

NZ Police Workplace Survey 2011: Safe Working Environment for Female and Ethnic Minority Employees



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1. Introduction

This is the second report provided by JRA aimed at assessing the extent that New Zealand Police provides a safe working environment for its employees, and for its female and minority group staff in particular. Assessment of a safe working environment for these groups was included as part of the organisation's annual health audit, as required by the State Services Commissioner.

The findings in this report are based on the responses of more than 9,500 NZ Police staff members to the 2011 Workplace Survey. The 63-item organisation climate and employee engagement survey included a number of items aimed at assessing 'Respect and Integrity' within the organisation – precursors to a safe working environment. These included respondent perceptions of respect for employee diversity within workgroups, confidence that instances of harassment, discrimination, bullying or inappropriate behaviour could be reported without fear of reprisal, and confidence that any such concerns when reported would be dealt with effectively. In addition, a question was included that asked if people had witnessed or experienced any of the above issues, and if so did they feel it had been dealt with effectively.

Conclusions in this report are based on numerous cross-tabulation comparisons and statistical analyses designed to identify whether female and ethnic minority groups experience the work environment in a more negative manner than other employees. As this report is based upon the second Workplace Survey, we also examine changes in employee attitude and opinion over the last 12 months in relation to Respect and Integrity within NZ Police.

Key findings indicate that there have been small yet statistically significant increases in how employees perceive respect and integrity within NZ Police. Most employees believe their colleagues respect employee diversity and behave in accordance with the values expected of NZ Police. Fewer believe they can report instances of workplace harassment, discrimination, bullying or other inappropriate behaviour without fear of reprisal – although this has improved a little since 2010. Of concern for the organisation is how only 58% of employees are confident that any concerns they had to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with effectively. Indeed, of the 17.9% of respondents who felt they *had* witnessed or experienced some form of workplace issue (down from 18.7% in 2010), the majority (13.3%) did *not* feel the issue had been dealt with effectively. In terms of gender comparisons, female staff often did express less confidence and belief that they could report issues around workplace, discrimination, bullying or other inappropriate conduct, and that such issues would be dealt with effectively. In terms of the views of employees from different ethnic backgrounds, European staff were typically the least positive group in terms of respect and diversity, as well as staff from 'other ethnic groups' (i.e., not Pakeha, Maori, European, Pacific Peoples or Asian). There are pockets within the organisation that suggest issues around a safe working environment may be of issue, and these are highlighted within the full report of findings that follows.

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2. Key Findings

2.1 Sample

9,503 employees participated in the 2011 Workplace survey, representing a 79.2% response rate. Of these, 2,954 were female, and 6,549 were male. In terms of ethnicity, 5,458 respondents identified themselves as Pakeha, 759 as Maori, 1,239 as Europeans, 329 as Pacific Peoples, 154 as Asian, and 39 as coming from some other ethnic background.

2.2 Key Messages

Respect and Integrity within NZ Police generally

- There has been a large increase in employees' belief that work group colleagues behave in accordance with the values expected by NZ Police. In 2010, 80% of all respondents believed that co-workers behave in accordance with NZ Police values, while in this year's survey that figure has moved up to 84% of all respondents.
- There has been a small yet statistically significant improvement in how employees perceive four of the six Respect and Integrity questions. In particular, scores have increased a little on 'workgroup respect for employee diversity', 'knowing who to contact to report instances of workplace harassment, bullying or discrimination', and 'confidence that concerns raised would be dealt with effectively'.
- Scores have not changed on the question NZ Police scores relatively poorly on – confidence that any issues raised in relation to harassment, bullying, discrimination or other inappropriate conduct would be dealt with effectively. In 2011, 58% of respondents feel issues would be dealt with effectively (compared to 57% of respondents in the 2010 survey).
- There has been a small reduction in the number of employees reporting they have either witnessed or experienced some form of harassment, discrimination or bullying in the workplace (18.7% of employees in 2010, down to 17.9% in 2011). That said, across the two surveys the proportion of people who felt the issue they had witnessed or experienced had been dealt with effectively was less in 2011 than 2010 (4.6% answered 'yes' in 2011 (i.e., "yes, issue dealt with effectively"), compared to 5.5% who answered 'yes' in 2010). The proportion of respondents who indicated the issue had *not* been dealt with effectively remained unchanged at 13.3%. In effect, whilst the number of people experiencing or witnessing an issue has declined slightly, for those that have experienced or witnessed an issue the perception that things were dealt with effectively has decreased.
- Three out of every four employees within NZ Police feel that their workgroup colleagues respect employee diversity.
- Almost 80% of employees report knowing who to contact in order to report instances of workplace harassment, bullying or discrimination.
- Despite the large number of employees who feel they know who to contact to report harassment, bullying or discrimination issues, a little under two thirds of all staff members have confidence that they could do so without reprisal.
- 62% of respondents had confidence that they could report instances of 'inappropriate conduct' in the workplace (defined in the survey as 'actions or behaviours that make you feel uncomfortable in the workplace') without fear of reprisal. That means there are more than 3,500 NZ Police employees who feel they cannot report issues in the workplace (around discrimination, bullying, discrimination or other inappropriate conduct) for fear their working lives would be negatively impacted.
- Naturally, there is variation within the organisation in terms of how well or how poorly a certain group of employees feel about respect and integrity within NZ Police. That variation tends to be small for peoples' perception that workgroup colleagues respect employee

diversity and act in accordance with NZ Police values. In the main, most variation occurs for questions around knowing who to contact to report issues (in general females score higher than males) and that reported issues would be dealt with effectively (females score lower than males generally; Pacific Peoples tend to be most favourable whilst Europeans and people from 'other ethnic groups' (not Pakeha, Maori, Pacific Peoples, European or Asian) tend to be the least favourable). More specific differences across the genders and ethnic backgrounds are reported below.

Respect for Employee Diversity

- Overall, most employees feel their fellow work-group members respect employee diversity.
- Relatively high scores for workgroup respect for diversity occur across most demographic groups with fairly limited variation. This suggests there is an absence of any ingrained culture of lack of respect for employee diversity.
- Of the differences in opinion that were identified, staff from a Pacific Peoples background rated workgroup respect for diversity the highest, whilst there were pockets within the organisation that reported low scores on respect for diversity. These pockets, when able to be identified (that is, more than 15 respondents), included Constabulary from 'other ethnic groups', males with an Asian background, males in Tactical Groups and males in a Watchhouse role. These groups are significantly lower than the average NZ Police score around respect for diversity and may reflect potential risk areas.

Knowing who to contact to report instances of workplace harassment, bullying or discrimination

- As in the 2010 survey, this was the second highest rated 'Respect and Integrity' question within NZ Police, suggesting the majority of people know who to contact to report instances of workplace harassment, bullying or discrimination. That said, there was substantial variability around this question.
- Female staff generally were more likely than male staff to know who to report issues to.
- Lower scores than the organisation's average (of weighted mean score 73.4%) occurred across a number of functional roles and Districts/Areas. Scores in the low 60% range occurred for example within Licensing & Vetting (females), Tactical Groups (males), and Legal (females).
- Staff in a supervisory role were more likely than non-supervisory staff to know who to report issues to.

Confidence in employees that they could raise issues related to workplace harassment, bullying, or inappropriate conduct without fear of reprisal

- Two thirds of employees feel they could raise concerns without fear of reprisal (compared to three quarters who believe there is respect for diversity and who believe they know who they can report issues to). There appears to be less confidence amongst employees in their ability to raise issues without some kind of negative consequence. That fact raises the possibility that for a large number of employees within NZ Police, there are instances of harassment, discrimination, bullying and other inappropriate conduct that go unreported simply because there is not a suitably 'safe' mechanism for doing so.
- Females are generally less confident than males that they can raise issues without fear of reprisal (around a three weighted mean point difference), particularly those in Constabulary and non-supervisory roles. Female staff with substantively less positive perceptions than males include those working in Central District, Counties/Manukau District, Waitemata District, Legal, ICT, Policy, Road Policing and Specialist Teams.
- Males in some groups were less confident than their female colleagues in specific areas of the organisation in terms of confidence in raising issues without fear of reprisal. These include the Police Infringement Bureau, Crime and Vetting.

- Europeans were the lowest scoring ethnic group around confidence in reporting issues without fear of reprisal, particularly Constabulary female employees. Note, however, that there has been a significant increase in perceptions around ability to report issues for the European group of employees since the 2010 survey.

Employee confidence that concerns raised in relation to harassment, bullying or discrimination would be dealt with appropriately

- Employee confidence that any concerns raised would be dealt with effectively emerged as the lowest scoring area amongst the Respect and Integrity survey questions.
- Female were less confident than men that concerns raised in relation to harassment, bullying or discrimination would be dealt with effectively, again particularly those in Constabulary non-supervisory roles.
- There is wide variation in employee confidence that issues would be dealt with effectively across the Divisions.
- Europeans are significantly below many other ethnic groups in terms of believing issues would be dealt with effectively, particularly female members of this group.

People conducting themselves in accordance with the values expected by NZ Police

- The survey item 'People in my workgroup conduct themselves in accordance with the values expected by NZ Police' was the organisation's highest rated 'Respect and Integrity' area. It also represents the organisation's second highest rated question – from all 63 rating questions used in the 2011 Workplace Survey (the highest being intention to stay with the organisation for the next 12 months). 84% of all respondents agreed with the statement that colleagues conduct themselves in accordance with NZ Police values, up from 80% in the 2010 survey. Moreover, there is fairly limited variation in that perception across different parts of the organisation, or in terms of role, rank, etc. A small number of groups did fall below a weighted mean score of 70%, including females in ICT, females in Policy, and females in Vetting.

Employees who indicate witnessing or experiencing some form of harassment, bullying or discrimination in the last 12 months – and who feel the issue has or has not been dealt with effectively

- 82.1% of respondents indicated that this question was not relevant to them in the 2011 survey, indicating that for the majority of NZ Police employees issues of harassment, discrimination or bullying had *not* been experienced or witnessed by them in the last 12 months (acknowledging of course that many of these respondents may well be disinclined to respond to the question more frankly).
- The comparative number of employees indicating the issue of harassment, bullying or discrimination in the last 12 months was not relevant to them in the 2010 survey was 81.3%. Hence, 0.8% more NZ Police employees did not see harassment, bullying or discrimination as being relevant to them in the 2011 survey. This figure did not, however, represent a statistically significant change from the 2010 survey.
- Whilst 82.1% of respondents did *not* experience or witness issues around harassment, bullying or discrimination in the last 12 months, 17.9% of respondents *did* indicate that they had.
- Of the 17.9% of respondents who did report experiencing or witnessing some issue, most felt that the issue had not been dealt with effectively compared to those that did (13.3% versus 4.6%, respectively). In effect, of the 1,701 respondents who reported they had experienced some form of harassment, bullying or discrimination, some 1,264 felt the issue had NOT been dealt with effectively, almost three times the 437 who felt that the issue had been dealt with effectively. All up, more than 13% of the NZ Police workforce are willing to report that they have experienced or witnessed some kind of workplace harassment, bullying or discrimination and at the same time feel that the issue has not been effectively dealt with by NZ Police.

