diversity. The model goes beyond the current approach of Police in New Zealand to include a 'diversity filter' across all organisational activities. They have seen the greatest increase in constabulary women and are the only jurisdiction to secure a breakthrough in representation at inspector level and above. For example, just over half of police forces in England and Wales have 30% or more women at constable rank; while close to one-in-five English and Welsh police forces have 20% or more women at chief inspector rank and above.

Progression of women employees<sup>3</sup> to senior management has also been limited. Police is not in line with trends in the New Zealand public sector where there has been an increase in representation of women in tier 1-3 management roles. While Police had 0% women in tier 1, 2 and 3 roles in September 2012, the lowest representation in senior management in other organisations was 5% in NZ Defence Force (1 civilian and 3 military personnel), 17% in the Ministry of Defence, and 20% in the New Zealand Customs Service. Women make up a substantial portion of employees in Police (63% overall, according to the 2012 *Annual Report*), and while strong representation continues to bands 1 and 2 (42% combined), on September 2012 data there has been a decrease from Superintendent-equivalent roles (18%) through to tier 1-3 roles (0%).

### Increasing effectiveness of current initiatives

HR is making progress on implementing a comprehensive and coordinated approach to increasing gender diversity and improving leadership development (tables on page 4 and 5 highlight the range of activities). A foundation is in place, but the impact of activities is limited at this time. To improve effectiveness:

- activities need to be embedded and integrated within a wider cohesive framework
- organisational culture needs to be more supportive of a focus on diversity
- the Executive needs to visibly demonstrate management commitment to increasing diversity and champion diversity and leadership development initiatives.

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<sup>2</sup> Institute of Leadership and Management (2011); McKinsey Quarterly (2011); Corporate Leadership Council (2010); Eagly and Carli (2007).

<sup>3</sup> For this report, the term 'employees' refers to staff that do not hold the office of constable, while 'Police employees' includes both employees and constabulary.

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The lack of workforce strategy setting out the diversity and skill sets Police is seeking to achieve is recognised as a strategic risk by PEC. Its absence has led to lack of an organisation-wide approach and initiatives have not gained sufficient traction. A draft workforce strategy is being developed along with a supporting women's progression strategy. The restructure of OED integrates some key HR workgroups that influence overall gender diversity and at senior management level such as recruitment, and functions of the national equity and diversity office. Together these should provide a foundation to enable a more coordinated focus on increasing gender diversity and enable Police to work more effectively towards the goal of 10% female commissioned officers by 2017 (as agreed with the State Services Commission).<sup>4</sup>

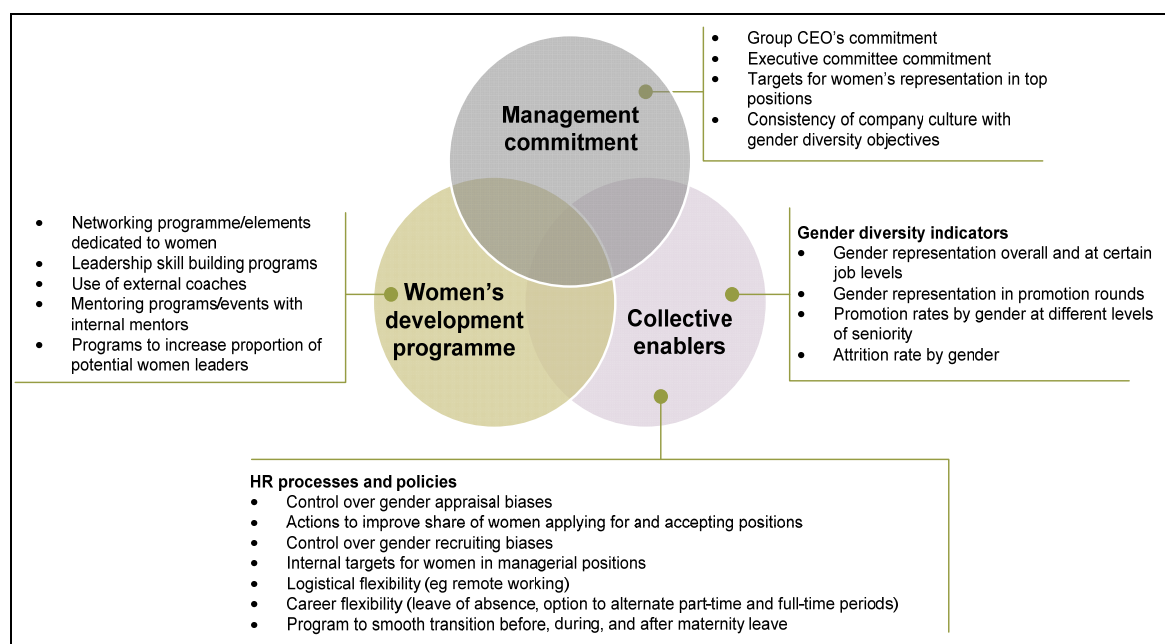
Police could go further in its plans for a comprehensive and coordinated approach. A focus on diversity is central to the functioning of police organisations in England and Wales. Advice was sought from the Diversity Manager of Surrey Police, one of the top performing UK police forces for increasing representation of women across ranks. Two activities that were important for securing change in Surrey were:

