

NZ Police Workplace Survey 2017

Safe Working Environment for Female and Ethnic Minority Employees



24 April 2017



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1. Introduction

In 2004, former Prime Minister Rt Hon Helen Clark announced the Commission of Inquiry into Police Conduct, to investigate how NZ Police created a safe working environment for minorities, particularly focusing on gender and ethnicity. The report released in 2007 produced 60 recommendations, two of which are listed below:

R50. New Zealand Police should continue its efforts to increase the numbers of women and those from ethnic minority groups in the police force in order to promote a diverse organisational culture that reflects the community it serves and to enhance the effective and impartial investigation of complaints alleging sexual assault by members of the police or by associates of the police.

R51. The Commissioner of Police should invite the State Services Commissioner to carry out an independent annual “health of the organisation” audit of the police culture (in particular, whether the organisation provides a safe work environment for female staff and staff from minority groups). The need for the audit should be reviewed after 10 years.

This is the eighth report provided by IBM (formerly Kenexa) examining the extent to which NZ Police provides a safe and respectful working environment for its employees, particularly for its female staff and those in minority groups. Assessment of a safe working environment for these groups has been included as part of the organisation’s annual Health Audit, as is required by the State Services Commissioner.

The findings in this report are based on the responses of 7,777 NZ Police staff members to the 2017 Workplace Survey. The organisational 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 are outlined as follows:

- Perceptions of respect for employee diversity within workgroups.
- Knowledge of who to contact to report incidents of discrimination, harassment, bullying, or other inappropriate conduct.
- Confidence that instances of harassment, discrimination, bullying or inappropriate conduct can be reported without fear of reprisal.
- Confidence that when reported, any such concerns will be dealt with effectively.
- Whether people had witnessed or experienced any of the above issues, and if so did they feel it had been dealt with effectively.
- Staff in workgroup and supervisor behaviour in accordance with NZ Police values.

Conclusions in this report are based on comparisons that reveal how female and ethnic minority groups experience the work environment in compared to their counterparts. We also examine changes in employee opinion over the last 12 months, and across the last seven years in relation to Respect and Integrity within NZ Police to understand how perceptions have changed over time.



2. Executive Summary

2.1 Respect and Integrity in NZ Police

It is of utmost importance to the NZ Police that all their employees, irrespective of gender or ethnicity, are provided a safe work environment. To this end, the tracking of favourability scores across seven Respect and Integrity items, has given insight into the perceptions of NZ Police's diverse employee population. Encouragingly, since 2012, four of the seven items have consistently returned highly favourable scores (above 80%). These items are *respect for diversity; knowing who to contact to report harassment, bullying or discrimination; staff working in accordance with values; and supervisors behaving in accordance with values*. On the contrary, scores on the remaining three items consistently receive much lower favourability scores (60 – 68%). These items are *feeling confident that they could raise concerns regarding inappropriate behaviour and conduct without fear of reprisal, and confidence that any issues raised would be dealt with appropriately*. So, although it's encouraging to see that overall, there has been stability in the responses to the Respect and Integrity items for NZ Police in 2017, there are some areas where NZ Police need to focus their attention to continue to enhance the working environment for staff.

Perceptions of *respect for employee diversity* and *knowing who to contact to report instances of workplace harassment, bullying and discrimination* have increased slightly on 2016 scores. Perceptions on both items have increased year on year since measurement began in 2010, and scores on both items are at their highest since measurement began 8 years ago.

Conversely, there has been a small decline in perception across the remaining five Respect and Integrity items (reductions of 0.4 -0.7 % points). When reviewing the pattern of scores across these items over the last 8 years, it's interesting to note that scores increased steadily between 2010 and 2014, where scores were at their highest. Since 2014, there has been a gradual decline in scores. This highlights the need to take targeted actions to stop any further decline in scores in the future.

When asked if people had *witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months*, and whether they thought it was effectively dealt with, 82.5% responded with 'Not Applicable' (meaning they had *not* witnessed or experienced such behaviours). This score is consistent with 2016, and higher than 2015 (81.7%). This means that 17.5% of employees responded stating they had witnessed or experienced some forms of inappropriate behaviour in the past 12 months – which is consistent with 2016. Of these people, 26.1% reported that they felt that these matter(s) were dealt with appropriately, meaning that 73.9% of those who had witnessed or experienced inappropriate behaviour(s) felt these were not effectively dealt with. This is comparable to the results seen since 2013, but is lower than the levels reported in 2010 (29.4%) when measurement began. As these figures are based on a question that asked '*in the last 12 months, if you have experience or witnessed an event*', it should be highlighted that it potentially includes multiple people witnessing the same event, and therefore cannot be interpreted as an indication of the number of actual events that have taken place, but rather the overall exposure of staff to these events. Further, there might be instances where inappropriate behaviours have been dealt with quickly and correctly, although due to the sensitive nature of such behaviours and the following proceedings, outcomes might not be visible or communicable to all staff or peers of the concerned staff member.



2.2 Respect and Integrity for male and female staff

As stated in R50, the NZ Police have committed to increasing the number of women employees to promote a diverse organisational culture that reflects the community it serves. As of 2016, females represented 31.2% of NZ Police, up from 29.3% in 2010 (Reference: NZ Police Annual Report 2016), providing evidence improvements have been made. With females representing almost a third of the employee population, it is of utmost importance NZ Police provide a safe working environment. This section is dedicated to summarising the findings of differences seen in the Respect and Integrity items across male and female staff.

When comparing the responses of male versus female staff within the NZ Police, females have lower perceptions of respect and integrity than their male counterparts. This difference in perception has remained consistent since measurement began in 2010.

The majority of NZ Police staff, both male (84.1%) and female (79.2%), stated they had not experienced any forms of harassment, bullying or discriminatory behaviours in the past 12 months. However, the rates of females experiencing harassment, bullying or discriminatory behaviours is higher than males. Of the females who had experienced the above behaviours, 29.3% indicated that these behaviours had been effectively managed. This is the highest proportion since measurements began in 2010. The proportion of males who had witnessed or experienced bullying or discriminatory behaviours whom believe it was dealt with effectively has gradually declined since 2013, currently sitting at 62.1%.

Across the seven Respect and Integrity items, there is only one meaningful difference between the scores of males and females. This is in the item *People in my team conduct themselves in accordance with the values expected by NZ Police*. There is a difference of 7.6% between the ratings of females (80.1%) and males (87.7%). This is consistent with 2016 findings, with this item having the largest perception gap. It is important to note that in 2016, there was a significant difference in the perceptions of males and females across four of the seven items, and this year, this difference is isolated to only one item. It is encouraging to see the perception gaps close.

Two of the seven Respect and Integrity items has seen a gradual uplift in scores since measurement began in 2010. These items are *Staff in my team respect employee diversity* and *I know who to contact to report instances of workplace harassment, bullying or discrimination*. Scores on both items are the highest they have been since 2010. This highlights areas where NZ Police have made successful improvements.

When exploring gender perceptions across Constabulary and Non-Constabulary employees, several significant differences exist. The population with the most disparity in ratings is within the *Constabulary* rank. Consistent with results from 2016, there are significant differences across four of the seven items, with females scoring less favourably than their male counterparts. These differences are attributed to the perception gap between male and female Sergeants, specifically for the items measuring *confidence in reporting harassment, bullying, discriminatory, or other inappropriate conduct in the workplace without reprisal; confidence that concerns raised will be dealt with effectively; and team mates behaving consistently with NZ Police values*. Female Sergeant's also rate the item of *Staff in my team respect employee diversity* less favourably than males. There were no other significant differences between the perceptions of males and females across the remaining constabulary ranks.



Although there are no significant differences between males and females within the *Employee* rank on the whole, differences exist when the sample is split into bands. Females within Band A-F held less favourable perceptions compared to their male colleagues in their *confidence to report bullying, harassment, or discrimination without fear of reprisal, and their confidence that these issues will be dealt with appropriately*. This is consistent with 2016 findings. Within Band G-J employees, females held a more positive view compared to males, towards *respect for diversity, on who to contact to report instances of workplace harassment, bullying or discrimination, in their confidence to report bullying, harassment, or discrimination without fear of reprisal, and their supervisor behaving in accordance with NZ Police values*.

Finally, among the Authorised Officer population, meaningful differences were found in the items of *staff in my team respecting diversity, knowing who to contact to report instances of workplace harassment, bullying or discrimination* and *confidence in raising concerns related to workplace harassment, bullying or discrimination without reprisal*. Across each of these, male perceptions are more positive than their female colleagues (specifically for Band A-F). It is important to note that two of the responses from females within Band A – F have level of agreement scores below 50%, highlighting possible ‘at risk’ areas. These are regarding their *fear of reprisal when raising concerns related to workplace harassment, bullying and discrimination*, and *confidence that the issue would be dealt with appropriately*. NZ Police need to understand what is driving these low scores, and act on improving them.

Significant gender differences also exist across all tenure levels (with females being less favourable in most instances), excluding employees who have served over 30 years. Across all seven items, females are scoring lower than their male counterparts across over half of the tenure bandings. In both the tenure bracket of 10-14 years and 20-24 years, females have less favourable perceptions than males across all but one area of Respect and Integrity.



2.3 Respect and Integrity by District and by Service Centre

Districts

Generally, staff (male and female) across almost all Districts strongly perceive that their peers in their workgroups as well as their *supervisors are behaving in accordance with NZ Police values*, that *people in teams respect employee diversity*, and that *people know who to contact in order to report workplace harassment, bullying or discrimination* – all the above questions scored strongly across all the Districts.