- Female staff were much more likely to feel an issue had not been dealt with effectively (females = 16.6% 'no', males = 11.8% 'no').
- In terms of ethnicity, the groups where more people felt that issues had not been dealt with effectively included employees with an Asian background (15.6%) and employees from other ethnic groups (20.4%). In addition, more than 1 in 4 of staff members from these two groups indicated that they had witnessed or experienced , discrimination or bullying in the workplace in the last 12 months – compared to around 1 in 5 staff in the 'other ethnic group' category (and 1 in 5 for the survey overall).

Other indicators of a safe/non-safe working environment

- In addition to the specific 'Respect and Integrity' questions, analyses was performed on the complete set of 2011 Workplace Survey questions in order to determine if potential issues related to a safe working environment were evident.
- A number of questions in which female staff provide less favourable responses compared to male staff highlight possible issues may occur around:
 - Access to career and personal development opportunities is the largest gap between female and male perceptions (weighted mean score of 56.6% and 63.1%, respectively).
 - Aspects of the workgroup (the allocation of work in one's group; clarity of roles and expectations in the group; how poor performance is managed in the workgroup).
 - Supervisors, including their treatment of people with appropriate respect, their behaviour in accordance with NZ Police values, their communicating of the workgroup's goals and objectives – and of the respondent's confidence in their supervisor more generally.
 - Perception of workgroup colleagues conducting themselves in accordance with NZ Police values.

In contrast, there are a number of questions in which female staff provide more favourable responses compared to male staff, highlighting attributes that can be construed as safe working environments for female staff. These include:

- Pay and benefits perceived as fair for work performed.
- Work-life balance.
- Fair assessment of one's performance.
- Resourcing (albeit a low score for both males and females).
- NZ Police perceived to care for the well-being of its people.
- Staff with a Pacific Peoples background display the most favourable ratings on the biggest number of survey questions. This suggests this group is not a minority group facing an unsafe working environment.
- Asian staff were generally no less positive than other ethnic groups, except for questions around the Work Group. Here Asian respondents reported the lowest scores on four of the seven 'My Work Group' items. These 'lowest' rated questions did not depart alarmingly from other low scoring groups, but the fact that this group does not depart from the scores on other survey items suggest there may be a difference in how Asian employees perceive the experience of team work or the work group more generally.
- The least favourable scores stem from two groups – staff with a European background and staff from the group defined as 'other ethnic groups'. Staff with a European background often have much lower scores compared to other ethnic groups (including Pakeha), suggesting either mixed experiences for this group of employees, or unmet expectations perhaps.

3. Understanding this Report

3.1 Performance scores

In the main, results are reported as weighted mean scores. A weighted mean score ranges between 0% and 100% and represents a 'strength of agreement' score that considers responses across the whole 1 to 5 response scale, not just the top end of the response scale (that is, only employees that 'agree' or 'strongly agree' to a survey item). The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. Consideration of the 'goodness' of a score, however, is often best made in the context of survey benchmarks or survey norms.

3.2 Demographic differences

Most of this report is based upon comparisons of demographic differences (e.g., male versus female survey scores). A range of demographic variables are included in the following analyses, and the profiles of respondents within each demographic are detailed in Appendix 1. The number of responses upon which data is based is important, particularly when looking at group comparisons. It should be noted that:

- Data based on less than 15 respondents is not reported both for reasons of statistical reliability and anonymity of respondents.
- Data based upon a small number of responses should be treated with caution as each individual response has a large impact on the group score.

3.3 Statistical analyses

Statistical tests of group differences were performed using a variety of analytical techniques, including t-tests, Analysis of Variance (ANOVA), and Chi-square. In order to aid interpretation when reading this report, technical output from those analyses has generally been excluded. Instead, colour coding is used to highlight when statistically significant differences between groups have been located. **Red font** and **green font** indicates where statistically significant differences occur between demographic groups. That is, red and green numbers reflect the scores furthest apart from each other, and hence the 'gap' in scores that statistical analysis has identified as being large enough to reflect two different sets of opinion between people. All other scores in the table (coloured black) are statistically equivalent to each other). Further information regarding the statistical tests used in this report can be found in the 'NZ Police Workplace Survey 2011 – Survey Methodologies', available on the Police Intranet under Initiatives>New Zealand Police Workplace Survey>Tools and Resources or by contacting Alan Cassidy, HR Manager : Organisational and Employee Development at PNHQ.

3.4 Further methodological information

A comprehensive Survey Methodologies document provides a complete description of scope and methodologies employed in the 2011 NZ Police Workplace Survey. The Survey Methodologies document is available on the Police Intranet under Initiatives>New Zealand Police Workplace Survey>Tools and Resources or by contacting Alan Cassidy, HR Manager : Organisational and Employee Development at PNHQ.

4. Sampling

4.1 Sample

All of NZ Police's approximately 11,993 employees were invited to participate in the survey. A total of 9,503 responses were obtained resulting in a response rate of 79.2%. This is considered an excellent response rate for an organisation of this size.

In terms of the two key groups under consideration in this report (gender and ethnicity), there were:

Gender

Demographic	Number of Responses
Total Organisation	9503
Female	2954
Male	6549

Ethnicity

Demographic	Number of Responses
Pakeha	5458
Maori	759
Europeans	1239
Pacific Peoples	329
Asian Peoples	154
Other Ethnic Groups	39

The full demographic profile is located in Appendix 1.

4.2 Margin of Error

Based on a population size of 11,993 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 0.5%, indicating a very high degree of precision in measurement at the total organisation level. Note that the actual margin of error for an individual estimate depends on the value of the estimate itself, its associated sample size, the size of the target population, as well as on the chosen level of statistical confidence. The smaller the population size, for example, the greater the sample size needs to be to maintain a low margin of error.

5. Results

5.1 Total Organisation Level Findings – Respect & Integrity

In order to determine whether the NZ Police provides a safe working environment for its staff, and for female staff and staff from an ethnic minority in particular, the 2011 Workplace Survey included six questions around 'Respect and Integrity' as per the 2010 survey. These questions assessed employee perceptions and experience around respect for diversity, knowing who to contact to report instances of workplace harassment, bullying or discrimination – and the confidence that one can report such instances without reprisal, and that any concerns raised would in fact be dealt with appropriately.

The scores on these six areas for 2011 and the changes in scores from 2010 are presented in table 5.1.1 below. These reflect the overarching views at a 'whole of NZ Police' level and scores at lower levels of the organisation and across gender and ethnicity groupings are presented later in this report.

Table 5.1.1 Perceptions of Respect and Integrity – Whole of NZ Police

Respect & Integrity Question	2010	2011	Change
Staff in my workgroup respect employee diversity	71.7%	73.3%	+1.6%
I know who to contact to report instances of workplace harassment, bullying or discrimination	71.8%	73.4%	+1.6%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.3%	65.9%	+1.6%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	63.6%	64.8%	+1.2%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	62.5%	63.0%	+0.5%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	75.3%	78.6%	+3.3%
<i>Weighted Mean Score</i>			

Note: Green font represents statistically significant improvements in scores between the 2010 and 2011 surveys. Note that whilst 'statistically significant' these are not necessarily very large changes in actual employee opinion.

Key Insights - 'Respect and Integrity in the Workplace' – Whole of NZ Police

1. As per the 2010 survey, respondents are more favourable in terms believing colleagues respect employee diversity and of knowing who to contact in order to report issues around harassment, bullying or discrimination, but are less favourable in their confidence that they could report such instances without fear of reprisal – and are less favourable again that such reports would be dealt with effectively.
2. There is both a statistically significant and substantive improvement in employee perceptions surrounding co-workers conducting themselves in accordance with NZ Police values.

3. There are small yet statistically significant improvements on several of the respect and diversity questions – from perceptions of respect for diversity and knowing who to report issues to, as well as confidence that such reports could be provided without fear of reprisal.
4. Overall, most employees indicate co-workers (at the workgroup level) respect employee diversity. Employee perceptions around co-worker diversity has improved by a small yet statistically significant margin since 2010.
5. Most employees report knowing who to contact to report instances of workplace harassment, bullying or discrimination, but less feel confident of doing so without fear of reprisal. Employee ratings on knowing who to contact and confidence of being able to report things without fear of reprisal have improved by a small yet statistically significant margin since the 2010 survey.
6. The lowest score from this section stems from the confidence people have that issues raised with regards to harassment, bullying, discrimination or inappropriate conduct would be dealt with appropriately. The score on this question remains statistically equivalent to the 2010 score (i.e. unchanged).
7. In sum, people know who they should contact to report workplace issues, but less feel they can do so without fear of reprisal, and less again feel issues would be dealt with if they were reported. Scores on most of these Respect and Integrity issues have improved since the survey in 2010, albeit by small amounts.

Dealing with Harassment, Bullying and Discrimination Effectively

A seventh question in the Respect and Integrity section asked respondents to *indicate "If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?"*. Answers provided were one of three kinds – not applicable, indicating either the respondent had not witnessed/experienced any form of harassment, bullying or discrimination in the last 12 months, or simply did not want to answer the question. For those who did indicate they had experienced or witnessed some kind of issue in the workplace, a 'yes' response indicated the issue had been dealt with effectively, and a 'no' response indicated a belief that the issue had not been dealt with effectively.

Table 5.1.2 "If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?"

	2010	2011	Change
Not Applicable	81.3%	82.1%	+0.8%
Yes	5.5%	4.6%	-0.9%
No	13.2%	13.3%	+0.1%

(% of respondents selecting the relevant option)

Key Insights

1. As in the 2010 survey, just over 80% of respondents indicated that this question was not relevant to them, indicating for most NZ Police employees harassment, discrimination, or bullying had not been experienced or witnessed by them in the last 12 months (or that they were unwilling to respond otherwise to the question). There was a small increase in the number of respondents who indicated witnessing or experiencing harassment, discrimination or bullying was not relevant to them, but this was not a statistically significant change.
2. Of the 17.9% of respondents who did go on to answer this question (indicating that almost 1 in 5 staff members had witnessed or experienced some form of harassment, bullying or discrimination in the last 12 months), most indicated that the issue had *not* been dealt with

effectively (4.6% = yes, effective; 13.3% = no, not effective). Again, changes in perceptions around this question were not statistically significant indicating no change in employee opinion around perceived effectiveness of dealing with harassment, discrimination or bullying has occurred since the 2010 survey.

