

FUTURE WORKFORCE – Diversity



ANZPAA Conference
***Innovation Policing:
Anticipating Future
Challenges***

MELBOURNE, 2 MAY 2018

**Dr Jackie Blue – Equal Employment
Opportunities Commissioner**

Themes for

Our discussion will focus on:

today

- The personal & professional characteristics of the police workforce of the future.
- What does the current workforce look like?
- What should the new workforce look like?
- What skills & capabilities will the workforce need?
- How can policing agencies recruit & retain this workforce?



Gender break down in NZ Police 2017

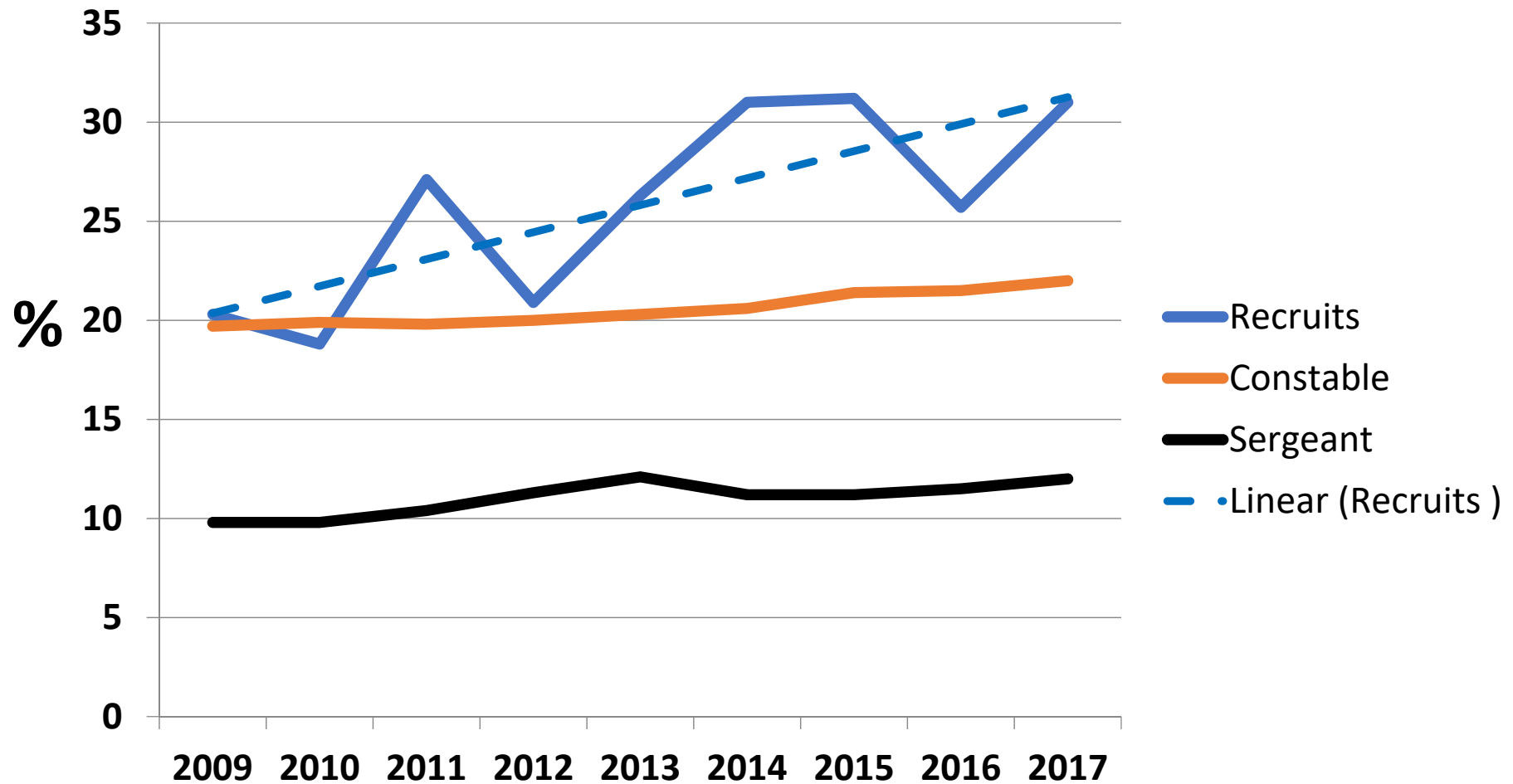
	30/06/2012	30/06/2017	Female % growth
Commissioner	0/0	0	
Deputy Commissioner	0/0	1/3	
Assistant Commissioner	0/5	1/9	
Superintendent	1/44	6/30	500%
Inspector	21/250	36/289	71%
Senior Sergeant	47/442	63/485	34%
Sergeant	162/1438	174/1445	7%
Constable	1335/6672	1434/6512	7%
Recruit	18/86	53/177	194%