- introducing a diversity board with direct links to the executive which enabled feedback from staff to key developments and provided understanding of how Police could better respond to and encourage a more diverse workforce
- the lead taken by senior ranking officers ensured a focus on diversity was prioritised and widely accepted by management.

An executive-led diversity committee could assist Police to apply a 'diversity filter' across business activities to ensure key processes, policies and management are creating an environment that supports greater gender diversity. This could help Police understand the impact and demands of a diverse workforce, so the benefits are realised. Diversity strategies that are given priority at Executive-level drive the greatest level of change.

The figure below, sourced from McKinsey (2012), provides an example of the type of activities that should be considered in a comprehensive and coordinated approach. Police has focused strongly on women's development programmes and reviewing gender diversity indicators. Work has also been initiated in the area of HR processes and policies. For example, setting goals for women in management positions and reviewing the appointments process. The area where Police could improve most is demonstrating management commitment - research shows diversity strategies must be given priority at executive level to drive the greatest level of change. To date HR and external agencies (eg SSC) have been setting the focus on workforce diversity rather than this being Executive-driven.

### Activities that assist organisations to increase gender diversity in senior management



<sup>4</sup> SSC Commission of Inquiry into Police Conduct, Change management programme progress report, Fourth phase of review, 2011/12

### Addressing barriers to promotion

Police has a range of activities in place to overcome barriers to promotion that have been identified in international research and by the more than 2100 Police employees who responded to surveys undertaken as part of this review (completed during July and August 2012). The tables on the following pages outline the key barriers, the potential activities to address them and assessment of the current impact of Police initiatives.

The activities that have been introduced are positive initiatives that are largely in line with what research and industry regard as good practice. One area where there has been little focus is the male construct of the work environment and leadership role models. Factors such as the impact of unconscious bias in the appointment process, and lack of appreciation of diverse leadership styles are examples of this barrier. Initiating work in this area could assist Police to promote a culture that truly 'values diversity' – as espoused in the *Police Strategic Plan 2011-2015*.

To date effectiveness of activities is limited due to a prolonged state of development and implementation, and a lack of coordination and support at different levels of the organisation to ensure supervisors and managers are all working to the same approach. A sustained and coordinated approach is required to fully implement and embed these activities. Without full implementation the approach to increasing women in senior management appears to remain somewhat ad hoc, slowing progress.

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TABLE 1: Impact of Police activities on addressing barriers identified from international research

