

## *New Zealand Police Tomorrow's Workforce*

Kiwis pride themselves on their quirky brand of humour, so that's what the New Zealand Police tapped into as a way of attracting a diverse range of recruits to boost its numbers.

The focus of its 2017 recruitment campaign was to show New Zealand Police as a great place to work where diversity is valued, says Deputy Chief Executive: People Kaye Ryan.

"Developing a more diverse workforce means proportionally increasing female, Māori, Pacific Island and Asian peoples coming into New Zealand Police, therefore our focus for the 2017 recruitment campaign was to attract these audiences. As well as attracting a more diverse cohort of applicants, we are also striving grow our workforce by 1900 new cops by 2021," says Kaye.



"In order to further future-proof the organisation, and to counter-balance our aging workforce, it was also necessary to recruit a younger age profile. We know we are operating in a highly competitive marketplace to attract capable young people. To win the 'talent war' we had to do something that was truly innovative, something that captured imaginations, and was so persuasive that it was a compelling employment proposition."

The result was 'The World's Most Entertaining Police Recruitment video', created with advertising agency Ogilvy and Mather.

"It showed the diversity we are looking for from new applicants, and it did this with a quirky Kiwi sense of humour that portrayed the Public Service and New Zealand Police in a positive, engaging and professional manner," says Kaye.

The video and associated social, digital and billboard campaign was an instant sensation. In the seven days after its November 2017 launch, it had an audience reach of 14 million, 5.8 million views of the video, 417,788 engagements (posts/tags/comments on pages), 1499 new recruit profiles on [newcops.co.nz](http://newcops.co.nz) and 379 applications. Within 24 hours, New Zealand Police received a month's worth of potential recruit queries.

The video and other aspects of the recruitment campaign were specifically aimed at different audience groups and their barriers to joining, identified in a research study into recruitment undertaken for the organisation in 2015. The voices and faces of more than 70 real staff from a diverse demography were used to overcome these perceived barriers, and promote the benefits of being a police officer.

"This study looked at the barriers and triggers for different ethnicities and genders in applying to join New Zealand Police. Potential female recruits were concerned about safety so we showed how we train people to cope emotionally and physically and how we work in teams; for Maori, the research found that joining was a source of real pride for whanau, and Asian peoples wanted more information about income and career paths," says Kaye.

The campaign reflects a long-term commitment to increased diversity. Under the leadership of Commissioner Mike Bush, 'Valuing Diversity' was added to the core value set of New Zealand Police, and the leadership team has set challenging recruitment targets. Commissioner Bush featured in the recruitment video, and has built a more diverse leadership team.

The success of the campaign can be seen in the significantly higher number of people applying to become police officers. By the end of 2017, the total number had increased by 35 per cent compared with 2016. Importantly, the campaign drove increases in applications from women (36 per cent), Māori (45 per cent), Asian (63 per cent) and Pacific Island (17 per cent) applicants. It also boosted the morale of existing staff.



“Over 100 international news agencies reported on the video in a positive manner. Staff felt proud of working for an organisation that was receiving such positive coverage and recruiting in such a unique way. It encouraged many positive conversations and comments about being a cop in New Zealand,” says Kaye.

The commitment to diversity goes beyond recruitment. Employees are encouraged to 'be who they are'. This includes encouraging beliefs, culture and customs. Staff are encouraged to attend various cultural events, and language weeks are celebrated internally and externally.

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