Growth of women in the Constabulary - ? exponential

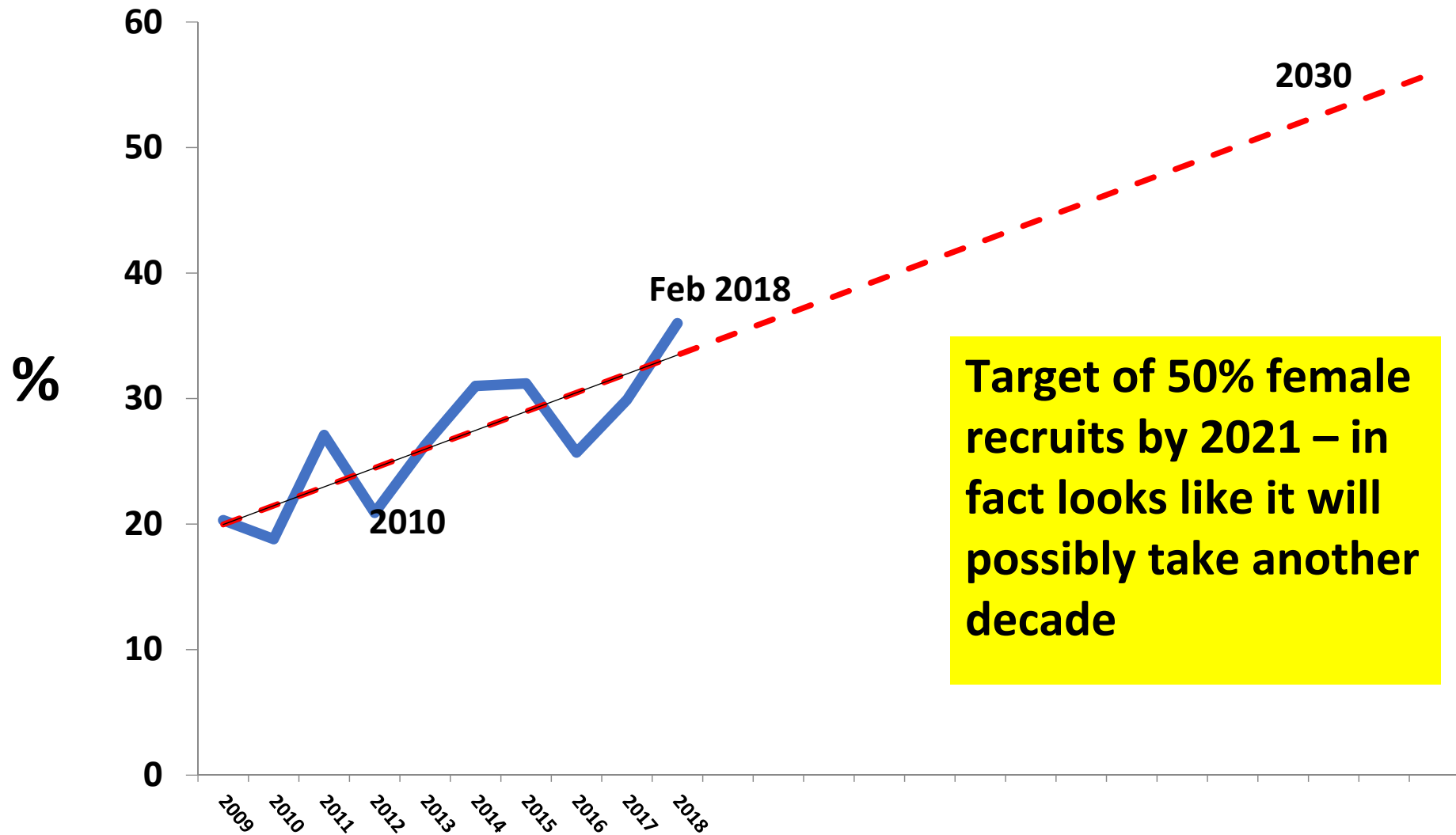
- 2000 1000 women recruits
- 2018 2000 women recruits
- 2021/22 3000 women recruits

Challenge will be around retention & to ensure that women have the right support to progress

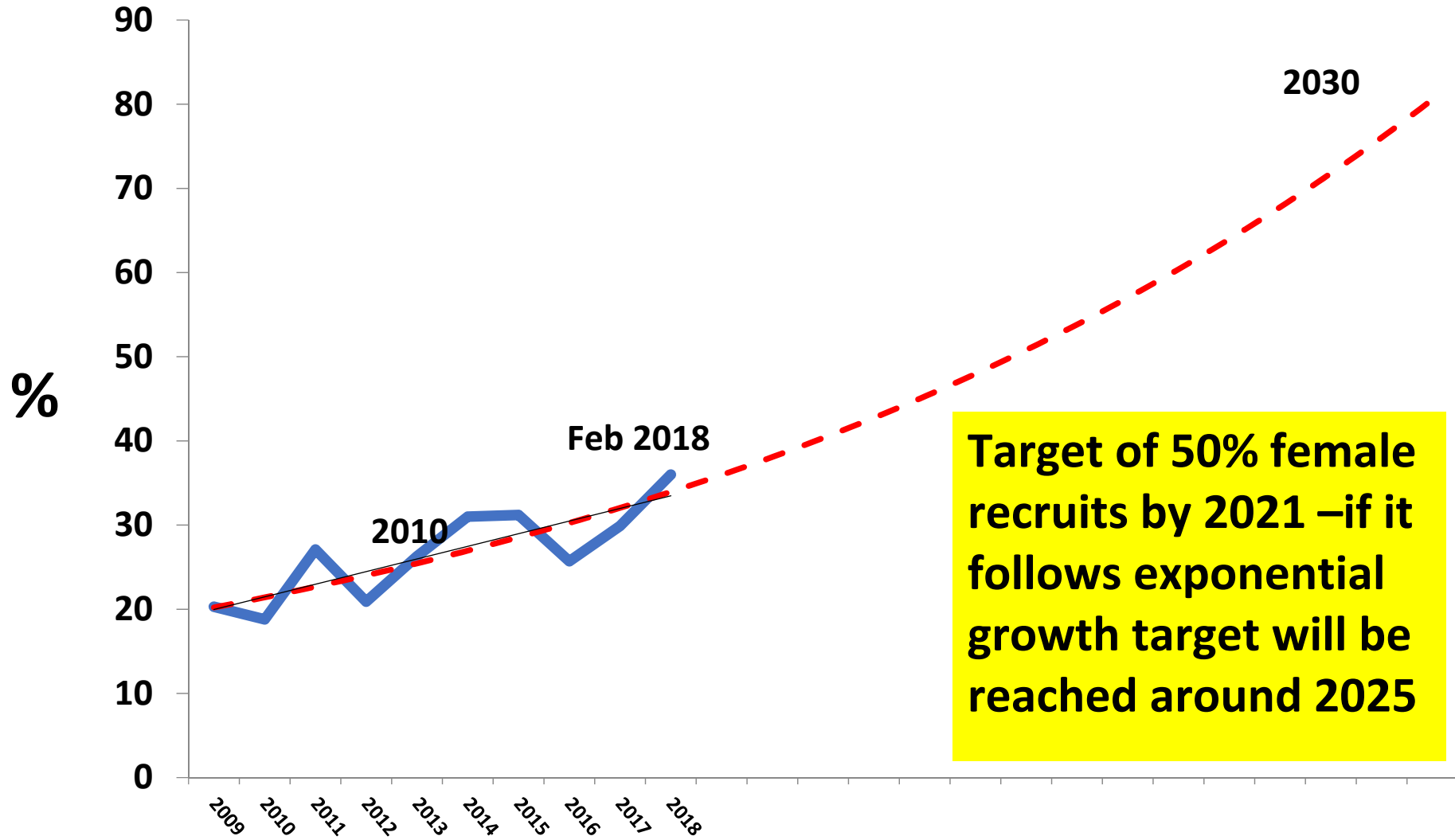
% females lower ranks (NZ Police)