Barriers to promotion from overseas research	Potential activities	Relevant New Zealand Police activities	Impact of New Zealand Police activities
<ul style="list-style-type: none"> <li>Isolation, marginalisation and lack of women role models</li> </ul>	<ul style="list-style-type: none"> <li>Women's leadership development programmes (WDPs)</li> <li>Career days</li> <li>Women's networks</li> </ul>	<ul style="list-style-type: none"> <li>Women's development programme</li> <li>District career days for women</li> <li>Women's Network</li> </ul>	<ul style="list-style-type: none"> <li>Strongest focus – some evidence that investment is making a difference for just under 1/3 of women attendees to WDPs</li> <li>All activities lack wider organisational support to enable higher impact outcomes</li> <li>WDPs provide peer support benefits for attendees</li> </ul>
<ul style="list-style-type: none"> <li>Lacking access to effective networking:                             <ul style="list-style-type: none"> <li>mentoring</li> <li>sponsoring</li> <li>networking with senior managers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Mentoring support or programs</li> <li>Structured sponsoring</li> <li>Informal networking &amp; access to senior managers for development discussions</li> </ul>	<ul style="list-style-type: none"> <li>Informal mentoring/mentoring support/course mentoring</li> <li>Development boards as sponsor in committee format</li> </ul>	<p>Activities are:</p> <ul style="list-style-type: none"> <li>Under development</li> <li>Under utilised</li> <li>Lacking integration</li> </ul>
<ul style="list-style-type: none"> <li>Impact of family commitments and career breaks</li> </ul>	<ul style="list-style-type: none"> <li>Wide use of FEO across roles and levels</li> </ul>	<ul style="list-style-type: none"> <li>FEO introduced in 1994 ahead of Flexible Working Arrangement Amendment Act 2007</li> <li>Goes beyond flexible working for carers</li> <li>Opportunity to support the more flexible deployment objectives of Prevention First</li> </ul>	<ul style="list-style-type: none"> <li>Works to keep the majority of FEO users in Police, the majority of users are women</li> <li>Attitudes limit use, access to training, operational roles and promotion opportunities for users</li> <li>Low visibility / under utilised</li> </ul>
<ul style="list-style-type: none"> <li>Male construct of work environment and leadership role models</li> </ul>	<ul style="list-style-type: none"> <li>Diversity impact assessments for training, promotions, restructures, etc.</li> <li>Regular EEO auditing of appointment process</li> <li>Diversity training to raise awareness of unconscious bias during appointment process and differential treatment</li> <li>Diversity board or council</li> </ul>	<ul style="list-style-type: none"> <li>Diversity training introduced in recruit training and qualifying courses for sgt, s.sgt, inspector 18 months ago – general focus.</li> </ul>	<ul style="list-style-type: none"> <li>Little focus in this area</li> <li>Limited introduction of diversity training – doesn't include many managers</li> <li>Absence of audits for unconscious bias</li> <li>Inability to carry out audits due to inconsistent quality of appointment process documents</li> </ul>

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TABLE 2: Impact of Police activities on addressing perceived career barriers for constabulary women

Top 3 New Zealand Police barriers	Current New Zealand Police activities	Status of implementation
<ul style="list-style-type: none"> <li>• Lack of career guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Women's development programmes</li> <li>• OED advice and support</li> <li>• Integrated Leadership Framework (ILF) sets out clear career pathway establishing clear leadership competencies</li> <li>• Proposed Career Progression Framework (CPF)</li> </ul>	<ul style="list-style-type: none"> <li>• Variable access to courses</li> <li>• Lack of consistent advice across individuals and ranks</li> <li>• ILF to be implemented in stages to 2015</li> <li>• CPF to be implemented from January 2014</li> </ul>
<ul style="list-style-type: none"> <li>• Development and promotion opportunities being influenced by perceived favouritism</li> </ul>	<ul style="list-style-type: none"> <li>• Development Boards</li> <li>• Development profile guide with criteria for identifying leadership potential</li> <li>• ILF</li> <li>• Proposed CPF</li> </ul>	<ul style="list-style-type: none"> <li>• In various stages of development</li> <li>• Lack of transparency – purpose unclear</li> <li>• Lack of constabulary women on boards reinforces perceptions of 'old boys club'</li> <li>• Lack of connection between activities</li> <li>• ILF to be implemented in stages to 2015</li> <li>• CPF to be implemented from January 2014</li> </ul>
<ul style="list-style-type: none"> <li>• Inability to relocate</li> </ul>	<ul style="list-style-type: none"> <li>• This barrier may not be able to be addressed by Police as individual commitments outside work may be driving this</li> </ul>	<ul style="list-style-type: none"> <li>• Introducing relocation or need to work across a range of locations as a criteria for assessing interest in promotion or use in assessing readiness for career development opportunities magnifies this barrier and may reduce opportunities to gain valuable career experience until such time as relocation or travel is possible.</li> </ul>

Source: Results from an online survey sent to 4,306 constabulary and general Police employees between 19 July and 3 August 2012 (respondents n= 2,125).