5.2 A Safe Working Environment for Female Staff?

5.2.1 Comparisons of Female and Male Survey Scores – Whole of Organisation

In the following section, comparisons are made between male and female survey scores in order to determine whether gender differences exist, and whether these differences indicate a less safe working environment for female staff.

Comparisons between female and male scores on the Respect and Integrity questions are first made, followed by comparisons of gender scores across a range of demographic variables (e.g., Constabulary/Non-Constabulary, Rank/Level, District, Tenure, etc).

5.2.1 Simple Gender Comparisons (Respect and Integrity Questions)

Survey Question	Female 2010	Male 2010	Diff. (F to M, 2010)	Female 2011	Male 2011	Diff. (F to M, 2011)	Change in Diff. (2010-2011)
Staff in my workgroup respect employee diversity	71.5%	71.7%	-0.2%	73.1%	73.3%	-0.2%	0
I know who to contact to report instances of workplace harassment, bullying or discrimination	73.6%	70.9%	2.7%	73.9%	73.2%	0.7%	2%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	62.4%	65.1%	-2.7%	64.0%	66.8%	-2.8%	0.1%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	61.2%	64.7%	-3.5%	62.5%	65.9%	-3.4%	0.1%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.0%	63.6%	-3.6%	61.1%	63.9%	-2.8%	0.8%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	72.3%	76.6%	-4.3%	75.8%	79.9%	-4.1%	0.2%

Note: Coloured font represents statistically significant shifts in gender scores between the 2010 and 2011 surveys. % scores are weighted mean scores.

Key Insights - Male and Female Perceptions of 'Respect and Integrity in the Workplace'

1. As per the 2010 survey, there is no difference in how males and females perceive levels of workgroup respect for diversity.
2. There is no difference between males and females in 2011 in terms of knowing who to report instances of harassment, bullying or discrimination to. This is a change from the 2010 survey where female staff were more likely to report knowing who to report issues to. The change upwards in how males rated this question in 2011 now means both males and females equally report knowing who to contact to raise concerns.
3. As per the 2010 survey, female staff have less confidence than male staff in raising concerns related to harassment, bullying, discrimination or other forms of inappropriate conduct without fear of reprisal.
4. As per the 2010 survey, female staff are less confident than male staff that any concerns raised regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately.
5. As per the 2010 survey, female staff are less favourable than male staff with regards to their belief that co-workers act in accordance with the values of NZ Police. The gap between male and female opinion in this area has not changed from the last survey.

Table 5.2.2 "If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?"

	Female 2010	Male 2010	NZ Police 2010	Female 2011	Male 2011	NZ Police 2011
Not Applicable	76.2%	83.6%	81.3%	78.5%	83.7%	82.1%
Yes	6.3%	5.2%	5.5%	4.9%	4.4%	4.6%
No	17.5%	11.2%	13.2%	16.6%	11.8%	13.3%

(% of respondents selecting the relevant option)

Key Insights – Witnessing or Experiencing Issues

1. The 2011 survey reveals less female staff had potentially witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months. That is, 78.5% of female respondents indicated that witnessing or experiencing harassment, discrimination or bullying was *not* applicable to them, compared to 76.2% in 2010. The proportion of male staff indicating harassment, discrimination or bullying was *not* applicable to them remained unchanged at a little under 84%.
2. Similar to the 2010 survey, of the female and male staff who indicated harassment, discrimination or bullying had been witnessed or experienced, more females (16.6%) than males (11.8%) believed that it had *not* been dealt with effectively.
3. These differences in male and female perceptions were found to be statistically significant (Chi-square = 78.31, $p < .001$) and indicate that there are gender differences within the workplace in terms of witnessing or experiencing some form of harassment, discrimination or bullying. The proportion of female staff indicating they have witnessed or experienced some form of harassment, discrimination in the workplace over the last 12 months is greater than the proportion of males that report the same. Of the females and males that answered the question of whether the issue had been dealt with effectively ('yes' or 'no'), females were more likely to say 'no' than males (16.6% versus 11.8%, respectively). These are not striking differences, but differences nonetheless and indicate that the experience for women is perceptibly different compared to men in terms of how effectively issues around harassment, bullying or discrimination are dealt with.

5.2.2 Digging Deeper – Gender Comparisons Within Key Demographic Variables

Table 5.2.3 Gender comparisons across Constabulary and Non-Constabulary Employees

	Constabulary		Employee	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Staff in my workgroup respect employee diversity	73.7%	73.4%	72.7%	72.9%
I know who to contact to report instances of workplace harassment, bullying or discrimination	72.6%	73.3%	74.8%	72.7%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	61.8%	67%	65.6%	65.7%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	59.8%	66.1%	64.3%	65.1%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	59.4%	63.9%	62.2%	63.5%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	79.1%	80.8%	73.5%	74.6%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores.

Key Insights – Constabulary and Non-Constabulary Employees

- Female Constabulary staff express the lowest level of confidence in their ability to raise concerns related to workplace harassment, bullying, discrimination or other inappropriate conduct without fear of reprisal, and also express the lowest confidence in the notion that any concerns raised would be dealt with appropriately.
- Most people know who to contact to report instances of workplace harassment, bullying or discrimination and there is limited variation across employees and constabulary to reflect this.

Table 5.2.4 Gender Comparisons Across Span of Control

	No reports		Under 10 reports		Between 10 and 50 reports		Over 50 reports	
	Female	Male	Female	Male	Female	Male	Female	Male
	(n=2627)	(n=5053)	(n=224)	(n=859)	(n=91)	(n=510)	(n=12)	(n=127)
Staff in my workgroup respect employee diversity	72.6%	72.2%	78.1%	75.9%	73.9%	77.7%		84.4%
I know who to contact to report instances of workplace harassment, bullying or discrimination	73.2%	71.3%	77.6%	76.9%	84.3%	81.3%		89.2%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.7%	64.9%	67.2%	70.4%	66.2%	75.4%		84.8%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	62.0%	63.9%	65.4%	69.7%	66.2%	75.0%		85.4%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	61.0%	62.5%	60.3%	65.5%	64.6%	70.5%		82.3%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	75.3%	79.4%	80.8%	81.3%	76.1%	81.2%		85.6%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Span of control

1. Employees without direct reports tend to be the least favourable group in terms of how they respond to the six Respect and Integrity questions.
2. Female staff with no span of control (no supervisory function) provide the lowest ratings on three of the six respect and integrity questions.
3. The most favourable responses towards the six Respect and Integrity questions come from those with more than 50 reports. This tends to mirror how more senior staff members rate most survey questions more favourably in general, but indicates the perception held by the organisation's most senior staff is not necessarily the reality held by employees further down the organisation. Of course in respect of providing a safe working environment for

female and ethnic minority staff it becomes particularly pertinent for senior staff members to reflect on whether their perception of the working environment is suitably aligned to the actual experiences of their subordinates. Formal policies and procedures mean nought if the largest number of employees provide feedback that they feel they cannot report issues due to fear of reprisal, or the things they do report are mostly dealt with in an ineffective manner.

Table 5.2.5 Gender Comparisons Across Constabulary and Non-Constabulary Employees

	Constabulary - Rank								Employee - Level					
	Constable		Sergeant		Senior Sergeant		Commissioned Officers		Band A - F		Band G - J		Band 1 & above	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
<i>N</i> =	1020	3954	127	1062	38	330	16	255	1315	460	357	397	60	81
Staff in my workgroup respect employee diversity	73.0%	71.8%	78.0%	75.6%	75.0%	78.4%	82.8%	82.6%	72.0%	72.7%	73.5%	71.7%	81.7%	79.6%
I know who to contact to report instances of workplace harassment, bullying or discrimination	71.4%	70.9%	76.8%	76.3%	86.2%	82.6%	81.3%	85.7%	75.1%	73.2%	72.7%	70.3%	82.5%	82.1%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	60.8%	64.7%	65.6%	69.5%	70.4%	76.1%	78.1%	79.1%	66.9%	67.2%	60.0%	62.3%	69.6%	74.4%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	58.7%	63.7%	63.8%	68.6%	69.1%	75.5%	73.4%	79.9%	65.3%	65.7%	59.3%	62.2%	69.6%	75.6%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	59.1%	62.4%	57.9%	64.6%	67.1%	70.6%	71.9%	76.3%	63.9%	65.5%	55.3%	59.1%	64.2%	74.1%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	78.9%	80.3%	80.2%	81.6%	82.2%	81.6%	79.7%	84.1%	74.0%	75.4%	69.8%	72.5%	82.1%	80.0%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents. Read across to determine which group/s score lowest on a particular question. Read down to identify groups that score low on numerous questions.

Key Insights – Gender and Constabulary/Non-Constabulary (Rank and Level)

- 1 The highest scores around respect and diversity are typically provided by male Commissioned Officers.
- 2 Female Constables and Females in Band G-J score lowest on having the confidence to report issues without fear of reprisal.
- 3 Male Constables and male Level G-J scores lowest on perception that workgroup members respect employee diversity.
- 4 It is worth noting that the variability of scores is highest for the three questions around employees' confidence that concerns around harassment, bullying, discrimination or other inappropriate conduct can be reported without fear of reprisal and that such concerns would be acted upon. There is in comparison less variability in responses around the extent to which work group members' respect diversity. This suggests that employee confidence in being able to report issues, and that these would be acted upon appropriately, are more significant issues for the organisation than the cultural aspects of diversity.

Table 5.2.6 Gender Comparisons Across Tenure Levels

	Under 5 Yrs		5 – 10 Yrs		10 – 15 Yrs		15 – 20 Yrs		20 – 25 Yrs		25 – 30 Yrs		30 – 35 Yrs		Over 35 Yrs	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
N =	1126	1803	703	1428	471	1120	346	657	181	575	76	401	41	335	10	230
Staff in my workgroup respect employee diversity	74.1%	73.8%	73.3%	72.8%	72.5%	72.7%	71.7%	73.2%	70.6%	73.6%	73.7%	73.2%	72.5%	73.7%		75.1%
I know who to contact to report instances of workplace harassment, bullying or discrimination	73.2%	71.3%	72.4%	72.2%	74.8%	72.3%	76.2%	74.3%	74.7%	76.3%	78.9%	75.1%	75.0%	77.4%		78.0%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.3%	67.0%	61.0%	65.5%	63.2%	64.4%	65.3%	68.1%	64.6%	68.7%	69.3%	68.9%	65.6%	69.4%		68.2%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	63.7%	65.5%	59.2%	64.5%	61.8%	64.5%	64.2%	66.1%	63.0%	68.2%	67.8%	68.1%	63.1%	70.6%		67.7%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	62.5%	66.1%	58.2%	62.5%	60.6%	61.4%	63.0%	63.0%	59.8%	64.8%	60.2%	65.4%	65.0%	65.4%		62.8%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	75.4%	79.7%	75.7%	79.6%	76.1%	80.6%	77.0%	79.3%	75.1%	80.7%	77.3%	79.8%	72.5%	79.7%		80.8%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents. Read across to determine which group/s score lowest on a particular question. Read down to identify groups that score low on numerous questions.