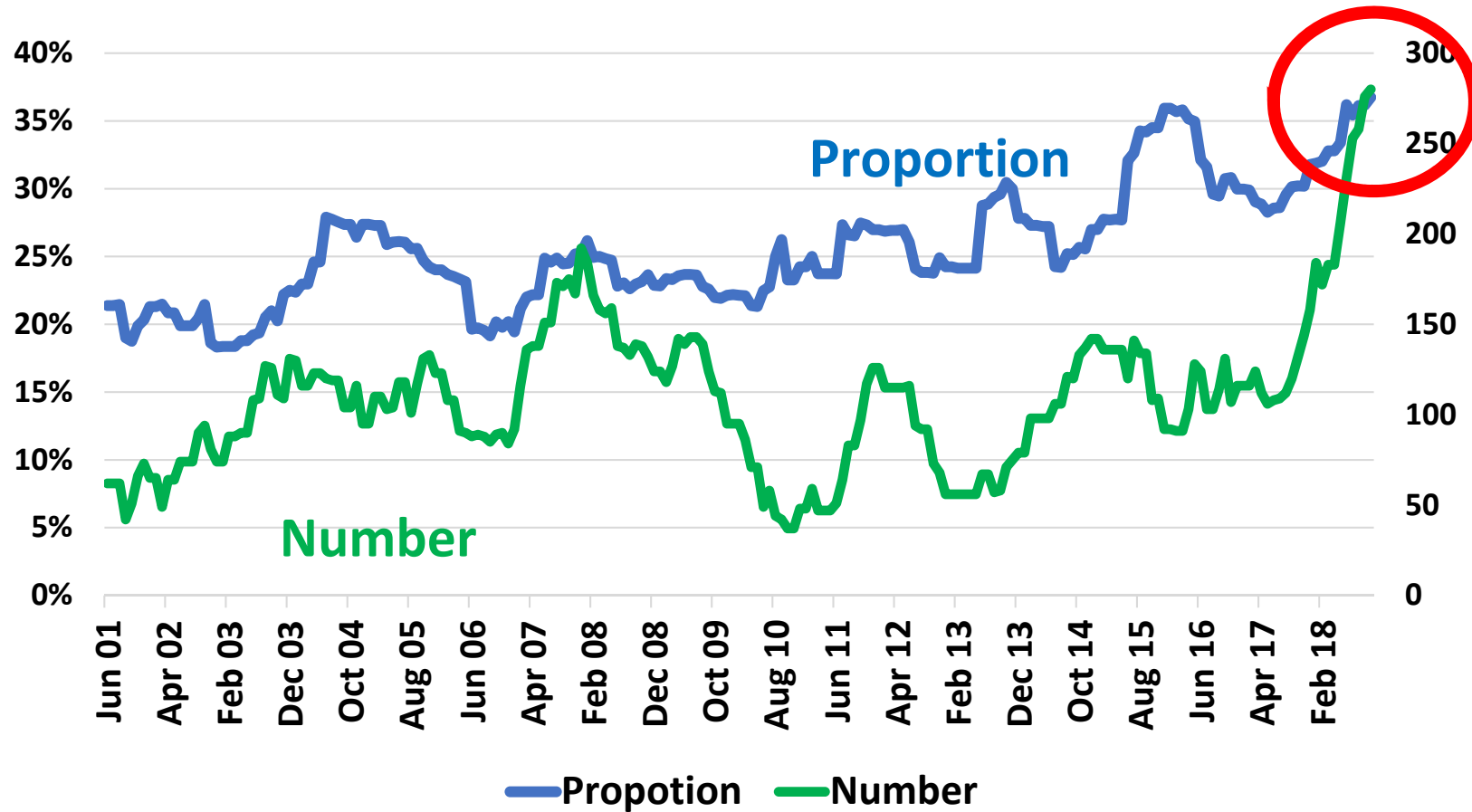
% females recruits (NZ Police)