The highest number of meaningful differences between females and males were found within the Waikato and Counties / Manakau districts (differences in six of the seven questions being measured). In both cases, females held less positive perceptions than males. This pattern continued in both the Auckland City and Wellington districts, with females reporting significantly less favourable scores than their male counterparts in five out of the seven items.

The lowest favourability scores, across genders and districts, were reported in the item regarding *Confidence that issues will be dealt with appropriately*. Across all districts females had lower perception scores. It is important to note that males and females in both Bay of Plenty and Northland, as well as females in Central and Eastern districts had level of agreement scores below 50%. This highlights possible 'at risk' areas which need to be explored by NZ Police. This finding is consistent with 2016, suggesting any action taken in the last 12 months has not yet had an impact.

Service Centres

Fewer meaningful gender differences are present when comparing scores by Service Centres. Both Finance and Upper North Investigations Support centre have the greatest number of questions where male and female perceptions differ meaningfully; such differences occur for five of the seven items being reported on. This is in favour of men for the Upper North Investigations centre, and in favour of females for Finance. Although the sample size is small (N = 5), ratings across four of the seven items are below 50%, highlighting a possible 'at risk' area which needs to be explored by NZ Police with urgency.

On the other hand, Financial Crime Group, National Intel, Information and Technology and Strategy Group showed no meaningful differences between male and female employees. Unchanged from 2016, both males and females within Information and Technology scored below 50% on *confidence in the raised discrimination/harassment issues being dealt with appropriately*. This represents an 'at risk' area that requires attention, especially considering there has been no improvements made since 2016.

Seven Service Centres (Communications Centre, National Crime Group, Upper North Investigations Support, Finance, People, RNZPC and Prosecutions) had meaningful differences between the ratings of males and females on the item regarding *confidence in reporting other inappropriate conduct*.



2.4 Respect and Integrity for ethnic minorities

Firstly, when looking at the composition of the NZ Police the proportion of ethnic minorities has risen gradually since measurement began in 2010. In 2010, minorities made up 34.8% of the employee population, and this has risen to 35.1% overall (Source: NZ Police Annual Report 2016). The largest increase is within Asian peoples (2.1% to 3.0%). If NZ Police want its organisation to reflect the communities it serves, it needs to continue focusing efforts on increasing the numbers of Maori, Pacific and Asian peoples.

As the NZ Police are becoming more multicultural, it's important to ensure all employees, irrespective of their ethnicity, have a safe working environment. Encouragingly, when reviewing the responses across the Respect and Integrity items, all ethnicities have seen a rise in favourability scores since measurement began in 2010. This suggests positive improvements to the working environment. However, 2017 scores across all ethnicities are not at their highest, suggesting interventions need to remain consistent to see year on year improvements. Without targeted action these scores may continue to decline, which has been observed since 2014.

Consistent with findings in 2016, all ethnicities scored favourably (above 80%) to the items regarding *respect for diversity; knowing who to contact to report harassment, bullying or discrimination; staff working in accordance with values; and supervisor behaving in accordance with values*.

The item of *Confidence that issues will be dealt with appropriately* has been rated the least favourable irrespective of ethnicity. This isolates an area of focus for the NZ Police. Scores on this item currently sit higher than when measurement started in 2010, and although there has been a gradual increase in scores across the last eight years, all ethnicities have scored higher on this item at various points in the past.

When reviewing the changes in scores across ethnicities between 2016 to 2017, the responses of Asian Peoples increased favourability across most items. The largest improvement in score was reported in *Knowing who to contact* (from 77.8% to 84.2%). This is an encouraging finding as Asian Peoples reported the least favourable responses to five out of the seven Respect and Integrity items in 2016. Those employees who categorised themselves as 'Other Ethnic Groups' saw a reduction of scores across almost all items. The largest drop in score was seen in *Confidence in reporting other inappropriate conduct* (82.9% to 69.6%). Scores within this population tend to fluctuate year or year, which could be attributed to the small sample size.

The proportion of people who witnessed or experienced some form of harassment, discrimination or bullying in the workplace, dropped between 2010 to 2014. However, this increased in 2015 and levels have not reduced to those recorded in 2014 since. This trend was seen across all ethnicities excluding Asian Peoples and Other Ethnic Groups. In 2017, the proportion of respondents who indicated they had not witnessed or experienced a form of discrimination, harassment or bullying in the workplace over the past 12 months ranged between 82.1% to 91.3%, meaning that between 8.7% (Other Ethnic Groups) to 17.9% (Maori and Europeans) had witnessed or experienced these behaviours. It is worth noting that there was a significant reduction in the proportion of Other Ethnic Groups who witnessed or experienced inappropriate workplace conduct (from 17.1% in 2016 to 8.7% in 2017).

When looking at those populations who have witnessed/experienced the highest proportion of inappropriate workplace conduct, Maori and Europeans, 27% and 23% respectively believed these issues were dealt with appropriately. This highlights the need for a formal review on how cases of this nature are dealt with, and how this is communicated back to employees.



When examining ethnic group differences by rank level, more meaningful differences between ethnic groups were found among employees and authorised officers. Within the employee population, Maori held the least favourable perceptions, whereas Other Ethnic Group tended to provide the most favourable ratings. The most notable difference was between the perceptions of Other Ethnic Groups and Maori for the item *I am confident that the concerns I raise will be dealt with appropriately* (a difference of 31.8 percentage points). Within the Authorised Officer population, the Maori held the most favourable perceptions (although this is a small group) and Pakeha least favourable.

Significant gender differences were seen primarily within Maori and Asian employee populations, where female perception of respect and integrity are consistently lower than males. Meaningful differences predominantly exist in the questions related to *Staff in work group behaving in accordance with NZ Police Values* and *Confidence that any concerns raised will be dealt with appropriately*. Unlike 2016, there were no differences in perceptions between males and females in the Pakeha and European ethnic groups.

The biggest gender gap exists within the Asian Peoples group regarding *team members conducting themselves in accordance with NZ Police values*, where females are significantly less favourable than their male counterparts (with a difference of 21.6 percentage points).



Appendix 1 - Understanding this Report

Sample

A total of 7,777 employees participated in the 2017 NZ Police Workplace survey, representing a response rate of 63.9%. Of these, 2,592 identified as female, and 5,185 identified as male. In terms of ethnicity, 4,357 respondents identified themselves as Pakeha, 906 as Europeans, 676 as Maori, 315 as Pacific Peoples, 203 as Asian, and 46 as coming from Other Ethnic Groups.

Performance Scores

Primarily, results are reported as level of agreement scores. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation of adding up the number of 'Agree' and 'Strongly Agree' responses and then dividing this number by the number of valid responses. 'Valid' responses are all responses to the question, *excluding* those who did not answer the question which are therefore recorded by default as 'Do Not Know.'

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 6. The number of responses upon which data is based is important, particularly when looking at group comparisons. It should be noted that:

- Scores for demographic categories or cross tabulation(s) with less than 5 respondents is not reported to maintain statistical reliability and anonymity of respondents. These response numbers are shown in the tables in Appendix 6 are marked with an asterisk.
- Data based upon a small number of responses should be treated with caution as each individual response can have a large impact on the overall group score(s).

Statistical Analysis

A statistically significant result indicates that there is a real difference in scores between two groups of respondents. It is important to recognise that statistical analysis is impacted by the size of the survey sample. A very large survey sample means that there is sufficient 'statistical power' to detect even very small differences in scores. For a result to be considered statistically significant in this report we have used the below criteria, based on the size of the demographic comparison groups:

- More than 7,000 people: a difference of 2.5% or more
- 100-7,000 people: a difference of 5% or more



- 50 to 99 people: a difference of 10% or more
- Less than 50 people: a difference of 15% or more

Note that in many instances, the demographic combinations being compared vary substantially in size (i.e., when comparing the scores for Pakeha which has 4,357 respondents, with the scores for Other Ethnic Groups which has 46 respondents). In these instances, a more stringent criterion is applied (that is, the criterion for the smaller group size). Therefore, in the example when we compare the scores for Pakeha and Other Ethnic Groups, a more stringent criterion of +/-15% (for less than 50 people) is used to determine statistical significance.

Further methodological information

A comprehensive report outlining the survey methodologies provides a complete description of scope and methodologies employed in the NZ Police Workplace Survey 2017.



Appendix 2 - Sampling

Sample

All of NZ Police's approximately 12,165 employees were invited to participate in the survey. A total of 7,777 responses were obtained resulting in a response rate of 63.9%, which is considered a moderate 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	7,777
Female	2,592
Male	5,185

Ethnicity

Demographic	Number of Responses
Total Organisation	7,777
Pakeha	4,357
Europeans	906
Maori	676
Pacific Peoples	315
Asian Peoples	203
Other Ethnic Groups	46

Note: Ethnic data was obtained from NZ Police records and did not account for all people in the organisation. Respondents could also be classified under more than one ethnic group (e.g Maori and Pakeha). For these reasons, the above ethnic group numbers do not add up to the total number of responses for the total organisation.

The full demographic profile can be found in Appendix 6.



Margin of Error

Based on a population size of 12,165 and the response rate attained (63.9%), the maximum predicted margin of error for the results at the 95% confidence level is approximately $\pm 0.7\%$, 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.