Key Insights – Tenure

1. Females typically displayed the lowest scores across the various tenure levels. The one exception to this was around knowing who to contact to report instances of bullying, harassment or discrimination where males with under 5 years tenure scored the lowest (that said, the variability around this question is quite small – with most people indicating they know who to contact to report issues).
2. Higher scores tend to appear for both males and females once people reach 25 years or more of service. This corresponds in large part to seniority and the higher scores also seen in high ranking roles.
3. Scores around 'respect for diversity' remain fairly similar across different tenure levels, from newcomers through to people with more than 35 years tenure. Given the healthy scores in this area, and the lack of variation, it appears on face value that employee respect for diversity within NZ Police is a positive cultural attribute.
4. Scores around co-workers behaving in accordance with the values of the NZ Police remain fairly similar across different tenure levels, and are relatively high.

Table 5.2.7 Gender Comparisons Across Hours of Work (Full Time Versus Part Time)

	Full Time		Part Time	
	Female	Male	Female	Male
N =	2456	6479	498	70
Staff in my workgroup respect employee diversity	73.1%	73.4%	73.2%	69.6%
I know who to contact to report instances of workplace harassment, bullying or discrimination	74.2%	73.2%	72.6%	72.1%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.8%	66.8%	65.0%	68.6%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	62.2%	65.9%	63.5%	67.9%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.8%	63.9%	62.3%	62.9%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	75.4%	80.0%	77.6%	75.7%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Part-Time/Full Time

1. We note that whilst gender differences occur between full-time and part-time employees, these are generally small in magnitude.
2. Full time female staff scored lowest on questions related to 'reporting issues without fear of reprisal' and the belief that issues would be dealt with effectively.

3. Part-timers (both male and female) were less certain as to who to contact to report instances of harassment, bullying or discrimination.
4. Full-time females were less positive in their appraisals of co-workers behaving in accordance with NZ Police values.
5. Scores around co-workers behaving in accordance with the values of the NZ Police remain fairly similar across full-time and part-time employees.

Table 5.2.8 Gender Comparisons of Respect and Integrity Scores Across Districts (table continues over page).

NOTE: In this table, questions are at the top, and Districts appear to the side. *Read down each question column* (and gender sub-columns) to identify which Districts (and gender) score high/low on that particular question.

	Respect for Diversity		Knowing who to contact		Confidence in reporting harassment, bullying or discrimination without fear of reprisal		Confidence in reporting other inappropriate conduct		Confidence that issues will be dealt with appropriately		Behaving in accordance with NZ Police Values	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
AK Metro Crime & Ops Support	72.2%	70.5%	76.7%	73.4%	70.0%	69.3%	67.2%	68.8%	63.1%	65.9%	79.5%	79.3%
Auckland City Dist	75.3%	74.4%	73.9%	71.6%	65.7%	68.8%	62.8%	67.1%	63.3%	66.8%	75.4%	81.0%
Bay Of Plenty Dist	72.0%	72.8%	74.1%	71.8%	65.3%	62.8%	62.6%	64.0%	61.2%	61.8%	76.5%	82.5%
Central District	67.8%	71.3%	74.7%	70.2%	55.1%	61.7%	53.7%	60.6%	54.4%	57.4%	73.6%	77.2%
Canterbury District	72.2%	74.7%	73.0%	74.5%	67.1%	68.7%	65.0%	67.4%	63.8%	65.5%	78.6%	82.7%
Commercial Vehicle Invest Unit		68.1%		70.3%		63.1%		61.7%		62.6%		71.9%
Crime	77.2%	72.9%	75.4%	73.6%	73.3%	65.4%	72.8%	64.2%	67.7%	62.7%	77.2%	77.1%
Counties/Manukau District	74.8%	76.2%	72.0%	73.4%	63.9%	69.0%	62.6%	68.0%	60.4%	66.5%	78.1%	81.6%
Eastern District	69.4%	70.5%	76.6%	76.7%	62.5%	64.4%	62.0%	63.4%	61.2%	59.8%	79.9%	81.0%
ICT Service Centre	72.5%	71.8%	68.8%	69.2%	60.4%	65.6%	60.8%	64.9%	58.5%	62.6%	66.3%	74.3%
Financial Crime Group	77.6%	80.2%	71.1%	71.6%	56.6%	69.0%	56.6%	72.4%	56.6%	71.6%	75.0%	80.2%
Legal	81.3%		65.6%		50.0%		54.7%		39.1%		81.3%	
International Service Group		83.7%		83.7%		77.9%		81.7%		76.0%		87.0%
Licensing & Vetting	66.2%		61.8%		57.8%		61.8%		57.4%		64.7%	
National Communications	73.1%	76.1%	75.8%	78.2%	63.2%	68.6%	62.8%	68.2%	60.9%	64.8%	71.4%	75.6%
National Intelligence Centre	75.0%	79.8%	72.4%	71.4%	64.7%	71.4%	61.2%	70.2%	57.8%	70.2%	70.7%	85.7%
Northland District	69.8%	71.9%	73.4%	72.8%	60.4%	65.1%	59.4%	64.7%	59.1%	63.3%	73.7%	77.5%
National Prosecutions	72.9%	70.7%	70.0%	69.7%	64.9%	63.3%	60.7%	63.5%	60.5%	60.6%	76.4%	76.1%
Org Financial Crime Agency NZ		75.0%		71.0%		73.0%		72.0%		70.0%		81.0%

Police Infringement Bureau	75.8%	76.4%	72.6%	76.4%	58.5%	57.4%	59.6%	56.8%	58.2%	53.6%	73.4%	71.6%
Police National Headquarters	77.0%	79.5%	74.3%	73.7%	68.1%	66.3%	66.9%	65.8%	62.2%	64.8%	73.1%	78.3%
Tactical Groups		66.1%		63.7%		65.3%		65.3%		67.7%		81.5%
Southern District	73.8%	69.7%	77.9%	72.7%	61.7%	64.7%	58.7%	62.8%	59.4%	59.7%	79.4%	78.3%
Training Service Centre	75.6%	71.3%	75.3%	74.8%	66.1%	64.4%	64.2%	62.4%	60.8%	56.3%	75.6%	75.2%
Tasman District	73.2%	73.9%	77.1%	74.5%	66.0%	66.5%	63.9%	66.0%	62.8%	65.3%	77.9%	81.1%
Waitemata Dist	73.1%	73.0%	74.3%	73.8%	64.2%	69.2%	62.1%	68.3%	61.6%	66.0%	78.0%	81.8%
Waikato Dist	72.3%	71.7%	78.4%	75.3%	68.1%	70.1%	67.1%	68.6%	65.9%	66.9%	77.3%	79.3%
Wellington District	71.7%	75.2%	71.1%	73.0%	61.6%	67.8%	60.1%	67.0%	59.7%	65.1%	72.9%	81.4%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of males and females on the respective survey item for the particular District/Service Centre. Green indicates the higher scoring demographic group on the significantly different survey item, and red indicates the lower scoring group. In addition, orange shaded cells represent scores considered to be low generally speaking (i.e., weighted mean scores less than 60%) and hence possible 'at risk' areas. Scores are weighted mean scores. Blank cells indicate less than 15 respondents.

Key Insights – Safe Working Environment for Female Staff – District level

1. In terms of consistency of patterns of scores across the Districts, males and females generally hold similar and positive views around the extent to which diversity is respected within workgroups and knowing who to contact should issues around harassment, discrimination or bullying. Only males and females in the Wellington District hold different views in terms of perceived respect for diversity and Central District in terms of knowing who to contact to report issues. In contrast, there is more variation in male and female confidence in the ability to report things without fear of reprisal and that any reported issue would be dealt with effectively.
2. Females in four of the Districts are less positive than males in their confidence that they could raise concerns without fear of reprisal (Central, Counties/Manukau, Waitemata and Wellington).
3. It is noteworthy that for some Districts/Service Centres, scores are very low. Any weighted mean score around the low 50s tend to indicate less than half of staff agreed with the question being posed. When several questions score consistently at around this level, we would suggest such areas warrant additional attention. As per the orange shading in the table above, areas with less than ideal ratings include Central District, Financial Crime Group, Legal (very low score on 'confidence that issues will be dealt with appropriately' question), Licensing and Vetting, Northern District, and in particular, the Police Infringement Bureau (where both males and females report low scores across three of the six respect and integrity questions).

4. Scores around co-workers behaving in accordance with the values of the NZ Police remain fairly similar across different Districts/Service Centres, although they are significantly less for females working within ICT Service Centre and Licensing and Vetting.

Table 5.2.9 Gender Comparisons of Respect and Integrity Scores Across Functional Role (table continues over page).

	Airport		Communications		Community Policing		Corporate Support		District Management		Finance		Frontline support	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Staff in my workgroup respect employee diversity		70.5%	73.2%	76.2%	72.9%	72.6%	72.9%	75.6%	70.0%	79.2%	68.5%	75.9%	68.8%	70.3%
I know who to contact to report instances of workplace harassment, bullying or discrimination		65.9%	75.9%	78.2%	72.9%	72.9%	75.5%	73.2%	83.3%	86.0%	73.8%	76.7%	73.8%	72.0%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		66.5%	63.1%	68.6%	58.8%	62.7%	67.7%	69.1%	68.3%	79.4%	71.4%	75.8%	63.2%	64.0%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal		62.5%	62.7%	68.0%	56.3%	61.4%	66.0%	68.5%	70.0%	78.1%	68.5%	74.2%	62.2%	62.0%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		61.4%	61.1%	64.9%	59.6%	58.2%	64.9%	66.8%	71.7%	74.8%	66.7%	71.7%	57.2%	60.3%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police		77.8%	71.4%	75.8%	80.0%	80.4%	74.8%	79.1%	75.0%	82.3%	70.8%	78.3%	70.5%	75.2%

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Table 5.2.9 (continued)

	General Duties		HR/ Training		ICT		Intelligence		Investigations		Legal		Liaison	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Staff in my workgroup respect employee diversity	72.9%	73.5%	79.1%	73.3%	73.5%	72.2%	74.6%	77.2%	74.6%	74.2%	81.7%			70.7%
I know who to contact to report instances of workplace harassment, bullying or discrimination	73.4%	72.8%	78.9%	77.0%	68.1%	69.5%	74.0%	72.5%	70.2%	73.0%	65.0%			78.6%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	62.7%	66.9%	68.3%	65.5%	60.3%	65.7%	63.5%	67.1%	61.9%	68.9%	48.3%			72.1%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	59.6%	65.8%	66.3%	63.6%	61.3%	65.1%	63.1%	67.1%	61.2%	68.3%	53.3%			70.7%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.6%	64.8%	61.3%	58.0%	56.5%	62.8%	61.2%	67.4%	59.3%	66.4%	38.3%			65.7%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	78.8%	80.4%	74.7%	73.8%	66.2%	74.2%	75.6%	80.9%	82.5%	84.6%	81.7%			77.9%

Table continues over page...