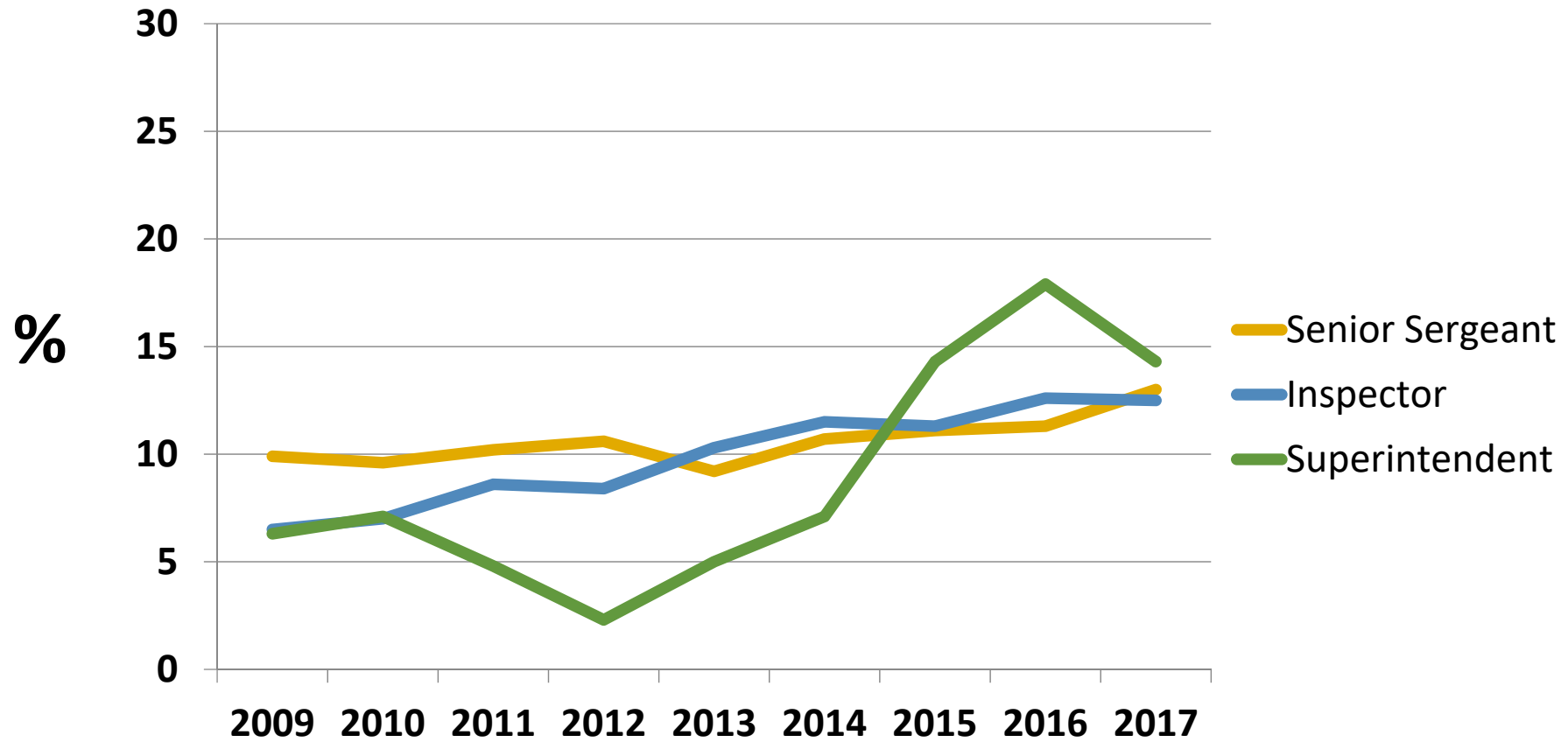
% females recruits (NZ Police)



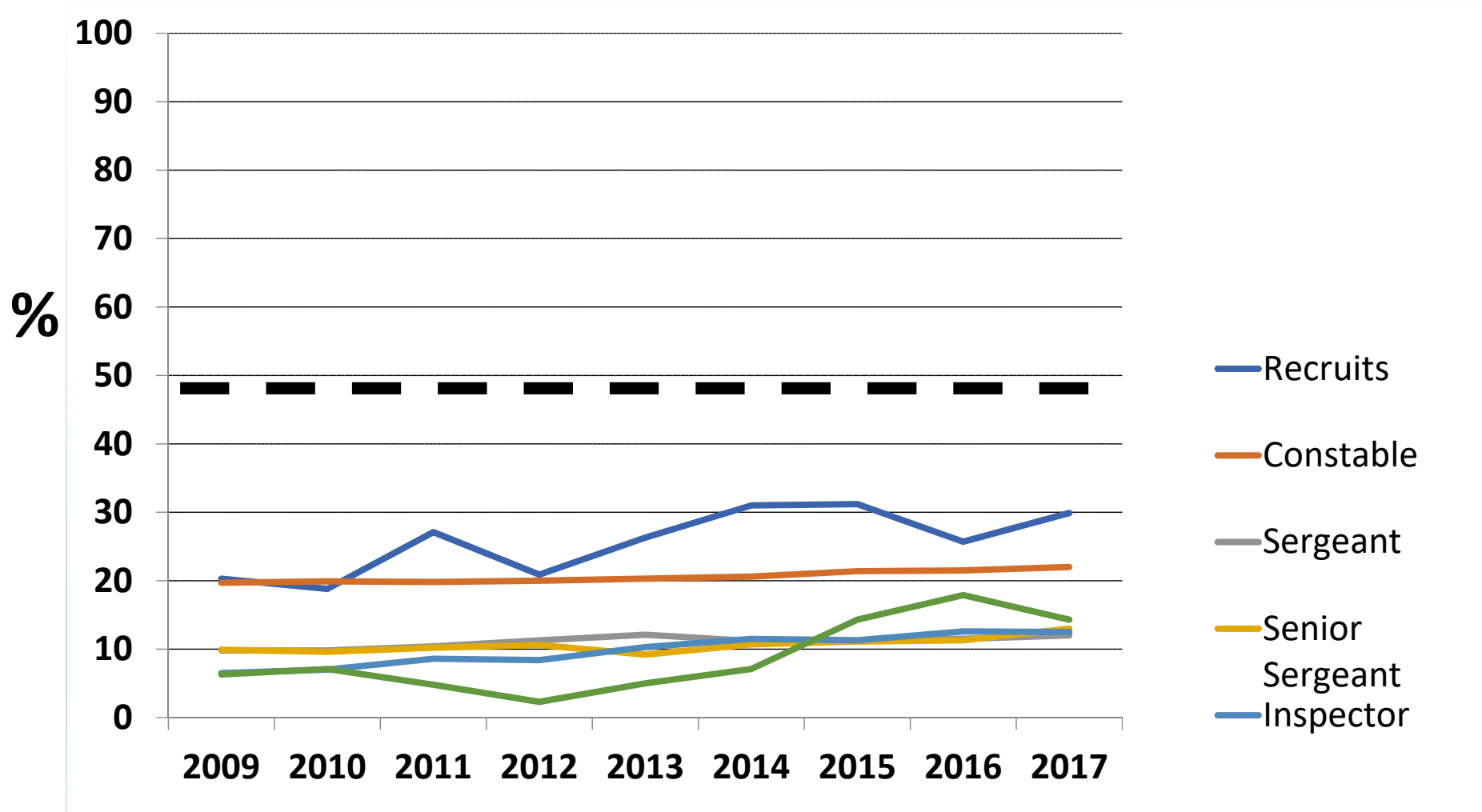
Female graduates from NZ Police College 2001-2018