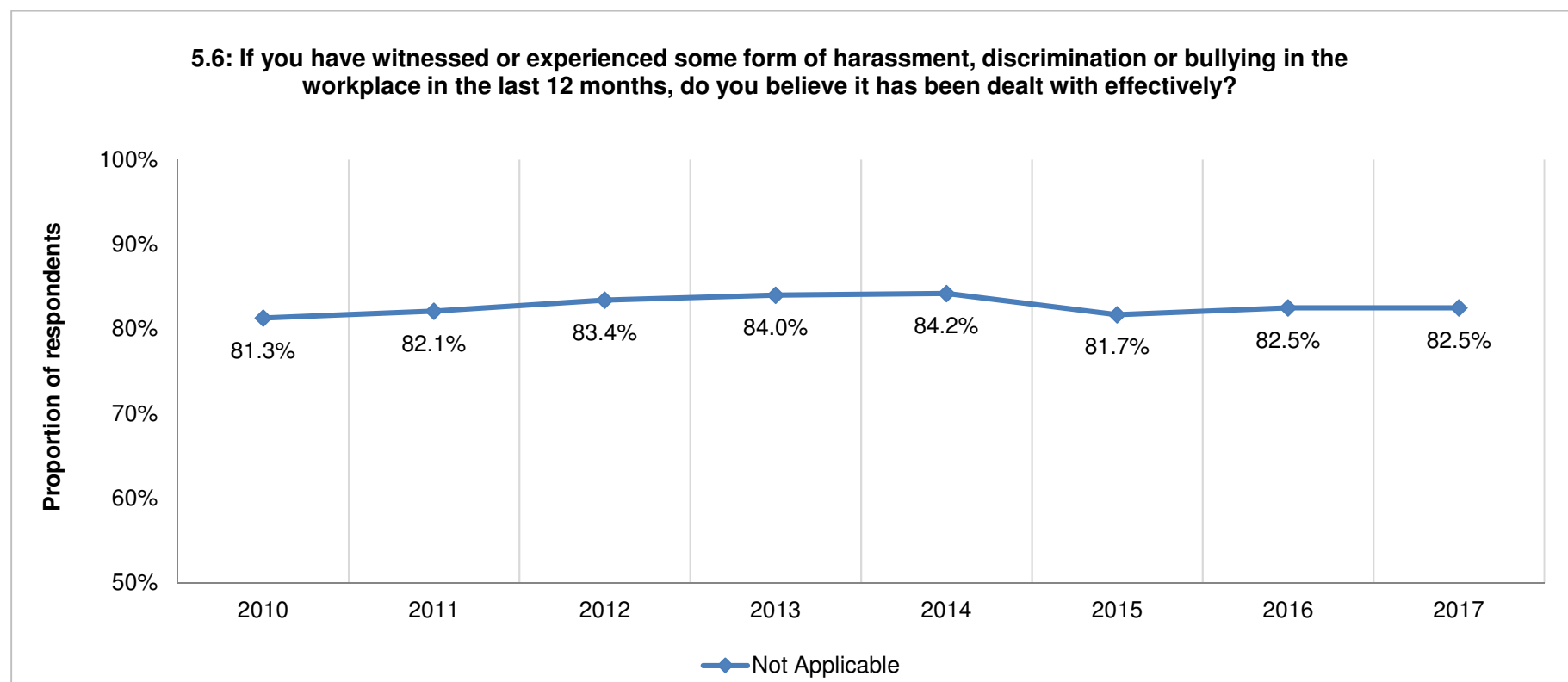
Appendix 3 – Respect and Integrity: Total Organisation level

Question	NZ Police 2017	NZ Police 2016	NZ Police 2015	NZ Police 2014	NZ Police 2013	NZ Police 2012	NZ Police 2011	NZ Police 2010
5.1: Staff in my team respect employee diversity	86.6	86.0	83.6	83.4	82.9	81.0	75.9	73.0
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.8	84.1	79.1	79.7	81.4	80.9	77.6	75.3
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	68.1	68.6	69.2	70.4	70.2	69.4	64.7	61.5
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)	66.9	67.3	68.4	69.1	68.4	67.1	62.4	59.9
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	60.9	61.5	63.0	64.4	64.2	63.5	57.8	56.8
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	85.2	85.6	86.0	86.2	86.8	85.3	83.8	80.1
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	84.1	84.8	87.5	87.4	81.6	82.2	78.8	78.1

Level of Agreement Score (%)

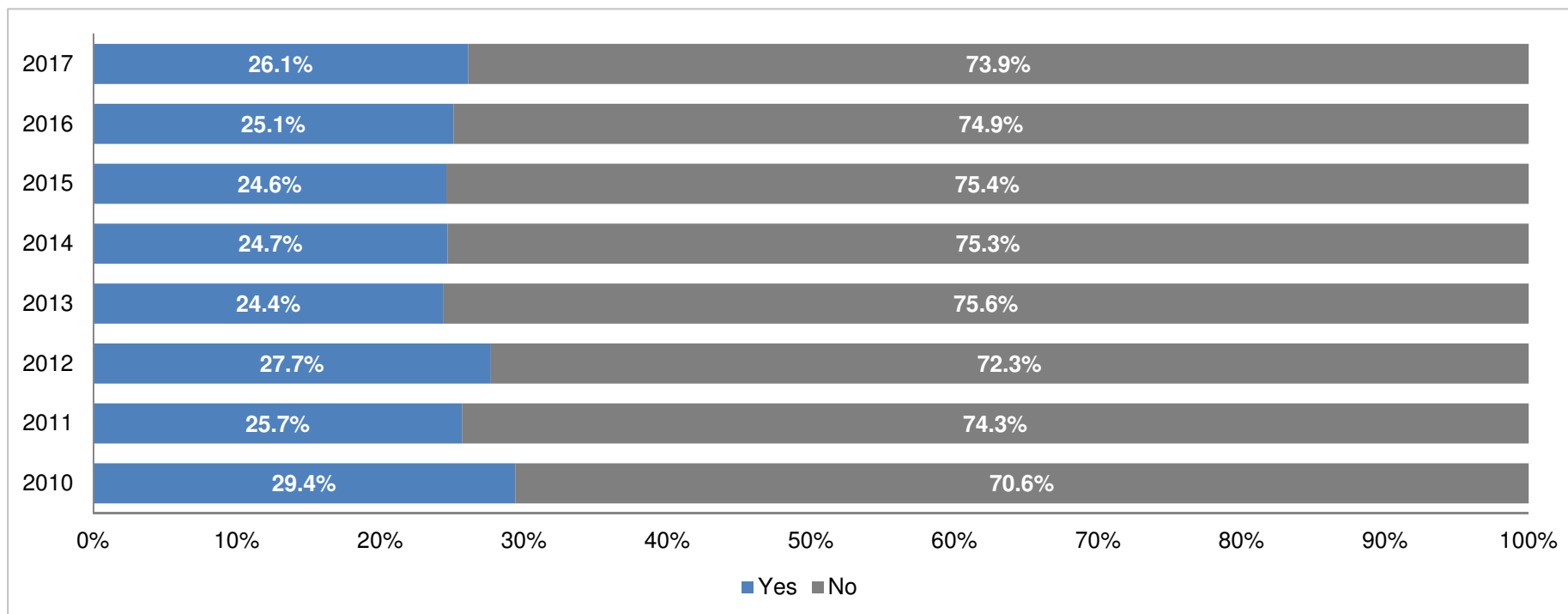


Dealing with Harassment, Bullying and Discrimination Effectively



It should be highlighted that as the question includes people who witnessed an event, multiple people may be describing a single event, therefore scores for this section cannot be used to indicate how many incidents occur in a 12 month period. In addition, due to the confidential nature of dealing with such incidents, witnesses will not necessarily know how well they were handled.