### Executive influence on promoting a culture that 'values diversity'

Police has more work to do to effectively promote a culture that fully understands and 'values diversity'. Some constabulary employees are apprehensive about the focus on increasing women in senior management due to the perceived impact on merit-based appointments. There is a lack of understanding or acceptance of why a focus on equal opportunities is required.

Only a small number of Police employees recognised the influence the dominant group has on the organisational culture and development of process and policy, and the importance of reviewing activities to ensure unintentional barriers are identified and addressed. Tied to this theme is an underlying idea that, for constabulary employees, it is risky to be perceived as different or singled out for any treatment that isn't available to everyone.

This environment makes it difficult to appreciate difference and support a wide range of individuals, not just women, to be successful and participate to their full potential within the organisation. A lack of support for activities focused on improving gender diversity will slow progress.

The Executive has a critical role to play in reframing a focus on gender diversity as a positive for Police. This is necessary to prepare staff to be receptive to an increased focus on diversity and to support initiatives that assist Police to achieve diversity objectives. Executive communication needs to be supported by diversity training for supervisors and managers at all levels of the organisation.

Research suggests one of the main reasons organisations fail to manage a diverse workforce is when the approach involves "...employing demographically different people who are expected to fit the norms of the existing workplace culture rather than the workplace recognising, valuing, encouraging and rewarding difference".

Diversity and Equality – Evidence of positive business outcomes and how to achieve them (EEO Trust - June 2008)

## Summary of recommendations

Recommendation	Priority	Owner	Agreed Y/N	Complete by	Business Owner Progress Update July 2014
Develop a diversity strategy and monitor and report results					
<b>Recommendation 1</b> Complete draft strategy documents: a) Workforce Strategy b) Women's Progression Strategy.	1	DCE:PEOPLE	Y	Jan 2014	<p>The <b>workforce strategy</b> has been completed and will be presented to the Police Executive at the first opportunity. The <b>diversity and inclusion strategy</b> (which includes the <b>Women's progression strategy</b>) is under development.</p> <p>To support the workforce strategy, a strategic paper on recruitment marketing for 2013 / 2014 was developed for the Police executive and Minister, which prioritised the attraction of applications from women and diverse communities. In addition, in April 2014, the Commissioner hosted a forum to launch a new reality TV series 'Women in Blue'. The TV series was integrated with a recruitment marketing campaign to drive the attraction of women to Police.</p> <p>Police are a funding partner of Diverse NZ Inc, which provides the organisation with access to industry best practice knowledge and resources in the area of diversity and inclusion.</p> <p>Police continue to deliver initiatives to support women to develop and progress within our organisation. In FY15 Police's two women's development programmes (Connect &amp; Aspire) will be delivered by a new provider. This provides opportunity to refresh the content and structure using insight from the Women's Advisory Network and to leverage current discourse regarding women in leadership. These programmes will continue to</p>



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					<p>serve female Constables and Sergeants and their non-sworn equivalents.</p> <p>A women's commissioned officers forum was held in December 2013. The theme of the forum was 'Challenging ourselves and influencing future leaders in NZ Police'. The key focus areas for the event included mentoring, supporting the development and progression of women in Police and networking. This forum will be run annually overseen by the recently established Women's Advisory Network Governance Group (WAN-GG).</p>
<p><b>Recommendation 2</b></p> <p>Establish an executive sponsored diversity committee to ensure a sustained focus on workforce diversity and assist Police to apply a 'diversity filter' to process and policies, provide input to key initiatives and carry out diversity impact assessments for new developments. The Committee's remit would cover all aspects of diversity.</p>	2	DCE:PEOPLE (with the Commissioner)	N	April 2014	<p>In December 2013 the Police Executive decided to implement a revised terms of reference for the already established development boards rather than implement a standalone diversity committee. At the February 2014 National Development board the terms of reference were updated to specifically add a "diversity" filter responsibility to National, Regional and District development boards.</p> <p>In addition, the WAN-GG was launched by the Commissioner in April 2014. Paula Rebstock was appointed chair of the governance group and Dr Jo Cribb, CE Ministry of Women's Affairs, as an external member. The terms of reference for the governance group and structure for the women's advisory network have been drafted.</p> <p>A female Superintendent has been appointed to the National Development Board to ensure the objectives of the women's advisory network (WAN) are represented within the development board forum.</p>