% females top ranks (NZ Police)



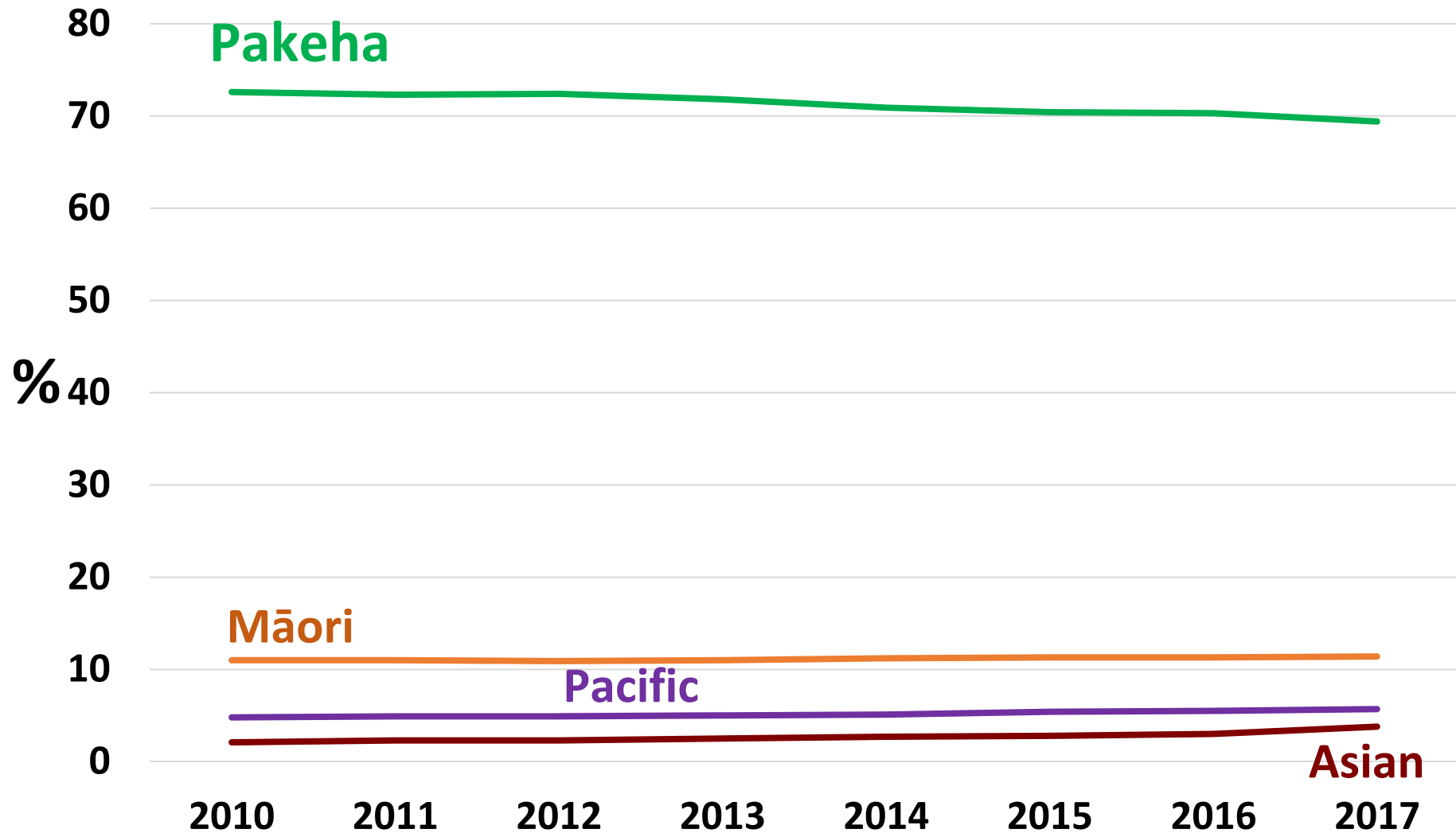
% females all categories (NZ Police)