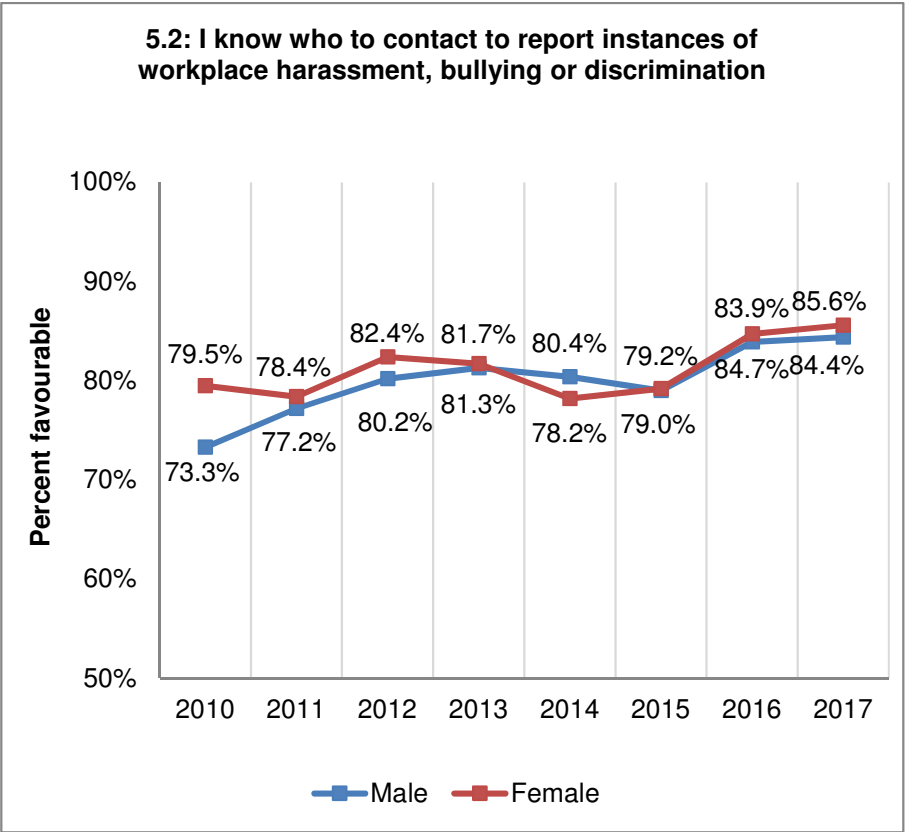
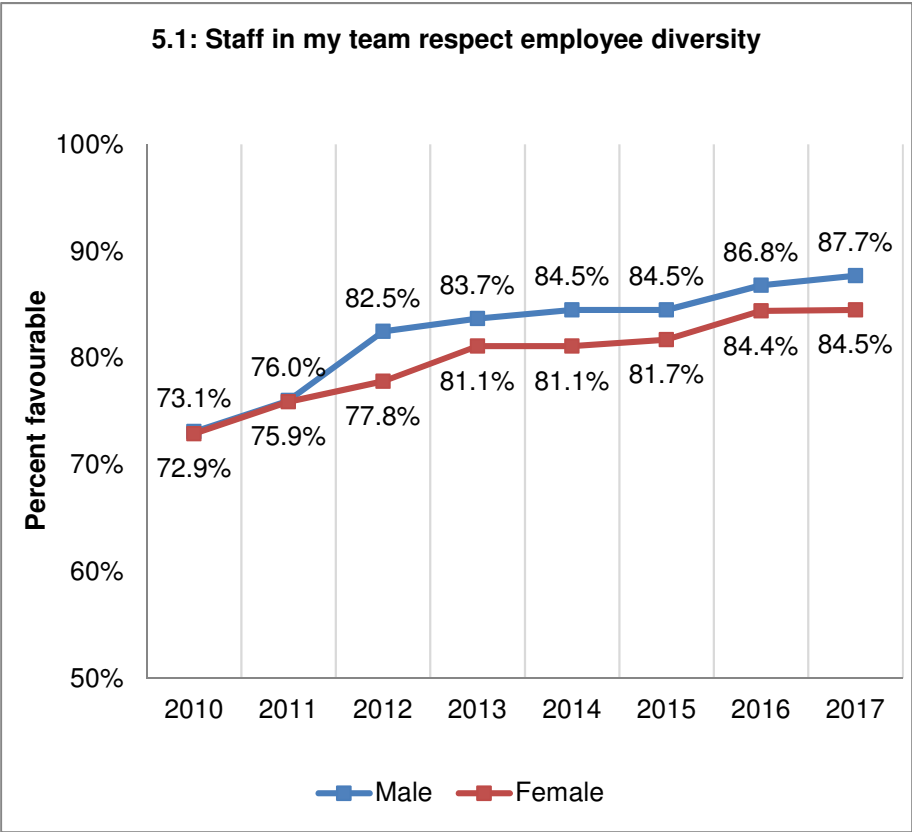
The graphs below focus on respondents at total organisation level who **indicated that they have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months**. The bars within this chart show proportions of these respondents who felt that such instances were dealt with effectively versus people who did not share this view.



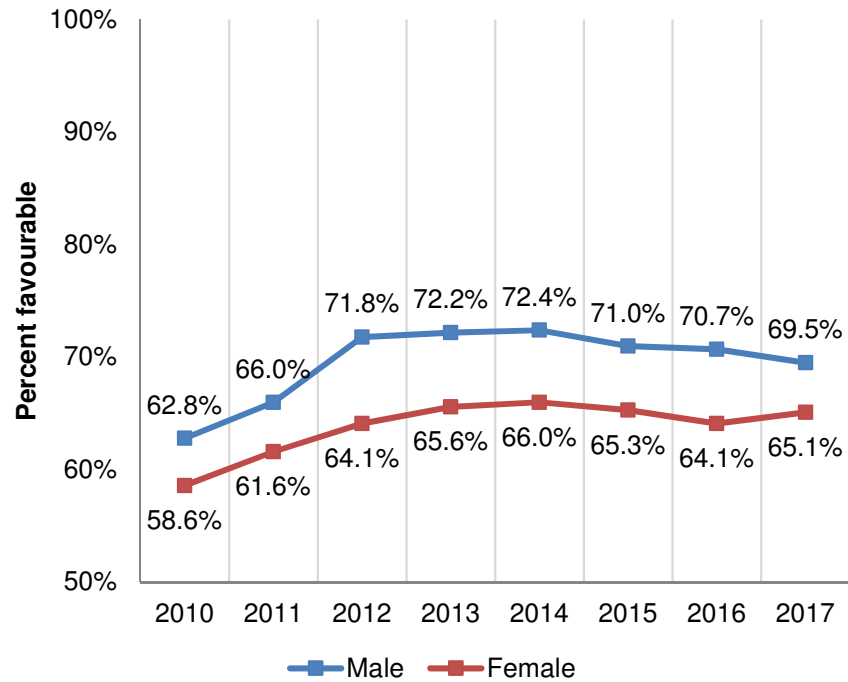
% of respondents out of those who did not respond with 'Not Applicable'



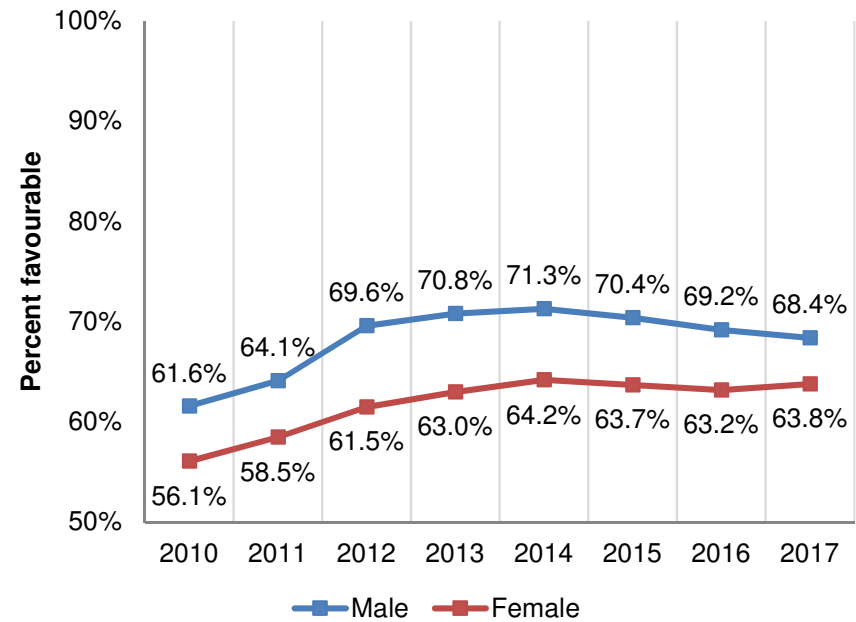
Appendix 4 - Respect and Integrity for males and females



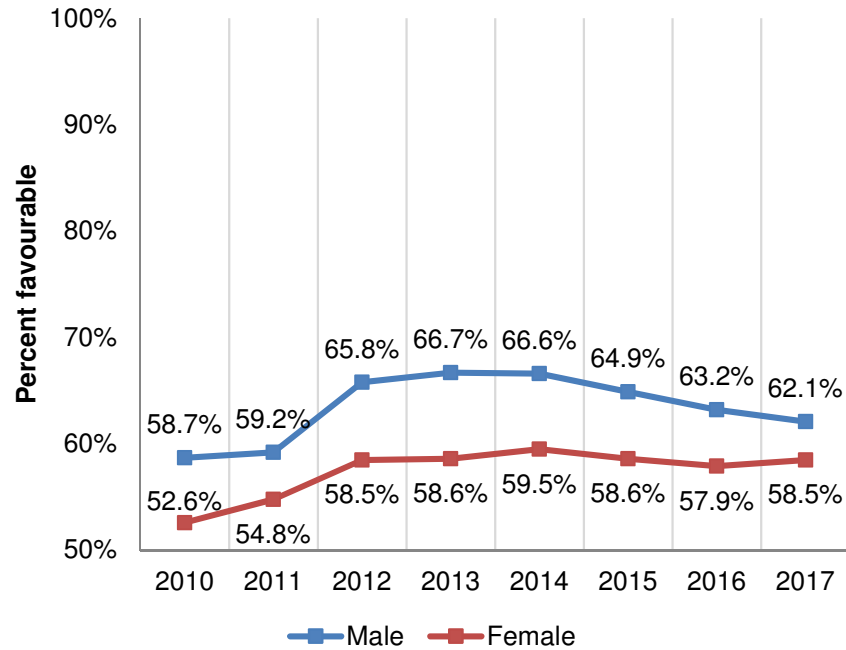
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal



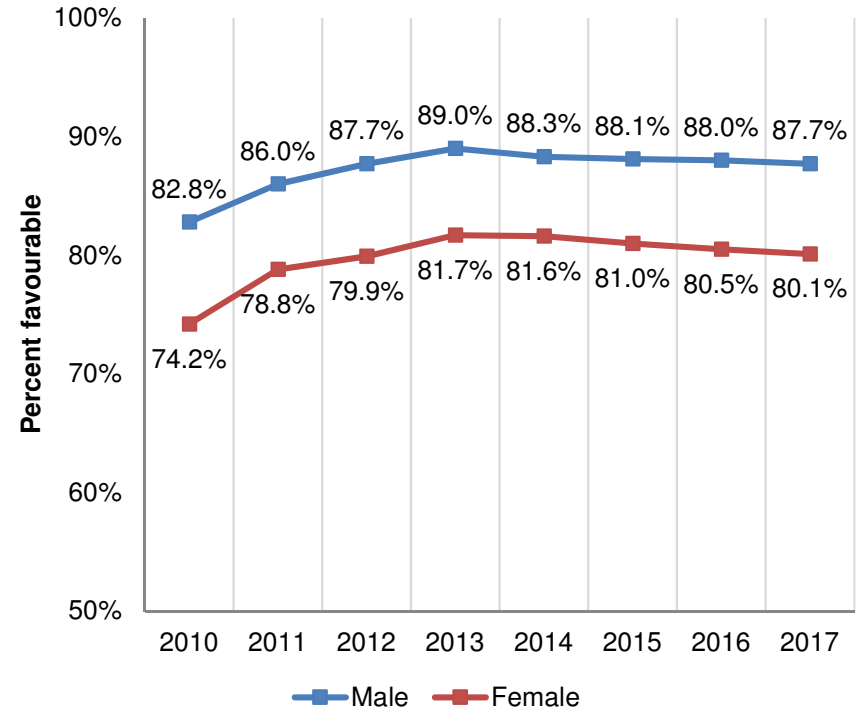
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)