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Recommendation	Priority	Owner	Agreed Y/N	Complete by	Business Owner Progress Update July 2014
<b>Recommendation 3</b> Provide a six-monthly monitoring report to PEM/PEC that outlines the progress and impact of key activities that contribute to increasing representation of women.	1	DCE:PEOPLE	Y	Jan 2014	<p>A Strategic Advisor: Women's Development, has been appointed to drive the implementation of the objectives of the WAN-GG. The WAN-GG will report to the executive on progress six monthly.</p> <p>With regards to measuring diversity, demographic information is currently included in monthly HR reporting as well as the in the monthly management information report (MIR).</p> <p>In addition, HR is revisiting its reporting to the police executive – including what type of reporting on diversity would best support and inform the executive.</p> <p>There has been recent positive progress in relation to the representation of women in senior roles with the following appointments being filled by women:</p> <ul style="list-style-type: none"> <li>- Deputy Chief Executive: People</li> <li>- National Manager Prevention – a key role in driving the organisations prevention first national operating strategy, and</li> <li>- District Commander Eastern</li> </ul>

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Recommendation	Priority	Owner	Agreed Y/N	Complete by	Business Owner Progress Update July 2014
<b>Refine initiatives that influence access to career and development opportunities</b>					
<b>Recommendation 4</b> Clearly outline and communicate to Police employees (including supervisors and managers) what activities have been introduced or Police is working on to improve leadership development, including: <ul style="list-style-type: none"> <li>a) a breakdown of activities and their purpose</li> <li>b) how activities are intended to function (eg. such as process and who is responsible and accountable for which aspects)</li> <li>c) how activities relate to each other and fit together within a framework (eg. the proposed Career Progression Framework, Integrated Leadership Framework)</li> <li>d) intended timeframe for implementing key aspects.</li> </ul>	2	DCE:PEOPLE (with NM:TSC)	Y	Jan 2014	<p>The OED team has developed a prospectus of development activities that details:</p> <ul style="list-style-type: none"> <li>- What development opportunities are available.</li> <li>- When those development opportunities are available.</li> <li>- How those development opportunities relate to progression.</li> <li>- This information has been provided to staff through the national bulletin board</li> </ul> <p>The Leadership Development Model (Integrated Leadership Framework) will be made available to employees in late July. It clearly defines the expectations of leaders at various levels throughout the organisation against each of Police's core competencies. The module will be used to inform a number of people management activities including; Performance Development conversations, individual development planning, job descriptions, the appointments process and talent management.</p>
<b>Recommendation 5</b> Change development board assessment criteria for considering access to development opportunities by removing: <ul style="list-style-type: none"> <li>a) number of applications for vacancies outside home district</li> <li>b) number of job applications in three years.</li> </ul>	1	DCE:PEOPLE	Y	Nov 2013	The criteria have been amended.

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Recommendation	Priority	Owner	Agreed Y/N	Complete by	Business Owner Progress Update July 2014
<b>Recommendation 6</b> Require boards/committees considering career and development opportunities to: <ul style="list-style-type: none"> <li>a) clearly communicate to Police employees what type of opportunities are considered by each board or committee (eg. development programmes, secondment opportunities, expressions of interest)</li> <li>b) clearly communicate to Police employees what role boards and committees have in decision making about development opportunities</li> <li>c) clearly indicate in advertisements for development opportunities whether a board or committee will be involved in the decision to appoint</li> <li>d) operate consistently across Police adhering to a ToR with clear assessment criteria, structure and decision making process</li> <li>e) ensure constabulary women of the necessary rank are represented on boards and committees.</li> </ul> This applies to any committee or board considering development opportunities for Police employees, such as national and assistant commissioner development boards, district equivalent committees and development boards, and boards within the new Career Progression Framework.	2	DCE:PEOPLE  NM:TSC  Assistant Commissioners  (As appropriate to the level of the board)	Y	Nov 2013	The Development board process has moved to a quarterly basis to allow for a more structured and transparent call for expression of interests for development opportunities.  A service centre development board is currently being established and implementation will be accompanied by a communications plan.
<b>Improve application of key policies and processes</b>					
<b>Recommendation 7</b> Improve the diversity of appointment panels by: <ul style="list-style-type: none"> <li>a) changing the appointment process instructions to clarify that panel members can be at an equivalent rank/band to the position being hired to enable more women to participate on panels.</li> <li>b) ensuring the rationale for selecting panel members is clearly explained in the POL616 and refers to the necessary factors from the appointment policy (eg. knowledge of the vacant position, technical skills and/or competencies, EEO representation, independence).</li> </ul>	2	DCE:PEOPLE	Y	Jan 2014	The appointment process is the subject of a national review as part of the 2014 response to the workplace survey. A project plan and terms of reference have been established.