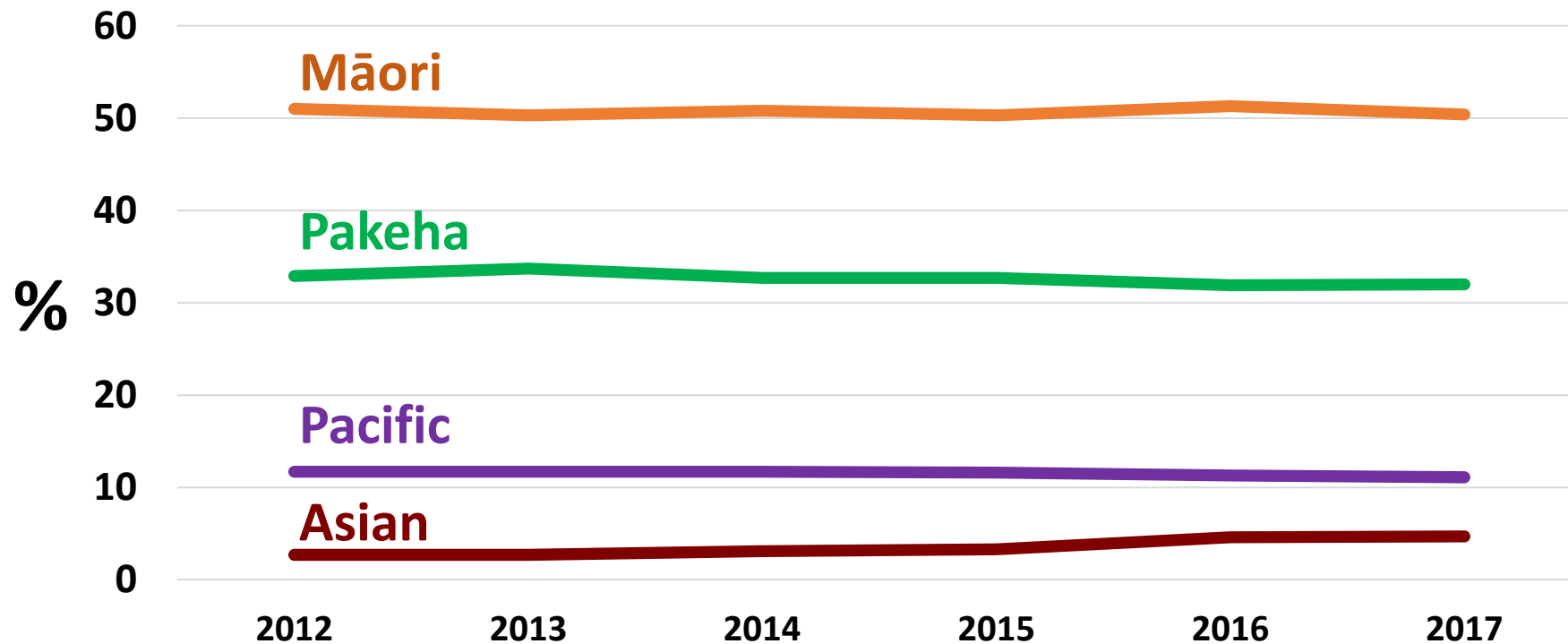
% Employees by gender (constabulary NZ Police)



Ethnicity breakdown of NZ Police



Ethnic breakdown of the prison population - NZ



NZ Police Initiatives

- **The Safest Country - Policing 2021 (P21)**
- **Iwi and Community Partnerships: P21**
- **Joint Justice System approach to improving Māori Outcomes**
- **Turning of the Tide**



The Safest Country - Policing 2021 or P21 - NZ Police transformation programme (launched May 2017)

- Range of initiatives during the next 4 years to:
 - modernise and transform their business
 - support a future of evidence-based
 - Technologically-enabled policing
- There are five P21 work streams
 - Safer Whānau
 - Iwi and community partnerships
 - Evidence-based policing
 - Service delivery and modernising our business
 - Police High Performance Framework (PHPF)

Iwi and Community Partnerships: P21

- Build/maintain strong relationships of trust & confidence with Māori
- To enable the delivery of real solutions guided by Te Ao Māori to increase the number of Māori who currently experience waiora (total wellbeing for the individual and family)
- Māori are best placed to design and deliver services that can successfully foster protective factors that will support Māori waiora.
- Working in partnership to co-design services and provide opportunities to do things differently, will contribute to improving justice outcomes for Māori.
 - Initiatives include Iwi Community Panels and alternative resolutions.
- Enable the delivery of solutions guided by Te Ao Māori to:
 - Prevent Māori entering the criminal justice system
 - For those who do enter, prevent them coming back
 - Provide better support for victims and the whānau of those who come into contact with the system.