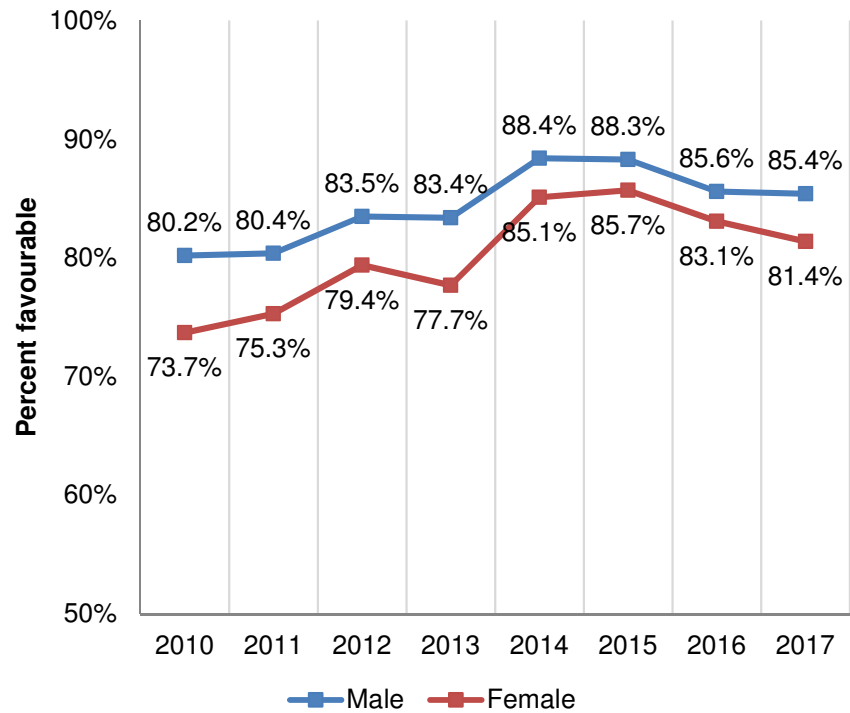
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately



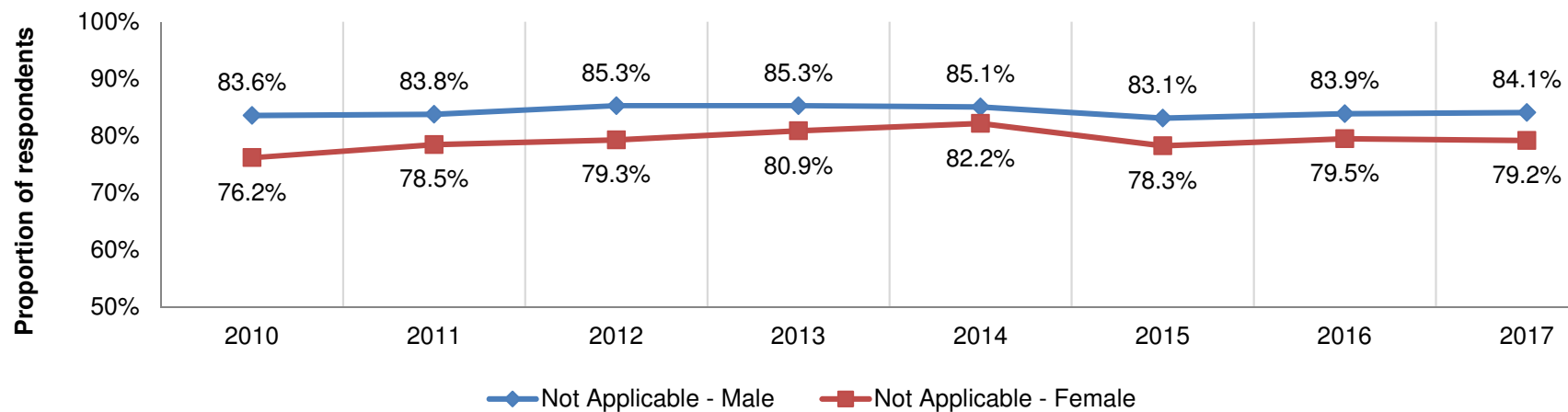
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police



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

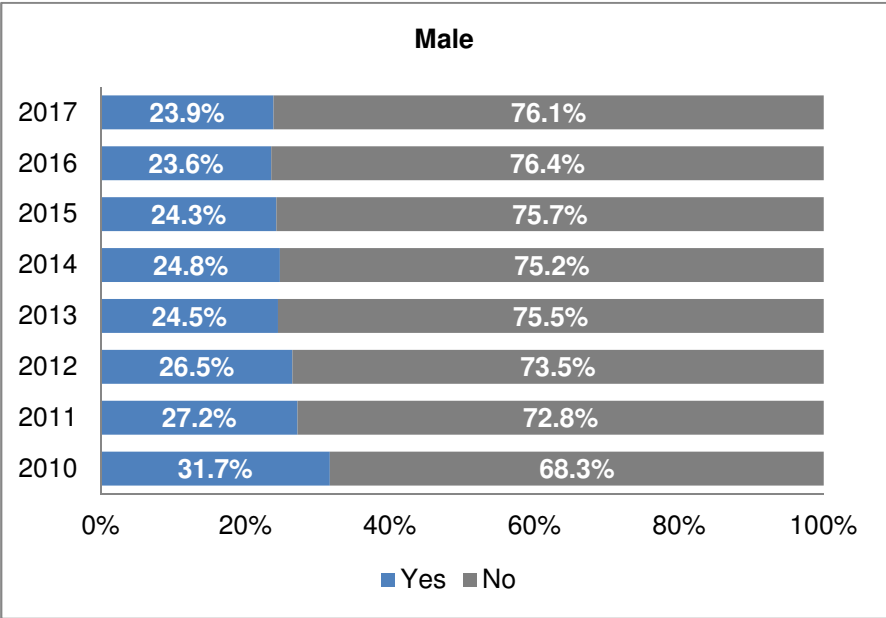
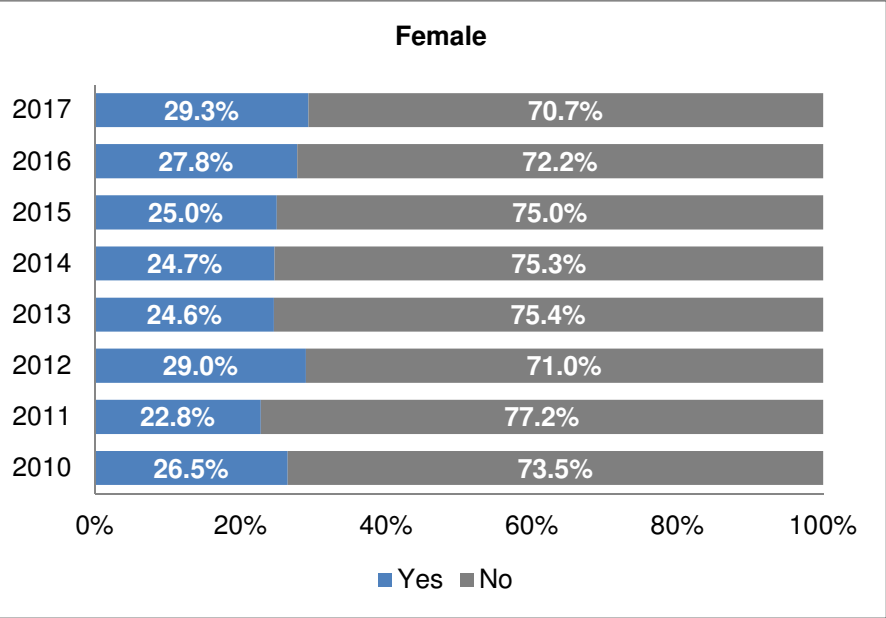


5.6: If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?



It should be highlighted that as the question includes people who witnessed an event, multiple people may be describing a single event, therefore scores for this section cannot be used to indicate how many incidents occur in a 12 month period. In addition, due to the confidential nature of dealing with such incidents, witnesses will not necessarily know how well they were handled.

The graphs below focus on respondents **who indicated that they witnessed or experienced some form of harassment, discrimination or bullying in the workplace over the last 12 months**. The bars within these charts show proportions of these respondents who felt that such instances were dealt with effectively versus people who do not share this view.