Table 5.2.9 (continued)

	Overseas		Policy		Prosecutions		Road Policing		Specialist teams		Vetting		Watchhouse	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Staff in my workgroup respect employee diversity		84.1%	69.5%	78.2%	73.0%	71.1%	72.0%	70.8%	70.1%	71.3%	68.1%	65.8%	69.7%	71.2%
I know who to contact to report instances of workplace harassment, bullying or discrimination		84.1%	67.2%	80.0%	70.5%	70.1%	70.3%	71.3%	74.5%	71.6%	62.5%	55.3%	78.3%	76.9%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		77.3%	59.4%	70.9%	64.8%	63.6%	59.8%	62.4%	58.3%	66.1%	60.3%	57.9%	66.3%	67.5%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal		81.8%	57.8%	68.6%	60.2%	63.7%	58.3%	61.6%	56.4%	66.4%	62.5%	59.2%	65.1%	67.0%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		75.0%	54.7%	67.6%	60.4%	60.9%	57.4%	59.6%	55.4%	62.1%	55.6%	47.4%	64.1%	67.0%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police		88.6%	68.8%	79.5%	76.8%	76.7%	75.0%	77.5%	78.4%	81.0%	66.7%	73.7%	74.3%	75.9%

Table continues over page...

Table 5.2.9 (continued)

	Youth		Other	
	Female	Male	Female	Male
Staff in my workgroup respect employee diversity	77.8%	73.4%	75.0%	78.8%
I know who to contact to report instances of workplace harassment, bullying or discrimination	74.2%	73.5%	73.4%	72.1%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.8%	63.9%	64.8%	69.2%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	61.2%	63.2%	63.3%	70.2%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.0%	60.1%	58.6%	64.4%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	78.4%	78.9%	69.5%	82.7%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents. Read across to determine which group/s score lowest on a particular question. Read down to identify groups that score low on numerous questions.

Key Insights – Safe Working Environment for Female Staff – Functional Role

1. Male District Management staff are typically more positive in their ratings of the Respect and Integrity questions than staff within other roles, as are male staff from Overseas.
2. Female legal staff report lowest scores in terms of feeling confident that they could raise issues around discrimination, bullying, harassment or other inappropriate conduct without fear of reprisal.
3. Male Vetting staff report the lowest scores on workgroup respect for employee diversity and knowing who to contact to report instances of workplace harassment, bullying or discrimination.
4. Scores around co-workers behaving in accordance with the values of the NZ Police remain fairly similar across different functional roles, although females within ICT, Policy and Vetting are noticeably lower in their views.

5.2.3 Evidence For a Safe Working Environment – Organisation Climate Scores

In this section, gender comparisons are made on all remaining survey questions. Whilst the Respect and Integrity questions were designed as a diagnostic mechanism for locating potential unsafe workplace issues, there are additional survey questions in the 2011 Workplace survey that may prove useful in highlighting potential issue areas.

In the table below, questions are rank ordered in terms of the difference between female and male scores on the questions. Colour coded difference scores represent questions in which females and males differ in terms of their perception of NZ Police on that attribute.

Of the 59 questions analysed, female staff provide lower scores (statistically significant) on 19 and higher scores on 22.

Survey Item	Female	Male	Difference (Female to Male)
There are career and personal development opportunities for me in NZ Police	56.6%	63.1%	-6.5%
Poor performance is dealt with effectively in my work group	54.0%	57.7%	-3.7%
I intend to continue working at NZ Police for at least the next 12 months	82.8%	86.5%	-3.7%
Staff in my work group work well together	74.9%	78.6%	-3.7%
The way work is allocated in my workgroup is fair	65.2%	68.8%	-3.6%
I have confidence in my supervisor	72.2%	75.5%	-3.3%
I can rely on the support of others in my work group	76.1%	79.3%	-3.3%
My supervisor communicates the goals and objectives of our work group effectively	66.4%	69.4%	-3.0%
I am satisfied with my learning and development opportunities in NZ Police	56.0%	58.8%	-2.8%
Roles and responsibilities are clearly defined in my work group	69.1%	71.9%	-2.8%
My supervisor treats staff with respect	75.5%	77.9%	-2.4%
People are held accountable for their performance in my work group	64.8%	67.2%	-2.4%
I feel part of an effective work group	72.7%	75.0%	-2.3%
My supervisor behaves in a way that is consistent with the values of NZ Police	74.9%	77.0%	-2.1%
My supervisor supports and encourages me in my job	73.4%	75.3%	-1.9%
I get regular feedback on my performance from my supervisor (formal/informal)	63.0%	64.8%	-1.8%
I have confidence in the ability of others in my work group	74.4%	76.0%	-1.6%
My supervisor encourages, and is willing to act on suggestions and ideas from my work group	69.6%	71.2%	-1.6%
I feel informed about NZ Police and its activities	56.3%	57.5%	-1.2%
NZ Police expects high standards of performance from its people	76.1%	77.3%	-1.2%
I am encouraged to develop my knowledge, skills and abilities in NZ Police	59.4%	60.5%	-1.1%
Work groups in NZ Police work well together	51.3%	52.2%	-0.9%
Communication in my District/Service Centre is open and honest	51.4%	52.3%	-0.9%
The responsibilities of my job are clearly defined	70.5%	71.3%	-0.8%
My job gives me a sense of personal achievement	75.7%	76.4%	-0.7%

Survey Item	Female	Male	Difference (Female to Male)
The work I do makes good use of my knowledge and skills	68.6%	69.1%	-0.5%
Overall, I'm satisfied with my job	69.9%	70.2%	-0.3%
Staff in my workgroup respect employee diversity	73.1%	73.3%	-0.2%
I am satisfied with my physical work environment	59.8%	59.7%	0.1%
NZ Police is an enjoyable place to work	68.6%	68.1%	0.5%
I am encouraged to try new ways of doing things	58.1%	57.6%	0.5%
I know who to contact to report instances of workplace harassment, bullying or discrimination	73.9%	73.2%	0.7%
I take an active interest in what happens in NZ Police	75.3%	74.5%	0.8%
I am sufficiently involved in decisions that affect the way I do my job	57.5%	56.5%	1.0%
Overall, I would recommend NZ Police as a great place to work	68.8%	67.8%	1.0%
I feel my contribution is valued in NZ Police	55.2%	54.2%	1.0%
I get recognition when I do a good job	60.9%	59.7%	1.2%
I feel a sense of belonging to my District/Service Centre	62.6%	61.3%	1.3%
People here are appointed to positions based on merit	44.8%	43.3%	1.5%
The level of work-related stress I experience in my job is acceptable	59.4%	57.8%	1.6%
I know how my work contributes to the effectiveness of NZ Police	76.7%	75.1%	1.6%
NZ Police has a clear vision of where it's going and how it's going to get there	61.3%	59.5%	1.8%
I feel a sense of commitment to NZ Police	77.8%	75.4%	2.4%
Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	42.5%	40.1%	2.4%
NZ Police is interested in the views and opinions of its staff	47.1%	44.4%	2.7%
There is a sense of 'common purpose' in NZ Police	60.1%	57.2%	2.9%
We celebrate success in NZ Police	56.1%	53.2%	2.9%
NZ Police cares about the well-being of its staff	53.9%	51.0%	2.9%
My performance is fairly assessed	62.3%	59.4%	2.9%
I feel I am working for an effective organisation	61.7%	58.7%	3.0%
I understand how my performance is measured	63.1%	59.8%	3.3%
NZ Police has appropriate ways of recognising outstanding achievement	55.6%	51.8%	3.8%
I feel inspired to go the extra mile to help NZ Police succeed	73.0%	69.1%	3.9%
NZ Police provides adequate training for the work I do	57.5%	53.6%	3.9%
I believe actions will be taken based on the results of this survey	48.0%	43.3%	4.8%
NZ Police inspires me to do the best I can in my job every day	66.7%	61.9%	4.8%
I am able to maintain a balance between my personal and working life	70.4%	65.5%	4.9%
The pay and benefits I receive are fair for the work I do	54.2%	49.2%	5.0%
I have the tools and resources I need to do my job	59.0%	51.0%	8.0%

Statistically significant differences are highlighted in coloured font. % scores are weighted mean scores.

A number of questions in which female staff provide less favourable responses compared to male staff highlight possible issues may occur around:

- Access to career and personal development opportunities is the largest gap between female and male perceptions (weighted mean score of 56.6% and 63.1%, respectively).

- Aspects of the workgroup (the allocation of work in one's group; clarity of roles and expectations in the group; how poor performance is managed in the workgroup).
- Supervisors, including their treatment of people with appropriate respect, their behaviour in accordance with NZ Police values, their communicating of the workgroup's goals and objectives – and of the respondent's confidence in their supervisor more generally.

In contrast, there are a number of questions in which female staff provide more favourable responses compared to male staff, highlighting attributes that can be construed as safe working environments for female staff. These include:

- Pay and benefits perceived as fair for work performed
- Work-life balance
- Fair assessment of one's performance
- Resourcing (albeit a low score for both males and females)
- NZ Police perceived to care for the well-being of its people

5.3 A Safe Working Environment for Staff from Ethnic Minorities?

In this section comparisons of scores provided by employees from different ethnic groups are examined to determine whether there are differences in opinion as to what NZ Police is like as a place to work. Emphasis is placed on identifying low scoring groups of employees, particularly compared to NZ Police average scores, which may indicate less than ideal work environments for some members of the organisation.