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Recommendation	Priority	Owner	Agreed Y/N	Complete by	Business Owner Progress Update July 2014
<b>Recommendation 8</b> Improve the standard of vacancy/appointment file documentation, by ensuring: <ul style="list-style-type: none"> <li>a) clear rationale for ratings are given in short listing and interview matrices</li> <li>b) conflict of interest declarations are completed and clearly outline relationships with applicants and state how potential conflicts were considered and managed</li> <li>c) sufficient information is provided in the recommendation to appoint document to justify the decision made without needing to refer to supporting information.</li> </ul>	1	DCE:PEOPLE	Y	Oct 2013	This recommendation is being considered as part of the appointments process review.
<b>Recommendation 9</b> Undertake regularly scheduled audits of the appointment process to provide assurance that the process is applied fairly and transparently and ensure standards of documentation are met as per recommendation 8.	1	DCE:PEOPLE	Y	Feb 2014	This recommendation is being considered as part of the appointments process review.
<b>Recommendation 10</b> Introduce a centralised system, like the proposed Career Progression Framework, for accessing the Promotions Framework.	1	NM:TSC (with DCE:PEOPLE)	Y	Jan 2014	<p>The Career Progression Framework (CPF) pilot is underway. The selection component of the pilot took place in August 2013 followed by the development course in December. Field learning is underway and one candidate has qualified through the pilot process.</p> <p>National implementation commenced in April 2014.</p> <p>Work is commencing on implementing the CPF at the Senior Sergeant and Inspector levels.</p>

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<p><b>Recommendation 11</b></p> <p>Promote wider use of FEO, working with districts to identify ways that FEO can be better accommodated within operational roles by:</p> <ul style="list-style-type: none"> <li>a) introducing online applications for FEO that are initially processed through PNHQ to ensure Police is considering requests in line with policy and the Flexible Working Arrangement Amendment Act 2007</li> <li>b) ensuring the executive promotes FEO in communications to Police employees, supervisors and managers while changes to FEO are being introduced</li> <li>c) introducing national monitoring of FEO to better understand use, enable sharing of learning across the organisation and to ensure career planning with FEO users has been undertaken and documented - include monitoring information in a national diversity report (recommendation 3)</li> <li>d) identifying how extended use of FEO can support flexible deployment objectives within Prevention First</li> <li>e) rolling out an updated FEO policy that includes a 'tool kit' for encouraging a range of approaches for varying work hours while on FEO.</li> </ul>	1	DCE:PEOPLE	Y	March 2014	This recommendation will be integrated in the diversity and inclusion strategy and accompanying implementation plans.

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Recommendation	Priority	Owner	Agreed Y/N	Complete by	Business Owner Progress Update July 2014
<b>Reinforce the importance of diversity within Police</b>					
<p><b>Recommendation 12</b></p> <p>Communicate organisational diversity objectives to prepare staff for a focus on diversity and associated activities by:</p> <ul style="list-style-type: none"> <li>a) providing an accurate picture of diversity within Police based on current demographics</li> <li>b) setting out what Police is aiming to achieve and why specifying benefits to be gained by a more diverse workforce at different levels of the organisation</li> <li>c) highlighting the type of activities that will assist Police to achieve diversity objectives</li> <li>d) encouraging staff to examine their views and perspectives to ensure attention is drawn to unconscious biases.</li> </ul>	1	Commissioner (with DCE:PEOPLE)	Y	Jan 2014	<p>Work on this recommendation will be informed by the Diversity and Inclusion strategy, which is under development.</p> <p>However, a number of associated pieces of work are underway:</p> <ul style="list-style-type: none"> <li>- the Commissioner has commenced consultation on the review of the organisation's current value set. The driver of this review is to ensure the current value set is aligned to the organisation's strategic direction and Prevention First national operating strategy. In line with this the Commissioner has asked for feedback on how well empathy and diversity are reflected in our current value set.</li> <li>- a diversity and inclusion lens has been applied across the leadership development model.</li> </ul>