% of respondents out of those who did not respond with 'Not Applicable'



Gender comparisons across Constabulary and Non-Constabulary Employees

Question	Constabulary		Employee		Authorised Officer	
	Female	Male	Female	Male	Female	Male
	1,038	4,326	1,522	755	32	104
5.1: Staff in my team respect employee diversity	86.1	88.4	83.9	84.0	59.4	84.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	85.1	84.4	86.2	83.5	68.8	90.4
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.6	69.7	65.8	69.2	45.2	66.3
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)	62.1	68.6	65.3	67.6	50.0	62.5
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	56.6	62.2	60.0	61.9	48.4	59.8
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	83.4	89.3	78.1	79.8	68.8	80.8
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	84.4	86.5	79.3	79.1	87.5	85.6

Level of Agreement Score (%)

*Note: Coloured numbers indicate that statistically significant differences occur in the perceptions of males and females on the respective survey item within the respective Rank category. **Green** indicates the higher scoring group on the item, and **red** indicates the lower scoring group. Additionally, cells shaded in **red** represent low scores (i.e., level of agreement scores below 50) and highlight possible 'at risk' areas.*



Gender Comparisons across Constabulary and Non-Constabulary Employees

Question	Constabulary								Employee						Authorised Officer			
	Constable		Sergeant		Senior Sergeant		Commissioned Officer		Band A - F		Band G - J		Band 1 & Above		Band A - F		Band G - J	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
	833	2,904	126	888	42	304	37	229	1,131	357	318	306	73	92	32	99	0	5
5.1: Staff in my team respect employee diversity	85.9	86.0	84.7	93.1	88.1	93.1	94.6	94.8	81.7	81.6	90.2	85.1	90.3	89.1	59.4	83.8	--	100.0
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.0	81.2	85.7	88.2	92.9	94.7	100.0	95.6	84.8	84.5	89.6	81.0	93.1	88.0	68.8	89.9	--	100.0
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	63.1	66.9	66.7	72.5	73.8	78.9	81.1	81.7	64.7	71.3	68.6	64.9	70.8	75.0	45.2	66.7	--	60.0
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)	60.7	65.1	64.3	73.9	69.0	77.2	78.4	81.7	63.9	68.7	68.6	63.4	72.9	77.2	50.0	62.6	--	60.0
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	55.4	59.2	55.2	65.2	66.7	70.6	75.7	76.7	58.8	66.4	61.2	56.3	73.2	63.3	48.4	60.8	--	40.0
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.4	87.3	88.1	93.3	81.0	93.4	91.9	93.0	77.5	76.1	78.2	82.6	86.3	84.8	68.8	79.8	--	100.0
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	84.6	86.2	80.8	85.2	92.9	91.4	81.1	90.4	78.8	81.5	79.8	73.9	84.7	87.0	87.5	85.9	--	80.0

Level of Agreement Score (%)

Note: Coloured numbers indicate that statistically significant differences occur in the perceptions of males and females on the respective survey item within the respective Rank category. **Green** indicates the higher scoring group on the item, and **red** indicates the lower scoring group. Additionally, cells shaded in **red** represent low scores (i.e., level of agreement scores below 50) and highlight possible 'at risk' areas.



Gender Comparisons across Tenure Levels

Question	Under 2		2 - 4		5 - 9		10 - 14		15 - 19		20 - 24		25 - 29		30 - 34		Over 35	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
	518	407	480	633	482	1,004	432	979	281	787	218	475	109	376	49	254	23	270
5.1: Staff in my team respect employee diversity	86.7	89.9	87.0	88.1	81.6	88.9	79.5	86.0	88.1	85.8	82.6	90.0	87.9	86.9	85.7	86.0	91.3	89.2
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	85.5	85.7	86.7	88.4	81.7	85.5	84.9	81.7	86.8	80.8	87.5	86.4	91.7	83.2	89.6	83.0	87.0	88.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	72.4	75.8	65.6	75.2	60.8	68.9	62.1	67.2	63.6	67.2	61.0	69.8	65.1	67.6	79.2	67.3	65.2	68.9
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)	71.4	73.2	65.1	74.3	60.9	67.3	59.7	65.2	62.9	66.8	56.9	68.5	62.4	67.3	73.5	68.4	69.6	68.4
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	69.9	71.6	57.7	72.0	54.1	60.4	53.0	59.8	56.6	58.4	53.7	62.3	59.8	55.6	68.1	62.5	52.2	58.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	80.9	86.2	81.3	85.6	76.6	87.1	76.8	86.9	83.5	87.9	84.3	92.0	83.5	89.0	77.6	89.2	81.8	88.8
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	84.3	86.7	84.7	89.1	80.5	85.0	79.6	84.9	79.3	83.2	79.3	87.9	76.4	82.4	77.6	84.8	82.6	85.4

Level of Agreement Score (%)

*Note: Coloured numbers indicate that statistically significant differences occur in the perceptions of males and females on the respective survey item within the respective Tenure category. **Green** indicates the higher scoring group on the item, and **red** indicates the lower scoring group. Additionally, cells shaded in red represent low scores (i.e., level of agreement scores below 50) and highlight possible 'at risk' areas.*



Gender Comparisons of Respect and Integrity Scores across Districts (table continues over the next page).

Please 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.

Districts	Gender		5.1: Respect for Diversity	5.2: Knowing who to contact	5.3: Confidence in reporting harassment, bullying or discrimination without fear of reprisal	5.4: Confidence in reporting other inappropriate conduct	5.5: Confidence that issues will be dealt with appropriately	3.1: Staff in work group behaving in accordance with NZ Police Values	3.5: Supervisor behaving in accordance with NZ Police Values
Auckland City	Female	165	87.3	81.8	71.3	69.3	64.8	82.3	88.5
	Male	393	90.6	88.2	78.1	77.0	75.2	90.8	89.8
Bay Of Plenty	Female	134	73.9	86.6	56.7	56.0	47.3	72.4	70.2
	Male	340	82.3	83.8	57.8	55.2	48.7	82.6	83.4
Canterbury	Female	145	79.6	81.9	71.7	68.5	61.8	82.8	83.4
	Male	411	88.0	86.3	74.2	72.7	69.5	90.9	90.6
Central	Female	124	78.0	80.6	58.9	54.8	46.8	76.9	79.8
	Male	321	82.7	78.1	61.4	61.1	51.0	85.3	79.6
Counties / Manukau	Female	250	87.1	85.6	66.4	64.9	56.3	77.9	81.5
	Male	558	92.2	89.2	74.5	72.3	68.6	91.0	88.3
Eastern	Female	70	72.5	87.1	53.6	52.9	44.8	72.9	77.1
	Male	225	87.6	80.0	58.5	60.0	52.9	90.6	84.4

Level of Agreement Score (%)



Gender Comparisons of Respect and Integrity Scores across Districts (contd.).

Districts	Gender		5.1: Respect for Diversity	5.2: Knowing who to contact	5.3: Confidence in reporting harassment, bullying or discrimination without fear of reprisal	5.4: Confidence in reporting other inappropriate conduct	5.5: Confidence that issues will be dealt with appropriately	3.1: Staff in work group behaving in accordance with NZ Police Values	3.5: Supervisor behaving in accordance with NZ Police Values
Northland	Female	59	79.7	76.3	50.8	52.5	43.6	76.3	83.1
	Male	177	78.5	73.9	59.7	58.8	47.4	81.9	79.7
Southern	Female	107	85.0	89.6	59.4	60.0	51.9	88.8	85.0
	Male	266	82.3	82.7	65.3	59.5	52.1	86.5	83.8
Tasman	Female	65	89.2	90.8	73.8	73.8	70.8	92.3	89.2
	Male	178	90.9	91.5	71.0	71.0	64.6	93.2	88.0
Waikato	Female	113	82.1	79.6	58.4	56.3	55.0	83.2	80.5
	Male	320	88.3	79.8	68.8	67.2	61.1	88.4	86.8
Waitemata	Female	139	90.6	87.1	61.2	61.2	60.1	84.9	87.0
	Male	349	89.9	89.1	73.6	71.9	66.7	90.0	90.8
Wellington	Female	162	85.0	87.6	68.3	64.6	60.3	82.6	84.5
	Male	405	92.0	87.6	76.6	75.6	69.1	90.9	87.6

Level of Agreement Score (%)

*Note: Coloured numbers indicate that statistically significant differences occur in the perceptions of males and females on the respective survey item within the respective District. **Green** indicates the higher scoring group on the item, and **red** indicates the lower scoring group. Additionally, cells shaded in **red** represent low scores (i.e., level of agreement scores below 50) and highlight possible 'at risk' areas.*

Gender Comparisons of Respect and Integrity Scores across Service Centres (table continues over the next page).