Reduce Māori Reoffending by 25% by 2021



Joint Justice System approach to improving Māori Outcomes

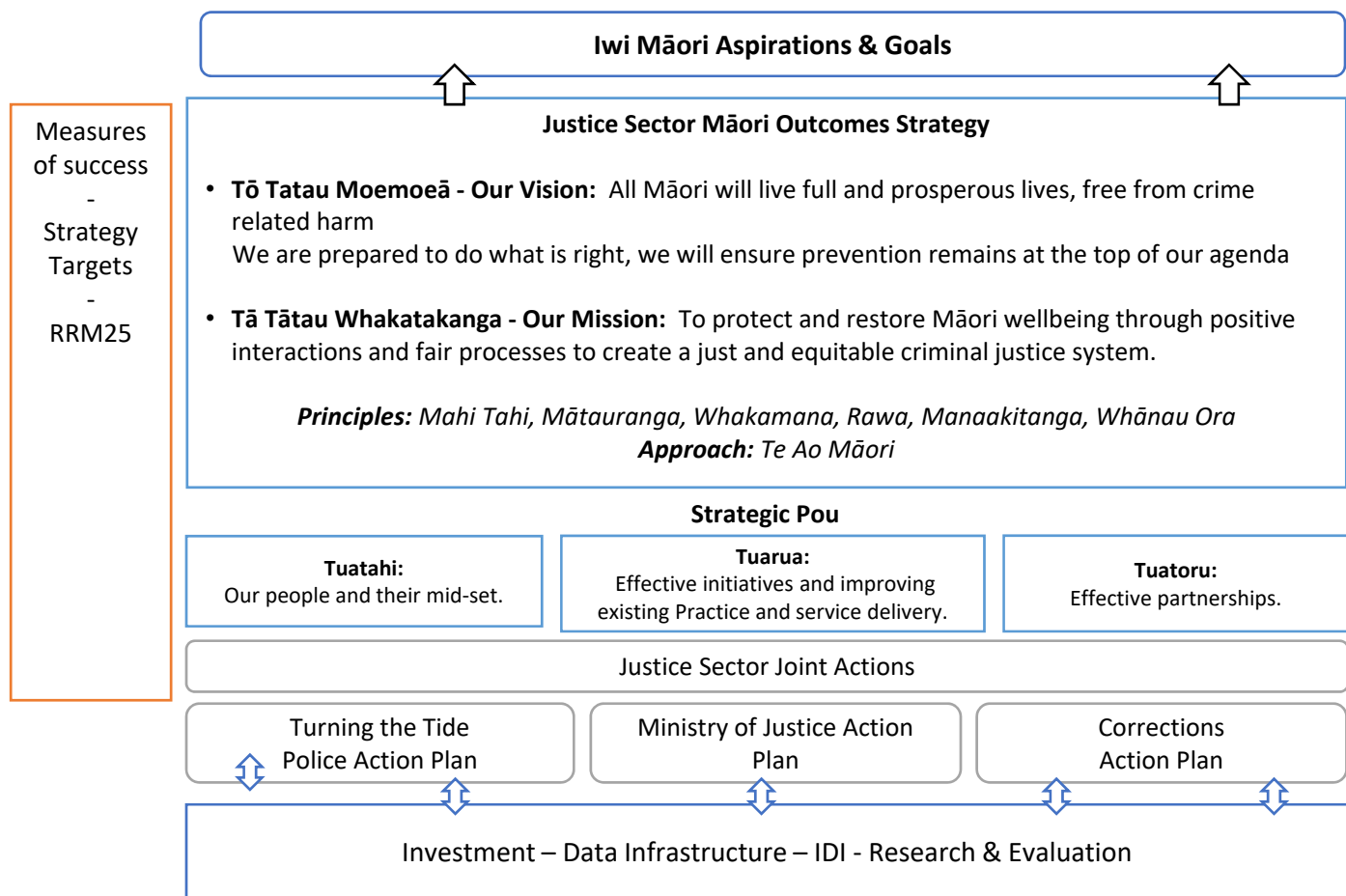
Justice System Māori Outcomes strategy

- Involves - Police, Ministry of Justice, Corrections + Oranga Tamariki, Ministry for Children: Owners of Youth Justice

Why?

- Long term disparities for Māori
- Slow to no change
- Iwi Māori demanding, deserve better
- Strategy not about *just* about working better with Iwi Māori but improving ourselves (= Police)
- How the Justice System will work better together to contribute to Māori waiora
- *Health, soundness of body and mind*

Justice Sector Maori Outcome Strategy Structure



This strategy is **about improving ourselves & the system, so that we can better contribute to Iwi Māori aspirations of Wellbeing**

The strategy draws from Turning the Tide, Prevention First, Tū Mai te Rangī; outlines key Pou where agencies should focus efforts.

Should link with Iwi Leaders Criminal Justice Strategy.

Actions / initiatives designed, developed, tested under each Pou to create behavior change in each agency & communities

Evidence based approach feeding back into improving effectiveness of initiatives for Māori

Turning of the Tide

BETTER OUTCOMES FOR
NZ BY WORKING IN
PARTNERSHIP WITH IWI



- Joint Iwi/ Police developed strategy which reflects the relationship and partnership with Iwi Māori
- Continues the Prevention First focus with Māori audience
- Focus on reducing Māori representation through the criminal justice system – as victims or offenders
- Currently being refreshed with four focus areas:
 - **Our People:** *Who we are, who we recruit, strengthening our skills, knowledge, experience, adjusting our state of mind, high performing, structure*
 - **Our Practice:** *What we do and how we do it. Improved service delivery, respecting tikanga, pronunciation*
 - **Partnerships & Participation:** *Working with others, shared decision making, joint outcomes*
 - **Prevention & Protection:** *Interventions, programmes, initiatives eg Iwi Panels, prevention advice on radio, PCW, protecting communities*
- Delivered using **Te Ao Māori** (Māori World View), **Tikanga Māori** (Māori culture), and **Te Reo Māori** (Māori language)
- Building Trust & Confidence with Māori communities

Turning of the Tide



- Current results show:

Measure	2011/12 Baseline	2016/17	June 2018 Target	Status
Percentage of first time youth offenders who are Māori	44%	44%	39.8%	Upward trend has stabilised
Percentage of first time adult offenders who are Māori	28%	22%	25.4%	Downward trend
Percentage of repeat youth offenders who are Māori	57%	63%	45.8%	Upward trend
Percentage of repeat adult offenders who are Māori	44%	47%	34.9%	Upward trend
Non-traffic apprehensions of Māori youth resolved by prosecution	3,549	2,795	2,662	Downward trend
Non-traffic apprehensions of Māori adult resolved by prosecution	40,193	37,079	30,145	Downward trend
Percentage of serious crash casualties that are Māori	19%	17%	15.2%	Downward trend