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<b>Recommendation 13</b> Introduce diversity training for supervisors and managers. <ul style="list-style-type: none"> <li>a) Ensure training goes beyond providing information to include interactive activities that challenge existing views and link the training experience to everyday workplace practices.</li> <li>b) Provide supervisors and managers with training and education materials to assist them to proactively raise awareness of workplace harassment to address inappropriate jokes, comments and language.</li> </ul>	1	DCE:PEOPLE (with NM:TSC)	Y	July 2014	Currently, these recommendations are partly addressed on Sergeant, Senior Sergeant and Inspector qualifying courses through a session on organisational behaviour and values. Diversity also forms a component of some qualifying course assessments.  A draft culture change strategy is in development that addresses these recommendations more fully.  In addition, our approach to workplace harassment and bullying has been incorporated into a project reviewing how Police support individuals who report internal misconduct.
<b>Recommendation 14</b> Improve the exit survey process by: <ul style="list-style-type: none"> <li>a) introducing an alternative process such as an anonymous e-survey lodged at the national level to replace exit interviews</li> <li>b) including survey questions that link to the workforce strategy and diversity plan</li> <li>c) reporting results of exit surveys in a national diversity report (recommendation 3).</li> </ul>	2	DCE:PEOPLE	Y	July 2014	Part A of this recommendation has been implemented. An online exit survey was implemented on the 21 of February 2014.



**Additional suggested improvements, which are not included as formal recommendations, but which are for noting by the Executive, and follow-up if and when appropriate**

### **Improvement Idea 1: Link women's networks to the Executive**

The purpose and function of the Women in Policing groups should be reviewed to consider how best to continue the national link with these groups following the disestablishment of the National ED Office. The recent OED restructure, which brought the function of the National ED Office into the group, provides an opportunity to alter the approach to women's networks and link them more directly to organisation-wide initiatives that impact gender diversity. Introducing a more structured approach to the network and linking it directly to the Executive as has been done in England and Wales would enable Police to gain valuable information to support development and implementation of a diversity strategy and gain input to key developments of policy and process. More staff may be drawn to participate in the groups with a more structured approach and higher profile, as opposed to currently, which depends on District-based volunteers operating without a clear connection to the Executive.

### **Improvement Idea 2: Promote Police as an employer of choice by enhancing external reporting on the impact of diversity initiatives**

External reporting on key initiatives provides an opportunity for Police to proactively demonstrate a commitment to increasing diversity and being an employer of choice. Police could consider ways to enhance external reporting by expanding the information provided in annual reports or presenting information in a more accessible format such as via the Police website. Providing trend information on, for example, training and development opportunities and rate of promotion demonstrates an active interest in improving gender diversity within any organisation, and provides a positive image for women considering a career in that organisation.

### **Improvement Idea 3 – Identifying women for formal mentoring**

OED should ensure women are assisted with obtaining access to more formal mentoring arrangements and ensure mentors have a good understanding of the mentoring needs of women. Although women constables, sergeants and senior sergeants are receiving more mentoring than men, research shows mentoring does not have the same influence on promotion as for men. To ensure mentoring for women is effective and assists with achieving career advancement mentoring programs should, for example:

- ensure mentors for women have 'organisational clout' – the more senior the mentor can mean the faster the mentee's career advancement
- pair more senior women mentees with Executive members, to increase exposure to Executive-level meetings and committee members
- coordinate mentoring programmes with performance appraisal, training and development activities carried out by direct supervisors (as per KPI) to ensure a tailored and consistent approach
- train mentors on the complexities of gender and leadership, to enable them to provide advice on credible senior leadership styles where most role models are male.

### **Improvement Idea 4 – Move away from automatically relying on Appointing Managers as chairs on appointment panels**

With an altered approach that does not automatically rely on line managers being chairs for appointment panels, more women Police employees could be enabled to hold the role of panel chair. As long as the panel chair has the appropriate training on how to carry out the appointment process, any person should be able to act as the panel chair. Panel chairs who are not the Appointing Manager introduce the opportunity to view the vacancy and the applicants from a different perspective and invite insights and discussion that may not occur if the process was led by the manager of the vacant position. This altered approach should also reduce risks associated with conflicts of interest and give applicants more confidence that the process is fair.