Most following analyses are based on the seven Respect and Integrity questions included in the 2011 Workplace Survey. These questions were designed specifically to assess key dimensions of safe working environments (e.g., respect for diversity, knowing who to report issues to, confidence that instances of harassment, bullying, discrimination and other inappropriate conduct could be reported without fear of reprisal, and confidence any reported issues would be dealt with effectively, staff conduct themselves in accordance with NZ Police values.)

A final question in the Respect and Integrity set of questions asked employees if they had witnessed or experienced some form of harassment, bullying or discrimination and if so, had it been dealt with effectively. These seven questions provide an insight into the prevailing culture of the organisation in terms of respect, harassment, bullying, discrimination, inappropriate conduct and the organisation's ability to deal with these issues effectively - as employees represent the most accurate source of information in terms of an organisation's culture.

Unlike the section on Gender, this section cannot provide the same number of cross-ethnicity comparisons given many cross-tabs (e.g., 15 years tenure by female Asian Peoples) contains less than 15 respondents. Any cross-tabulated group with less than 15 respondents is not reported by JRA in either its online or offline reports. This protects both the confidentiality of survey respondents, as well as providing more robust statistically based conclusions.

Comparisons are thus made for:

1. Ethnicity – Whole of organisation level (Respect and Integrity questions)
2. Ethnicity – Constabulary and Non-Constabulary staff (aggregate level only) (Respect and Integrity questions)
3. Ethnicity – Gender (Respect and Integrity questions)
4. Ethnicity – Whole of organisation level (all climate and engagement questions)

5.3.1 Comparisons of Survey Scores Across Ethnicity – Whole of Organisation

In the following section, comparisons are made between survey scores of different ethnic groups in order to determine whether ethnic-based differences exist, and whether these differences indicate a less safe working environment for staff from ethnic minorities.

Table 5.3.1 Simple Ethnicity Comparisons (Respect and Integrity Questions)

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other ethnic groups
Staff in my workgroup respect employee diversity	73.4% (1.9%)	72.5% (0.1%)	72.9% (1.7%)	75.3% (0.4%)	71.1% (0.0%)	69.2% (1.5%)
I know who to contact to report instances of workplace harassment, bullying or discrimination	74.0% (1.8%)	74.1% (1.5%)	73.2% (3.1%)	74.6% (0.8%)	70.6% (2.0%)	77.6% (5.0%)
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.0% (2.1%)	67.7% (0.7%)	64.4% (3.1%)	71.6% (-1.2%)	66.7% (3.9%)	66.4% (1.8%)
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	64.8% (1.5%)	66.3% (-0.1%)	63.4% (2.9%)	69.8% (-1.8%)	66.0% (4.3%)	65.4% (0.8%)
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.1% (1.0%)	65.7% (0.8%)	61.1% (1.1%)	67.8% (-1.6%)	66.8% (5.1%)	61.2% (-1.6%)
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	79.7% (3.4%)	79.3% (2.3%)	79.2% (4.3%)	79.3% (4.4%)	75.5% (3.1%)	78.2% (10.5%)

Note: Coloured fonts reflect row high and low scores. Bold italics reflect statistically significant shifts compared to the 2010 Survey. Weighted mean scores.

Key Insights From 5.3.1 Above

1. Statistically significant differences occur in how people from different ethnic groups perceive NZ Police in terms of the six Respect and Integrity questions in the table above.
2. On most questions Pacific Peoples are the most positive, whilst Europeans are the least positive in their responses.
3. There is fairly similar views across the different ethnic groups in terms of respect for employee diversity. In effect, there is no one ethnic group that reports a particularly low sense of respect for diversity indicating this is not a wide spread issue within NZ Police.
4. Similar to the 2010 survey, Asian staff were less likely to know who to contact in order to report instances of workplace harassment, bullying or discrimination compared to the other groups, and the NZ Police average.
5. There are significant increases in the belief that work group colleagues act in accordance with NZ Police values across all the ethnic groupings, and in particular for those employees who come from an 'other ethnic background' (i.e., are not Pakeha, Maori, Pacific Peoples, European or Asian).

Table 5.3.2 "If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?"

	NZ Police	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other ethnic groups
Not Applicable	82.1% (0.8%)	82.8% (0.7%)	84.1% (1.7%)	80.3% (0.3%)	83.9% (-1.0%)	76.6% (-1.6%)	71.8% (-13.6%)
Yes	4.6% (-0.9%)	4.4% (-0.8%)	4.5% (-0.8%)	5.6% (0.3%)	5.5% (-1.0%)	7.8% (2.4%)	7.7% (2.8%)
No^	13.3% (0.1%)	12.8% (0.1%)	11.5% (-0.7%)	14.1% (-0.5%)	10.6% (2.0%)	15.6% (-0.7%)	20.5% (10.7%)

Note: Top number in each cell reflects % of respondents selecting the relevant option in 2011 (Not Applicable, Yes, No). Numbers in brackets represent change in % of people selecting the relevant option from the 2010 survey. Green font represents highest % for each row, and red font represents lowest % for each row (^note that for the 'No, not dealt with effectively' row, a high level of agreement is the undesirable result). Bolded numbers reflect statistically significant change between 2010 and 2011 surveys.

Key Insights – Witnessing or Experiencing Issues (Ethnicity)

1. More than 80% of Pakeha, Maori, European and Pacific Peoples indicated that they had not witnessed or experienced some form of harassment, discrimination or bullying in the last 12 months. That figure dropped to 72% for those respondents from other ethnic groups.
2. Given point 1 above, around 20% of most employees (Pakeha, Maori, European and Pacific Peoples) suggest they *have* witnessed or experienced some form of harassment, discrimination or bullying in the last 12 months – or one in five respondents to the survey. That figure becomes slightly more (28%) for those employees from an ethnic group not identified above.
3. Of the 20% or more of respondents who indicated they had witnessed or experienced some form of harassment, discrimination or bullying in the past 12 months, most indicated that the issue had *not* been dealt with effectively. Moreover, the number of respondents from 'other ethnic groups' who indicated the issue was not resolved effectively was much higher than those respondents from Pakeha, Maori, Europeans, Pacific Peoples and Asian backgrounds. Indeed, the difference in perceptions of issues *not* being dealt with effectively was essentially double between Pakeha, Maori and Pacific Peoples' respondents (12.8%, 11.5% and 10.6%, respectively) and 'Other Ethnic Group' (20%). Whilst a much smaller group than other ethnic backgrounds in NZ Police, there is nonetheless a distinct difference in how they view the effectiveness of dealing with issues they have either witnessed or have experienced directly.
4. A key point to recognise is that no matter what the ethnic background, all staff who reported experiencing or witnessing workplace harassment, bullying or discrimination were much more likely to say the issue had not been dealt with effectively.

Table 5.3.3 Ethnicity Comparisons – Constabulary and Non-Constabulary Employees

	Pakeha		Maori		Europeans		Pacific Peoples		Asian Peoples		Other Ethnic Groups	
	Cons.	Emp.	Cons.	Emp.	Cons.	Emp.	Cons.	Emp.	Cons.	Emp.	Cons.	Emp.
Staff in my workgroup respect employee diversity	73.6%	72.3%	72.4%	73.3%	72.8%	73.9%	76.9%	69.9%	70.3%	73.2%	65.8%	
I know who to contact to report instances of workplace harassment, bullying or discrimination	73.5%	76.3%	73.7%	76.7%	72.4%	78.5%	74.0%	76.7%	69.6%	73.2%	76.7%	
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.3%	65.0%	67.8%	67.2%	63.7%	68.6%	71.4%	72.3%	65.4%	70.2%	67.2%	
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	65.0%	64.2%	66.6%	64.4%	62.8%	67.2%	69.6%	70.2%	65.0%	68.9%	65.8%	
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.2%	62.7%	65.6%	66.0%	60.7%	63.8%	67.5%	68.8%	66.3%	68.1%	62.1%	
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.9%	73.8%	79.6%	77.4%	79.7%	76.1%	80.9%	74.0%	74.3%	78.8%	79.2%	

Note: 'Con.' = Constabulary. 'Emp.' = Employee. Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents. Read across to determine which group/s score lowest on a particular question. Read down to identify groups that score low on numerous questions.

Key Insights – Gender by Constabulary and Non-Constabulary Employees

1. Respondents from a Pacific Peoples background were generally the most positive group (both Constabulary and Employee staff), whilst European Constabulary staff were the least positive. European Employee staff, however, were the most positive in terms of knowing who to contact to report instances of workplace harassment, bullying or discrimination.
2. As per the 2010 survey, Constabulary staff with an Asian background were the least likely group to know who to report issues to.
3. Unlike other comparisons made in this report, there is evidence within ethnicity across Constabulary/Employee comparisons of greater variability in perceptions of respect for employee diversity. As per the table above, scores range from a maximum of 76.9% (Constabulary Pacific Peoples)

to a minimum of 65.8% for employees from 'other ethnic groups'. Respondents are much more likely to share views (less favourable views) as to their confidence that issues around harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately.

Table 5.3.4 Gender x Ethnicity Cross-Tab (Respect and Integrity questions)

	Pakeha		Maori		Europeans		Pacific Peoples		Asian Peoples		Other Ethnic Groups	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Staff in my workgroup respect employee diversity	73.3%	73.5%	70.5%	73.3%	73.9%	72.6%	72.0%	76.6%	75.6%	69.6%		71.6%
I know who to contact to report instances of workplace harassment, bullying or discrimination	74.7%	73.7%	74.4%	73.9%	73.5%	73.2%	76.4%	73.9%	69.2%	71.1%		76.7%
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.5%	67.0%	65.2%	68.8%	62.0%	65.1%	73.1%	71.0%	62.8%	68.0%		66.1%
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal	61.9%	65.9%	63.6%	67.4%	59.8%	64.5%	70.7%	69.4%	63.8%	66.7%		64.7%
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	61.0%	63.9%	63.0%	66.8%	58.3%	61.9%	68.5%	67.6%	66.9%	66.7%		60.7%
People in my workgroup conduct themselves in accordance with the values expected by NZ Police	76.9%	80.7%	77.5%	80.0%	77.1%	79.8%	75.3%	80.9%	79.7%	74.1%		80.2%

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents. Read across to determine which group/s score lowest on a particular question. Read down to identify groups that score low on numerous questions.

Key Insights – Gender and Ethnicity

1. Female European staff scored lowest in terms of confidence felt in the ability to raise concerns regarding workplace harassment, bullying, discrimination or other inappropriate conduct, or that any such issues raised would be dealt with appropriately. Scores for this group are quite low (i.e., less than 1 out of 2 female staff in this group would feel they could raise issues and have them dealt with appropriately).
2. Maori females and Asian males report lower scores around workgroup respect for employee diversity than other respondents. That said, the differences, whilst statistically significant, are not particularly large.
3. Asian females scored significantly below all other groups in terms of knowing who to contact to report instances of workplace harassment, bullying or discrimination.