75% of Māori surveyed in the current rolling year were either 'very satisfied' or 'satisfied' with the overall quality of Police service delivery



Gender diversity in Australian police agencies

Women in Australian Federal Police

- 22% AFP as a whole
- 30% Senior leadership roles

Women in Queensland Police

- 26% QPS as a whole

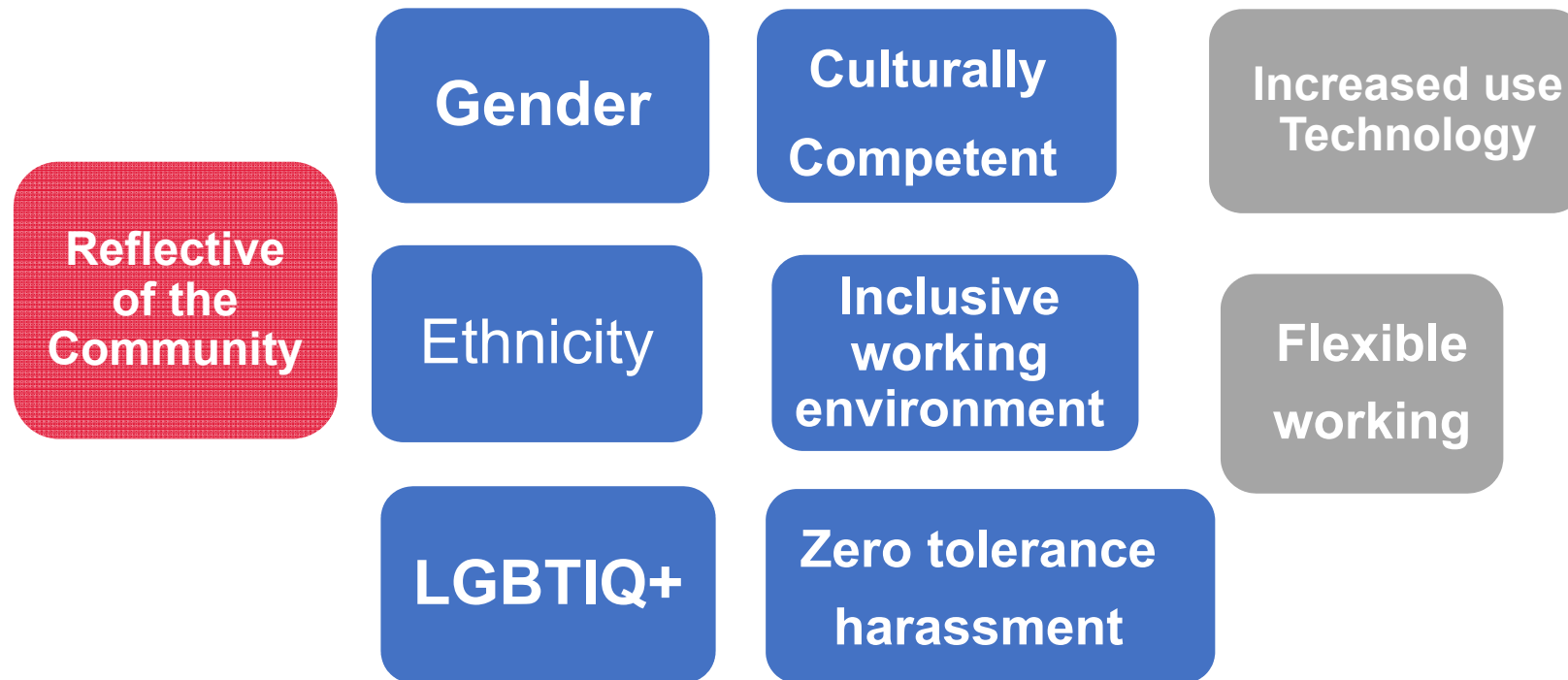
Women in South Australian Police

- 28.5% SAPOL as a whole
- 18.5% Inspector or above

Women in Victoria Police

- 23% VICPOL as a whole
- 16% Commissioners
- 16% Inspectors

Characteristics of the workforce of the future



How can policing agencies recruit this new workforce ?

Build a case
for change

Role-model
commitment
to change

Re-design
roles

Challenge
traditional
recruitment

New
marketing
methods

How do the Police retain good people ?

Support staff
through life
transitions

Actively
sponsor rising
women

Put
infrastructure
in place

Challenge
traditional
promotion
criteria

Train frontline
leaders

Address gender & ethnic pay gaps

Gender pay gap

- a high level indicator of inequity
- Gap between women + men's hrly rate expressed as a % of the male hourly rate

Ethnic Pay gap

- An indicator in the difference in pay between European staff & staff from ethnic minorities.

Gender Pay Gap - NZ Police



	2015-2016	31 March 2018
Constabulary employees	7.7%	8.2% (fewer women in sworn workforce ; pay linked with years of service - currently men have longer years of service)
Other Police employees	17.1%	16.9% (females dominate non sworn workforce – lower paid positions: clerical, admin)
Across the organisation	14.9%	14.7% (Public Service 12.5%,

Once years of service in the sworn & gendered nature of non-sworn workforce is controlled for, unexplained GPG for both years 1 %

Address Workplace Culture

**Zero tolerance
bullying &
harassment**

**Robust
policies**

**Victim
centered
practices**



At a glance

A quick reference guide to the 47 Police-specific recommendations from the Commission of Inquiry into Police Conduct

April 2017



Contact us

Get in touch:




Call 0800 496 877



Email Infoline@hrc.co.nz



Website hrc.co.nz

 [@NZHumanRights](https://www.facebook.com/NZHumanRights)

 [@NZHumanRightsCommission](https://twitter.com/NZHumanRightsCommission)