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

Service Centre	Gender		5.1: Respect for Diversity	5.2: Knowing who to contact	5.3: Confidence in reporting harassment, bullying or discrimination without fear of reprisal	5.4: Confidence in reporting other inappropriate conduct	5.5: Confidence that issues will be dealt with appropriately	3.1: Staff in work group behaving in accordance with NZ Police Values	3.5: Supervisor behaving in accordance with NZ Police Values
Communications Centre	Female	266	88.5	89.4	65.3	64.0	57.5	80.0	82.2
	Male	141	90.6	90.7	71.4	72.1	70.3	81.3	87.1
Financial Crime Group	Female	29	89.7	93.1	82.8	75.9	65.5	82.8	86.2
	Male	36	94.4	86.1	75.0	75.0	73.5	94.4	97.2
National Crime Group	Female	62	88.5	83.6	66.1	72.6	68.3	77.4	67.7
	Male	99	82.8	81.8	60.6	62.6	58.2	80.6	71.7
OFCANZ	Female	28	92.9	92.9	75.0	77.8	70.4	82.1	92.9
	Male	56	94.6	80.4	75.0	73.2	64.3	98.2	87.5
Upper North Investigations Support	Female	5	80.0	40.0	20.0	20.0	20.0	80.0	100.0
	Male	37	89.2	73.0	69.4	75.7	62.2	97.3	94.6
National Intel	Female	35	80.0	74.3	62.9	71.4	57.1	80.0	74.3
	Male	21	85.7	81.0	52.4	57.1	52.4	85.7	85.7
NM Response and Operations	Female	11	63.6	63.6	63.6	63.6	63.6	45.5	72.7
	Male	94	81.9	76.6	70.2	70.2	67.0	86.2	81.9
Prosecutions	Female	78	65.4	76.9	60.3	55.1	55.8	76.9	78.2
	Male	112	84.5	77.5	68.5	70.3	60.9	80.9	75.7
Finance	Female	19	61.1	94.7	83.3	76.5	76.5	55.6	63.2
	Male	15	86.7	86.7	53.3	53.3	53.3	73.3	66.7

Service Centre	Gender		5.1: Respect for Diversity	5.2: Knowing who to contact	5.3: Confidence in reporting harassment, bullying or discrimination without fear of reprisal	5.4: Confidence in reporting other inappropriate conduct	5.5: Confidence that issues will be dealt with appropriately	3.1: Staff in work group behaving in accordance with NZ Police Values	3.5: Supervisor behaving in accordance with NZ Police Values
Information and Technology	Female	63	84.1	79.4	54.8	58.7	48.4	71.4	74.6
	Male	136	85.9	76.5	57.4	59.3	46.3	79.4	75.7
People	Female	128	92.9	88.9	71.7	67.5	68.0	82.0	80.3
	Male	34	91.2	88.2	87.9	85.3	73.5	79.4	84.8
RNZPC	Female	57	84.2	94.7	75.4	78.9	75.0	78.6	80.7
	Male	117	85.3	88.9	70.1	65.8	62.4	84.6	81.2
Strategy Group	Female	37	83.8	89.2	67.6	67.6	63.9	86.5	73.0
	Male	32	93.8	87.5	81.3	71.9	67.7	87.5	75.0
CVIU National	Female	7	100.0	85.7	71.4	71.4	71.4	100.0	71.4
	Male	80	83.5	77.2	63.6	64.6	50.0	81.0	83.5
PIB	Female	47	93.6	93.6	67.4	67.4	63.8	71.7	83.0
	Male	28	70.4	81.5	66.7	66.7	53.8	53.6	67.9

Level of Agreement Score (%)

*Note: Coloured numbers indicate that statistically significant differences occur in the perceptions of males and females on the respective survey item within the respective Service Centre. **Green** indicates the higher scoring group on the item, and **red** indicates the lower scoring group. Additionally, cells shaded in red represent low scores (i.e., level of agreement scores below 50) and highlight possible 'at risk' areas.*

Appendix 5 – Respect and Integrity for Ethnic Minorities: Total Organisation Level

Ethnicity	Survey Year	5.1: Respect for Diversity	5.2: Knowing who to contact	5.3: Confidence in reporting harassment, bullying or discrimination without fear of reprisal	5.4: Confidence in reporting other inappropriate conduct	5.5: Confidence that issues will be dealt with appropriately	3.1: Staff in work group behaving in accordance with NZ Police Values	3.5: Supervisor behaving in accordance with NZ Police Values
Pakeha	2017	87.6	85.1	68.4	67.6	61.2	86.8	85.1
	2016	87.2	84.8	68.8	67.6	61.7	86.7	85.4
	2015	84.4	79.4	69.6	68.7	63.0	86.9	87.9
	2014	84.4	80.5	70.1	69.3	64.4	87.5	88.1
	2013	84.6	82.4	70.8	69.1	65.1	88.1	82.3
	2012	82.4	81.8	69.8	67.4	63.9	87.3	83.5
	2011	76.4	78.8	65.1	62.3	58.1	85.7	79.8
	2010	73.3	76.1	60.9	59.3	56.4	82.2	79.0
Maori	2017	87.1	89.0	73.8	70.4	64.5	86.9	85.9
	2016	84.8	82.5	72.3	69.7	63.1	86.5	87.1
	2015	83.6	78.7	73.3	71.6	65.4	86.1	89.0
	2014	84.5	79.2	74.1	71.0	64.9	88.3	88.8
	2013	81.2	79.6	71.8	69.7	65.1	88.9	84.4
	2012	81.7	81.9	72.2	69.1	67.7	88.5	84.0
	2011	75.3	77.5	66.2	64.3	62.1	85.0	79.8
	2010	73.6	76.0	65.4	62.8	59.3	82.2	81.8
Europeans	2017	88.4	83.1	66.1	65.2	58.3	88.7	85.3
	2016	87.8	83.7	66.8	65.9	60.4	87.4	85.1
	2015	84.0	79.7	65.9	66.3	61.3	88.7	88.1
	2014	83.7	79.5	69.7	67.9	63.2	88.0	88.1
	2013	81.9	81.2	68.9	67.6	61.8	87.4	83.4
	2012	81.3	80.9	68.8	66.6	63.3	86.0	83.1
	2011	75.6	77.6	62.5	60.2	55.3	84.6	79.0
	2010	71.5	73.0	58.2	56.9	53.7	80.1	78.0

Level of Agreement Score (%)



Respect and Integrity for Ethnic Minorities (contd.)

Ethnicity	Survey Year	5.1: Respect for Diversity	5.2: Knowing who to contact	5.3: Confidence in reporting harassment, bullying or discrimination without fear of reprisal	5.4: Confidence in reporting other inappropriate conduct	5.5: Confidence that issues will be dealt with appropriately	3.1: Staff in work group behaving in accordance with NZ Police Values	3.5: Supervisor behaving in accordance with NZ Police Values
Pacific Peoples	2017	87.9	85.7	76.8	73.6	69.1	87.0	86.6
	2016	89.0	82.9	75.1	74.1	70.6	87.9	91.3
	2015	85.9	82.4	73.8	74.3	68.3	88.8	90.9
	2014	85.1	80.1	78.0	76.4	72.6	87.9	89.8
	2013	82.0	80.7	74.4	74.2	72.9	87.3	85.9
	2012	80.9	81.0	76.2	72.8	69.7	85.7	83.9
	2011	78.4	80.5	74.5	70.2	64.9	82.7	83.3
	2010	75.9	75.9	73.8	73.0	65.0	77.5	80.1
Asian Peoples	2017	83.2	84.2	69.8	71.1	65.7	81.7	85.2
	2016	77.3	77.8	65.3	62.7	61.5	80.9	88.1
	2015	83.0	80.0	69.4	66.7	65.7	78.2	90.9
	2014	79.0	80.0	67.5	68.8	61.0	80.1	86.3
	2013	77.5	78.8	69.2	67.5	63.9	82.4	82.5
	2012	71.7	73.4	64.3	61.8	57.3	80.8	84.9
	2011	71.4	70.8	63.6	62.7	63.2	78.1	76.6
	2010	67.8	64.1	61.0	57.2	55.9	74.0	83.0
Other Ethnic Groups	2017	87.0	84.8	71.7	69.6	71.7	78.3	84.8
	2016	78.0	85.4	80.5	82.9	72.5	82.9	90.0
	2015	74.4	76.9	69.2	64.1	59.0	74.4	82.1
	2014	81.6	75.5	65.3	67.3	63.3	81.6	85.7
	2013	72.9	62.5	64.6	66.7	60.4	85.4	79.2
	2012	67.4	81.4	62.8	62.8	62.8	81.4	76.2
	2011	64.1	82.1	60.5	56.4	50.0	84.6	71.1
	2010	61.0	75.6	58.5	56.1	56.1	65.9	68.3

Level of Agreement Score (%)



“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?”

Pakeha									Pacific Peoples								
	2017	2016	2015	2014	2013	2012	2011	2010		2017	2016	2015	2014	2013	2012	2011	2010
Not Applicable (%)	83.2	82.5	81.9	84.1	84.6	84.6	82.8	82.1	Not Applicable (%)	86.0	85.3	84.1	87.1	86.9	85.2	83.9	84.9
Yes (%)	4.3	4.5	4.3	4.2	3.9	4.4	4.4	5.2	Yes (%)	5.4	6.6	4.7	2.8	3.3	4.5	5.5	6.5
No (%)	12.5	13.0	13.8	11.7	11.4	11.0	12.8	12.7	No (%)	8.6	8.0	11.2	10.2	9.8	10.3	10.6	8.6
Maori									Asian Peoples								
	2017	2016	2015	2014	2013	2012	2011	2010		2017	2016	2015	2014	2013	2012	2011	2010
Not Applicable (%)	82.1	83.7	83.5	85.2	83.1	83.1	84.1	82.4	Not Applicable (%)	83.7	85.1	78.4	75.3	75.0	80.9	76.6	78.2
Yes (%)	4.9	4.2	4.3	2.9	3.7	4.3	4.5	5.3	Yes (%)	5.9	3.6	4.5	4.9	6.9	5.8	7.8	5.4
No (%)	13.0	12.0	12.1	12.0	13.1	12.5	11.5	12.2	No (%)	10.3	11.3	17.0	19.8	18.1	13.3	15.6	16.3
Europeans									Other Ethnic Groups								
	2017	2016	2015	2014	2013	2012	2011	2010		2017	2016	2015	2014	2013	2012	2011	2010
Not Applicable (%)	82.1	84.5	81.9	85.4	85.0	83.4	80.3	80.0	Not Applicable (%)	91.3	82.9	89.7	83.7	81.3	81.4	71.8	85.4
Yes (%)	4.1	2.7	4.2	3.5	3.6	4.7	5.6	5.3	Yes (%)	2.2	7.3	0.0	4.1	10.4	7.0	7.7	4.9
No (%)	13.8	12.9	13.9	11.1	11.4	11.9	14.1	14.6	No (%)	6.5	9.8	10.3	12.2	8.3	11.6	20.5	9.8