5.3.2 Evidence For a Safe Working Environment – Ethnicity – Organisation Climate Scores

In this section, comparisons are made on all remaining survey questions across the different ethnic demographic markers. Whilst the Respect and Integrity questions were designed as a diagnostic mechanism for locating potential unsafe workplace issues, there are additional survey questions in the 2011 Workplace survey that may prove useful in highlighting potential issue areas.

In the table below, questions are presented in questionnaire/section order. Colour coding is used to highlight highest (green) and lowest (red) scoring questions. Read across to locate the group/s with the highest and lowest score on a question. Read down to identify which groups tend to most often display the highest and lowest scores.

Section and Question		Pakeha	Maori	European	Pacific Peoples	Asian Peoples	Other Ethnic Groups
<i>N =</i>		5458	759	1239	329	154	39
Performance Index		64.1%	65.7%	63.0%	69.2%	67.1%	65.6%
1. Vision and Purpose + Communication and Cooperation		59.0%	59.5%	57.6%	64.2%	64.1%	64.2%
	1.1: NZ Police has a clear vision of where it's going and how it's going to get there	59.7%	60.8%	58.3%	66.6%	65.3%	68.2%
	1.2: I feel I am working for an effective organisation	59.1%	60.7%	56.8%	67.0%	63.8%	71.6%
	1.3: NZ Police is an enjoyable place to work	68.3%	68.2%	66.2%	71.8%	69.4%	72.3%
	1.4: NZ Police cares about the well-being of its staff	51.3%	49.5%	48.8%	55.5%	57.0%	57.4%
	1.5: There is a sense of 'common purpose' in NZ Police	57.5%	57.9%	55.6%	64.2%	63.7%	56.9%
	1.6: I feel a sense of belonging to my District/Service Centre	61.3%	62.4%	60.4%	68.0%	69.3%	60.8%

Section and Question		Pakeha	Maori	European	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N =		5458	759	1239	329	154	39
	1.7: I intend to continue working at NZ Police for at least the next 12 months	87.0%	86.5%	85.9%	88.1%	84.7%	86.5%
	1.8: Communication in my District/Service Centre is open and honest	51.5%	52.9%	50.1%	57.1%	60.9%	60.8%
	1.9: I feel informed about NZ Police and its activities	56.4%	58.2%	56.3%	60.5%	60.5%	62.8%
	1.10: NZ Police is interested in the views and opinions of its staff	44.2%	45.2%	43.9%	52.9%	52.6%	52.8%
	1.11: Work groups in NZ Police work well together	52.1%	52.2%	51.1%	55.3%	57.0%	55.4%
2. My Supervisor		72.5%	73.5%	71.8%	78.2%	76.3%	68.8%
	2.1: My supervisor communicates the goals and objectives of our work group effectively	68.6%	69.6%	68.8%	74.7%	73.9%	64.5%
	2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	71.0%	72.6%	70.3%	76.2%	74.7%	66.4%
	2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	76.8%	76.7%	75.7%	80.5%	76.9%	73.0%
	2.4: My supervisor treats staff with respect	77.3%	77.2%	76.4%	82.1%	80.4%	77.0%
	2.5: My supervisor supports and encourages me in my job	75.0%	75.7%	73.9%	80.9%	78.4%	71.7%
	2.6: I have confidence in my supervisor	75.0%	75.3%	73.9%	80.8%	77.9%	70.4%
	2.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.1%	67.0%	63.8%	72.2%	71.8%	58.6%
3. My Work Group		75.4%	76.3%	74.7%	78.0%	73.1%	73.9%
	3.1: Staff in my work group work well together	78.2%	78.7%	78.0%	80.3%	74.5%	76.3%
	3.2: I can rely on the support of others in my work group	78.8%	79.2%	78.5%	81.9%	75.3%	73.1%
	3.3: Roles and responsibilities are clearly defined in my work group	71.9%	73.6%	70.3%	76.1%	71.6%	72.4%
	3.4: I have confidence in the ability of others in my work group	75.9%	78.5%	75.5%	78.7%	73.2%	75.0%
	3.5: I feel part of an effective work group	74.8%	76.4%	73.9%	79.5%	74.2%	74.3%
	3.6: The way work is allocated in my workgroup is fair	68.4%	68.7%	67.7%	70.2%	67.5%	67.9%
	3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	79.7%	79.3%	79.2%	79.3%	75.5%	78.2%
4. My Job		62.2%	63.8%	61.6%	66.8%	64.3%	65.2%

Section and Question		Pakeha	Maori	European	Pacific Peoples	Asian Peoples	Other Ethnic Groups
N =		5458	759	1239	329	154	39
	4.1: The responsibilities of my job are clearly defined	71.2%	71.6%	70.2%	75.9%	75.3%	76.3%
	4.2: I know how my work contributes to the effectiveness of NZ Police	75.0%	77%	74.7%	80.9%	77.9%	74.4%
	4.3: My job gives me a sense of personal achievement	76.5%	78.8%	74.9%	79.8%	75.3%	76.9%
	4.4: I have the tools and resources I need to do my job	51.9%	51.6%	50.9%	58.1%	54.5%	57.1%
	4.5: I am sufficiently involved in decisions that affect the way I do my job	56.4%	60.4%	55.0%	64.2%	62.0%	56.4%
	4.6: I am satisfied with my physical work environment	58.8%	63.3%	59.1%	64.9%	60.2%	67.3%
	4.7: The level of work-related stress I experience in my job is acceptable	57.8%	57.4%	57.8%	61.0%	61.5%	62.2%
	4.8: I am able to maintain a balance between my personal and working life	66.3%	66.2%	65.9%	68.2%	66.6%	69.2%
	4.9: The pay and benefits I receive are fair for the work I do	50.2%	50.5%	49.6%	51.2%	48.4%	53.9%
	4.10: I understand how my performance is measured	60.5%	63.0%	60.0%	65.4%	62.5%	62.8%
	4.11: My performance is fairly assessed	59.9%	62.0%	59.8%	64.9%	62.6%	60.3%
5. Respect & Integrity in the Workplace		68.3%	69.2%	67.0%	71.7%	68.2%	68.1%
	5.1: Staff in my workgroup respect employee diversity	73.4%	72.5%	72.9%	75.3%	71.1%	69.2%
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.0%	74.1%	73.2%	74.6%	70.6%	77.6%
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.0%	67.7%	64.4%	71.6%	66.7%	66.4%
	5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	64.8%	66.3%	63.4%	69.8%	66.0%	65.4%
	5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	63.1%	65.7%	61.1%	67.8%	66.8%	61.2%
6. Learning and Development		60.7%	63.7%	58.3%	67.5%	63.7%	57.6%
	6.1: NZ Police provides adequate training for the work I do	54.5%	56.1%	53.2%	59.8%	58.9%	50.6%

Section and Question		Pakeha	Maori	European	Pacific Peoples	Asian Peoples	Other Ethnic Groups
<i>N =</i>		5458	759	1239	329	154	39
	6.2: The work I do makes good use of my knowledge and skills	69.5%	70.5%	66.6%	73.7%	69.0%	68.6%
	6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	60.4%	64.3%	58.1%	69.1%	65.6%	59.6%
	6.4: I am encouraged to try new ways of doing things	57.7%	61.6%	56.0%	65.6%	61.9%	52.6%
	6.5: There are career and personal development opportunities for me in NZ Police	62.9%	67.7%	59.7%	72.3%	65.2%	56.4%
	6.6: I am satisfied with my learning and development opportunities in NZ Police	59.2%	61.9%	56.4%	64.5%	61.7%	57.7
7. Performance and Feedback		66.6%	69.7%	66.6%	72.8%	71.2%	73.5
	7.1: NZ Police expects high standards of performance from its people	77.0%	79.6%	76.5%	82.3%	78.1%	82.1
	7.2: People are held accountable for their performance in my work group	66.2%	69.2%	66.6%	72.9%	72.2%	72.4
	7.3: Poor performance is dealt with effectively in my work group	56.5%	60.4%	56.6%	63.1%	63.4%	66.0
8. Recognition		52.3%	54.5%	51.8%	57.9%	58.6%	52.6
	8.1: I get recognition when I do a good job	59.3%	61.9%	59.5%	64.2%	63.8%	57.1
	8.2: We celebrate success in NZ Police	53.2%	55.3%	52.9%	57.4%	60.0%	53.8
	8.3: NZ Police has appropriate ways of recognising outstanding achievement	52.5%	54.1%	51.2%	58.3%	59.4%	58.3
	8.4: I feel my contribution is valued in NZ Police	53.5%	56.2%	53.2%	61.5%	60.6%	54.5
	8.5: People here are appointed to positions based on merit	42.9%	44.9%	41.9%	48.6%	49.0%	39.1
9. Employee Engagement		70.3%	72.3%	68.2%	75.3%	72.7%	74.8
	9.1: Overall, I'm satisfied with my job	70.6%	72.0%	69.1%	74.2%	71.1%	69.2
	9.2: Overall, I would recommend NZ Police as a great place to work	68.2%	70.3%	64.8%	74.4%	68.8%	71.2
	9.3: I take an active interest in what happens in NZ Police	74.9%	75.7%	72.7%	75.6%	75.6%	78.8
	9.4: I feel inspired to go the extra mile to help NZ Police succeed	69.4%	72.2%	67.8%	75.3%	75.0%	76.3
	9.5: I feel a sense of commitment to NZ Police	76.1%	77.5%	73.7%	80.2%	77.1%	81.4
	9.6: NZ Police inspires me to do the best I can in my job every day	62.6%	65.8%	60.9%	72.3%	68.6%	71.8

Section and Question		Pakeha	Maori	European	Pacific Peoples	Asian Peoples	Other Ethnic Groups
<i>N =</i>		5458	759	1239	329	154	39
10. The Survey - Your Views		41.6%	44.0%	40.1%	49.4%	50.2%	48.7
	10.1: I believe actions will be taken based on the results of this survey	43.5%	45.2%	41.9%	49.9%	52.0%	51.9
	10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	39.8%	42.9%	38.4%	49.2%	48.0%	45.5

Note: Any row with coloured numbers indicates statistically significant differences occur in the perceptions of groups under examination on the respective survey item. Green indicates the highest scoring demographic group on the item, and red indicates the lowest scoring group. Scores are weighted mean scores. Blank cells indicate less than 15 respondents. Read across to determine which group/s score lowest on a particular question. Read down to identify groups that score low on numerous questions.