Ethnicity Comparisons – Constabulary, Non-Constabulary Employees, and Authorised Officers

Question	Constabulary						Employee						Authorised Officer					
	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O	Pa	M	E	Pc	A	O
	3,472	567	741	242	135	26	848	100	157	65	66	18	37	9	8	8	2	2
5.1: Staff in my team respect employee diversity	87.7	87.4	88.8	91.3	85.1	88.5	87.2	85.0	86.5	76.9	80.3	88.9	86.5	88.9	87.5	75.0	--	--
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.7	88.7	82.1	85.1	81.3	80.8	86.9	89.9	87.3	85.9	89.4	88.9	86.5	100.0	87.5	100.0	--	--
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	68.5	74.6	65.9	77.7	67.9	57.7	68.3	67.0	67.1	72.3	74.2	88.9	56.8	100.0	75.0	87.5	--	--
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)	67.6	70.8	64.5	74.7	67.9	57.7	68.0	65.0	67.3	67.7	78.5	88.9	54.1	100.0	87.5	87.5	--	--
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	61.1	65.5	57.4	70.5	62.1	61.5	62.1	57.1	62.1	61.5	73.4	88.9	51.4	87.5	75.0	87.5	--	--
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.9	87.8	90.1	89.3	87.4	88.5	82.5	80.6	81.3	80.0	72.3	66.7	86.5	100.0	100.0	75.0	--	--
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	86.2	86.4	86.3	87.6	87.4	88.5	80.7	82.5	80.1	84.6	80.3	83.3	86.5	88.9	100.0	75.0	--	--

Level of Agreement Score (%)

Note: 'Pa' = Pakeha, 'M' = Maori, 'E' = 'Europeans', 'Pc' = 'Pacific Peoples', 'A' = 'Asian Peoples' and 'O' = 'Other Ethnic Groups'. Comparisons are made across the ethnic groups within Constabulary, Employees, and Authorised Officers for each question. Coloured numbers indicate that statistically significant differences occur between the highest and lowest scoring ethnic groups within each rank (refer to Appendix 1 for the criteria used to determine statistically significant differences). **Green** indicates the highest scoring ethnic group within the particular rank on the respective question, and **red** indicates the lowest scoring ethnic group.



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

Question	Pakeha		Maori		Europeans		Pacific Peoples		Asian Peoples		Other Ethnic Groups	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
	1,285	3,072	204	472	234	672	91	224	57	146	13	33
5.1: Staff in my team respect employee diversity	86.9	87.9	84.2	88.3	85.9	89.2	82.4	90.2	75.4	86.2	100.0	81.8
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	86.4	84.6	88.7	89.2	84.5	82.5	86.7	85.3	77.2	86.9	84.6	84.8
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	69.4	66.0	77.1	64.2	66.8	74.7	77.7	64.9	71.7	76.9	69.7
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	68.8	61.8	74.1	63.9	65.6	71.4	74.4	64.3	73.8	76.9	66.7
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	60.4	61.6	57.4	67.6	57.2	58.7	63.3	71.4	55.4	69.7	76.9	69.7
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	83.8	88.1	80.8	89.6	86.2	89.5	79.1	90.2	66.1	87.7	76.9	78.8
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	83.0	86.0	83.2	87.0	82.5	86.4	87.9	86.1	75.4	89.0	84.6	84.8

Level of Agreement Score (%)

Note: Coloured numbers indicate statistically significant differences occur in the perceptions of males and females on the respective survey item and the respective ethnic group. **Green** indicates the higher scoring group on the item, and **red** indicates the lower scoring group.



Appendix 6 – Profile of Respondents

The tables below present the respondent count for the various gender and ethnicity cross tabulations analysed in this report.

Constabulary/Employee/Authorised Officer x Gender Cross Tabulation

	Female	Male
Constabulary	1,038	4,326
Employee	1522	755
Authorised Officer	32	104

Rank/Level x Gender Cross Tabulation

		Female	Male
Constabulary	Constable	833	2,904
	Sergeant	126	888
	Senior Sergeant	42	304
	Commissioned Officers	37	229
Employee	Band A – F	1,131	357
	Band G – J	318	306
	Band 1 & above	73	92
Authorised Officer	Band A – F	32	99
	Band G – J	0*	5

*Indicates that less than 5 responses met this demographic criteria, therefore survey scores cannot be reported for this group



Tenure x Gender Cross Tabulation

	Female	Male
Under 2	518	407
2 - 4	480	633
5 - 9	482	1,004
10 - 14	432	979
15 - 19	281	787
20 - 24	218	475
25 - 29	109	376
30 - 34	49	254
Over 35	23	270

Service Centre x Gender Cross Tabulation

Service Centre	Female	Male
Communications Centre	266	141
CVIU National	7	80
Finance	19	15
Financial Crime Group	29	36
Information and Technology	63	136
National Crime Group	62	99
National Intel	35	21
NM Response and Operations	11	94
OFCANZ	28	56
People	128	34
PIB	47	28
Prosecutions	78	112
RNZPC	57	117
Strategy Group	37	32
Upper North Investigations Support	5	37



District x Gender Cross Tabulation

District	Female	Male
Auckland City	165	393
Bay Of Plenty	134	340
Canterbury	145	411
Central	124	321
Counties / Manukau	250	558
Eastern	70	225
Northland	59	177
Southern	107	266
Tasman	65	178
Waikato	113	320
Waitemata	139	349
Wellington	162	405



Ethnicity x Gender Cross Tabulation

	Female	Male
Pakeha	1,285	3,072
Maori	204	472
Europeans	234	672
Pacific Peoples	91	224
Asian Peoples	57	146
Other Ethnic Groups	13	33

Constabulary/Employee/Authorised Officer x Ethnicity Cross Tabulation

	Constabulary	Employee	Authorised Officer
Pakeha	3,472	848	37
Maori	567	100	9
Europeans	741	157	8
Pacific Peoples	242	65	8
Asian Peoples	135	66	2*
Other Ethnic Groups	26	18	2*

*Indicates that less than 5 responses met this demographic criteria, therefore survey scores cannot be reported for this group



Appendix 7 – Questionnaire

The NZ Police Workplace Survey 2017 is made up of 50 rating scale questions grouped into seven sections, one drop-down box (yes/no) question, as well as two open-ended questions at the end of survey. The questions are presented below. Please note that the questionnaire is a copyrighted instrument.

1. The Work I Do

- 1.1: The responsibilities of my job are clearly defined
- 1.2: I know how my work contributes to the effectiveness of NZ Police
- 1.3: I understand how my performance is measured
- 1.4: My performance is fairly assessed
- 1.5: I am sufficiently involved in decisions that affect the way I do my job
- 1.6: The level of work-related stress I experience in my job is acceptable
- 1.7: The work I do makes good use of my knowledge and skills
- 1.8: My job gives me a sense of personal achievement
- 1.9: I am strongly committed to the work I do
- 1.10: I am motivated to do the best I can in my job everyday

2. Learning and Development

- 2.1: NZ Police provides adequate training for the work I do
- 2.2: I am encouraged to try new ways of doing things
- 2.3: There are learning and development opportunities for me in NZ Police
- 2.4: There are career development opportunities for me in NZ Police

3. My Team

- 3.1: People in my team conduct themselves in accordance with the values expected by NZ Police
- 3.2: I feel part of an effective team
- 3.3: People are held accountable for their performance in my team
- 3.4: Poor performance is dealt with effectively in my team
- 3.5: My supervisor behaves in a way that is consistent with the values of NZ Police
- 3.6: My supervisor communicates the goals and objectives of our team effectively
- 3.7: I get regular feedback on my performance from my supervisor (formal/informal)

4. Performance Focus

- 4.1: NZ Police has appropriate ways of recognising outstanding achievement
- 4.2: People here are appointed to positions based on merit
- 4.3: We celebrate success in NZ Police



- 4.4: I feel my contribution is valued in NZ Police
- 4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
- 4.6: NZ Police expects high standards of performance from its people
- 4.7: NZ Police delivers on the promises it makes to its customers

5. Respect & Integrity in the Workplace

- 5.1: Staff in my team respect employee diversity
- 5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination
- 5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)
- 5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately
- 5.6: 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? (Yes/No)

6. Vision and Purpose + Communication and Cooperation

- 6.1: NZ Police has a clear vision of where it's going and how it's going to get there
- 6.2: Communication in my District or my Service Centre is open and honest
- 6.3: I feel informed about NZ Police and its activities
- 6.4: There is a sense of 'common purpose' in NZ Police
- 6.5: NZ Police is interested in the views and opinions of its staff
- 6.6: Teams within NZ Police work well together
- 6.7: I feel a sense of belonging to my District or my Service Centre
- 6.8: NZ Police cares about the well-being of its staff
- 6.9: NZ Police is an enjoyable place to work
- 6.10: I feel I am working for an effective organisation
- 6.11: I intend to continue working at NZ Police for at least the next 12 months

7. Final Thoughts

- 7.1: Overall, I'm satisfied with my job
- 7.2: Overall, I would recommend NZ Police as a great place to work
- 7.3: I take an active interest in what happens in NZ Police
- 7.4: I feel inspired to go the extra mile to help NZ Police succeed
- 7.5: I feel a sense of commitment to NZ Police
- 7.6: NZ Police inspires me to do the best I can in my job every day



8. Open Ended Questions

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

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