Key Insights – Ethnicity Comparisons Across all Survey Questions

1. As per the 2010 survey, staff with a Pacific Peoples ethnic background display the most favourable ratings on the biggest number of survey questions. This suggests this group is not a minority group facing an unsafe working environment.
2. The least favourable scores come primarily from respondents with a 'European' background.

Appendix 1: Profile of Respondents

Cross-tabs of gender and ethnicity by various demographic markers appear below. These indicate where analyses could and could not be performed given cell sizes. To protect the confidentiality of survey respondents, and to maintain statistical reliability, survey scores will not be reported for any demographic and/or demographic cross-tab with less than 15 responses (shaded blue below).

Gender

Female	Male	TOTAL
2954	6549	9503

Constabulary /Employee x Gender Cross Tabulation

	Female	Male	TOTAL
Constabulary	1201	5601	6802
Employee	1753	948	2701
TOTAL	2954	6549	9503

Rank/Level x Gender Cross Tabulation

	Female	Male	TOTAL
Senior Sergeant	38	330	368
Sergeant	127	1062	1189
Commissioned Officers	16	255	271
Constable	1020	3953	4973
Band A – F	1315	461	1776
Band G – J	357	397	754
Band 1 & Above	60	81	141
Not Evaluated	21	10	31
TOTAL	2954	6549	9503

Span of Control x Gender Cross Tabulation

	Female	Male	TOTAL
No reports	2627	5053	7680
Under 10 reports	224	859	1083
Between 10 and 50 reports	91	510	601
Over 50 reports	12	127	139
TOTAL	2954	6549	9503

Tenure x Gender Cross Tabulation

	Female	Male	TOTAL
Under 5	1126	1803	2929
5 - 10	703	1428	2131
10 - 15	471	1119	1590
15 - 20	346	657	1003
20 - 25	181	576	757
25 - 30	76	401	477
30 - 35	41	335	376
Over 35	10	230	240
TOTAL	2954	6549	9503

Ethnicity x Gender Cross Tabulation

	Female	Male	TOTAL
Pakeha	1501	3957	5458
Maori	223	536	759
Europeans	279	960	1239
Pacific Peoples	92	237	329
Asian Peoples	39	115	154
Other Ethnic Groups	10	29	39
TOTAL	2954	6549	9503

Hours of Work x Gender Cross Tabulation

	Female	Male	TOTAL
Full Time	2456	6479	8935
Part Time	498	70	568
TOTAL	2954	6549	9503

Ethnicity

	TOTAL
Pakeha	5458
Maori	759
Europeans	1239
Pacific Peoples	329
Asian Peoples	154
Other ethnic groups	39
TOTAL	7978

Functional Role x Gender Cross Tabulation

Function	Gender	Total
Airport	Female	3
	Male	44
Communications	Female	254
	Male	164
Community Policing	Female	60
	Male	201
Corporate Support	Female	554
	Male	244
District Management	Female	15
	Male	203
Finance	Female	42
	Male	30
Frontline support	Female	122
	Male	294
General Duties	Female	397
	Male	1865
HR - Training	Female	146
	Male	192
ICT	Female	51
	Male	187
Intelligence	Female	179
	Male	158
Investigations	Female	316
	Male	1184
Legal	Female	15
	Male	9
Liaison	Female	7
	Male	35
Overseas	Female	9
	Male	22
Policy	Female	32
	Male	55
Prosecutions	Female	128
	Male	174
Road Policing	Female	165
	Male	806
Specialist teams	Female	51
	Male	339
Vetting	Female	18
	Male	19
Watchhouse	Female	240
	Male	53
Youth	Female	118
	Male	245
Other	Female	32
	Male	26

Rank/Level Parent x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	TOTAL
Constabulary	4493	653	1075	256	112	30	6619
Employee	965	106	164	73	42	9	1359
TOTAL	5458	759	1239	329	154	39	7978

Rank/Level Full x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	TOTAL
Senior Sergeant	268	32	73	7	2	2	384
Sergeant	811	106	206	23	9	11	1166
Commissioned Officers	212	20	51	6	1	3	293
Constable	3202	495	745	220	100	14	4776
Band A - F	667	78	115	61	35	4	960
Band G - J	242	23	43	9	5	4	326
Band 1 & above	50	4	6	3	2	1	66
TOTAL	5458	759	1239	329	154	39	7978

Span of Control x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	TOTAL
No reports	4256	602	966	293	143	27	6287
Under 10 reports	687	99	158	20	9	7	980
Between 10 and 50 reports	408	48	94	14	2	5	571
Over 50 reports	107	10	21	2	0	0	140
TOTAL	5458	759	1239	329	154	39	7978

Tenure x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	TOTAL
Under 5	1085	202	407	116	80	5	1895
5 - 10	1233	176	215	86	43	5	1758
10 - 15	1041	135	160	48	13	4	1401
15 - 20	718	95	137	23	6	8	987
20 - 25	567	67	121	20	6	7	788
25 - 30	346	32	93	24	5	6	506
30 - 35	289	32	60	10	0	2	393
Over 35	179	20	46	2	1	2	250
TOTAL	5458	759	1239	329	154	39	7978

Gender x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	TOTAL
Female	1501	223	279	92	39	10	2144
Male	3957	536	960	237	115	29	5834
TOTAL	5458	759	1239	329	154	39	7978

District x Ethnicity Cross Tabulation

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	TOTAL
AK Metro Crime & Ops Support	115	15	36	8	5	2	181
Auckland City Dist	330	41	107	45	29	3	555
Bay Of Plenty Dist	377	85	92	10	1	3	567
Canterbury District	614	49	104	9	5	3	784
Central District	418	56	65	10	6	2	558
Commercial Vehicle Invest Unit	64	9	14	0	0	0	87
Counties/Manukau District	563	100	148	113	54	5	983
Crime	49	2	5	3	1	0	60
Eastern District	230	59	36	4	2	2	333
Financial Crime Group	19	1	5	0	1	0	26
ICT Service Centre	53	2	10	1	1	0	67
International Service Group	20	5	5	2	1	0	33
Legal	8	0	2	0	0	0	10
Licensing & Vetting	3	1	0	0	0	0	4
National Communications	193	21	28	15	9	2	268
National Intelligence Centre	24	1	3	1	0	0	29
National Prosecutions	119	11	37	9	2	0	178
Northland District	183	53	33	6	1	3	279
Org Financial Crime Agency NZ	23	1	3	0	0	0	27
Police Infringement Bureau	23	6	11	8	1	0	49
Police National Headquarters	95	12	23	6	8	0	144
Southern District	416	28	87	4	2	0	537
Tactical Groups	22	6	5	0	0	0	33

	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	TOTAL
Tasman District	192	16	39	8	1	0	256
Training Service Centre	127	17	34	6	0	4	188
Waikato Dist	377	53	87	13	7	2	539
Waitemata Dist	351	47	116	23	12	5	554
Wellington District	450	62	104	25	5	3	649

Appendix 2: Questionnaire

The NZ Police Workplace Survey 2011 is made up of 63 rating scale questions grouped into 10 sections as well as 3 open-ended questions at the end of survey. The 10 sections used to group questions were identified following statistical analysis of the 2010 survey data.

1. Vision and Purpose + Communication and Cooperation

- 1.1: NZ Police has a clear vision of where it's going and how it's going to get there
- 1.2: I feel I am working for an effective organisation
- 1.3: NZ Police is an enjoyable place to work
- 1.4: NZ Police cares about the well-being of its staff
- 1.5: There is a sense of 'common purpose' in NZ Police
- 1.6: I feel a sense of belonging to my District/Service Centre
- 1.7: I intend to continue working at NZ Police for at least the next 12 months
- 1.8: Communication in my District/Service Centre is open and honest
- 1.9: I feel informed about NZ Police and its activities
- 1.10: NZ Police is interested in the views and opinions of its staff
- 1.11: Work groups in NZ Police work well together

2. My Supervisor

- 2.1: My supervisor communicates the goals and objectives of our work group effectively
- 2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group
- 2.3: My supervisor behaves in a way that is consistent with the values of NZ Police
- 2.4: My supervisor treats staff with respect
- 2.5: My supervisor supports and encourages me in my job
- 2.6: I have confidence in my supervisor
- 2.7: I get regular feedback on my performance from my supervisor (formal/informal)

3. My Work Group

- 3.1: Staff in my work group work well together
- 3.2: I can rely on the support of others in my work group
- 3.3: Roles and responsibilities are clearly defined in my work group
- 3.4: I have confidence in the ability of others in my work group
- 3.5: I feel part of an effective work group
- 3.6: The way work is allocated in my workgroup is fair
- 3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police

4. My Job

- 4.1: The responsibilities of my job are clearly defined
- 4.2: I know how my work contributes to the effectiveness of NZ Police
- 4.3: My job gives me a sense of personal achievement
- 4.4: I have the tools and resources I need to do my job
- 4.5: I am sufficiently involved in decisions that affect the way I do my job
- 4.6: I am satisfied with my physical work environment
- 4.7: The level of work-related stress I experience in my job is acceptable
- 4.8: I am able to maintain a balance between my personal and working life
- 4.9: The pay and benefits I receive are fair for the work I do
- 4.10: I understand how my performance is measured
- 4.11: My performance is fairly assessed

5. Respect & Integrity in the Workplace

- 5.1: Staff in my workgroup respect employee diversity
- 5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination
- 5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)

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

6. Learning and Development

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

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

6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police

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

6.5: There are career and personal development opportunities for me in NZ Police

6.6: I am satisfied with my learning and development opportunities in NZ Police

7. Performance and Feedback

7.1: NZ Police expects high standards of performance from its people

7.2: People are held accountable for their performance in my work group

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

8. Recognition

8.1: I get recognition when I do a good job

8.2: We celebrate success in NZ Police

8.3: NZ Police has appropriate ways of recognising outstanding achievement

8.4: I feel my contribution is valued in NZ Police

8.5: People here are appointed to positions based on merit

9. Engagement

9.1: Overall, I'm satisfied with my job

9.2: Overall, I would recommend NZ Police as a great place to work

9.3: I take an active interest in what happens in NZ Police

9.4: I feel inspired to go the extra mile to help NZ Police succeed

9.5: I feel a sense of commitment to NZ Police

9.6: NZ Police inspires me to do the best I can in my job every day

10. The Survey - Your Views

10.1: I believe actions will be taken based on the results of this survey

10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup

11. Open Ended Questions

11.1 The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is:

11.2 The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is:

11.3 Please use the space below to add any further comments you wish to make: