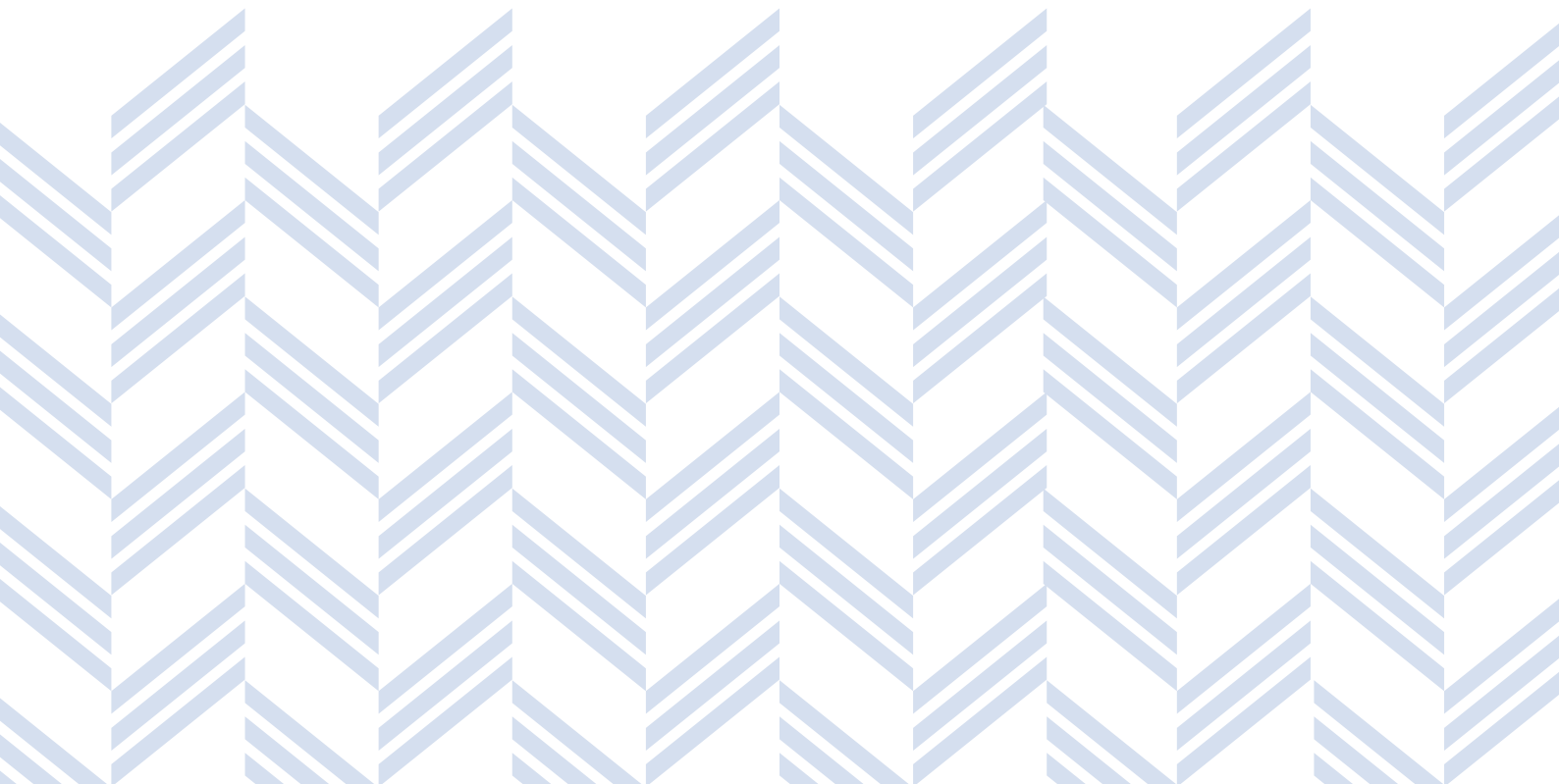




NEW ZEALAND
FOREIGN AFFAIRS & TRADE

OUR **people** strategy



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HUMAN RESOURCES GROUP

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KIA ORA TATOOU

“ Nā tā rourou, nā taku rourou ka ora ai te iwi.

With your food basket and my food basket, our people will flourish. ”

Organisations often say that people are their greatest asset.

This also has the virtue of being true. But simply saying it isn't enough.

In the Career Ministry process, many of you spoke about what you thought would help turn that important aspiration into something tangible for all of us.

You told us that you wanted an organisation where career pathways were clear for everybody, regardless of their job family or location.

You told us that for those pathways to be successful; you wanted more guidance on career development.

You told us that you wanted an organisation where our diversity was celebrated and seen as a source of strength.

You told us that the way you were treated, developed, managed and led mattered to you.

The People Strategy represents our commitment to addressing these themes, and to making tangible our belief that people are indeed our greatest asset.

To achieve results for New Zealand – to make a difference – we must be a high-performing organisation.

We must perform at the individual level, supported by training, development, opportunity and feedback.

We must also perform highly as a collective. That means valuing the contribution of every job family, investing in the development of our people, putting those people where they are needed most, and combining all of our talent and effort to magnify our impact.

We are stronger if we work as a community, rather than a sum of our parts. This is why the pillars of our People Strategy are graphically depicted under the 'One Ministry' heading.

These two things – delivering high performance and being a well-functioning community – go together. If you feel that this Ministry is successful then you will want to be part of it. And if you feel part of it then you will want to work for its success.

I am very grateful for the excellent work done by HRG in bringing the People Strategy together. It was one of the things promised in the Career Ministry, and we must keep our promises.

To deliver it successfully, we will also have to deliver on our commitments in respect of Diversity and Inclusion, and the refresh of our organisational values.

The strategy is a compass, pointing to a destination. It is now up to us – all of us – to make the journey.



Secretary of Foreign Affairs and Trade



INTRODUCTION

Our people are our greatest asset. Through their efforts we will realise our strategic objectives.

Our people undertake many roles, across a range of job families, in a number of locations around the world. Together we contribute solutions to global challenges, and help our country and region towards improved prosperity, resilience and security.

The Ministry's strategic framework charts a clear course to navigate us through the next four years. To achieve our objectives and strategic outcomes, our people need the capability and the operating environment to be successful.

Through objective 7 of the strategic framework, the Ministry aims to build robust and enduring organisational capability to deliver strengthened and coherent international engagement for New Zealand. This can be achieved only if our people are highly capable and representative of New Zealand's diversity; engaged and productive, with the right skills and expertise needed to deliver.

We are a small organisation, grappling with a large number of challenges in an unpredictable world.

Our people operate in an environment that, in many ways, is different from other New Zealand public sector agencies. We are spread out across the world with over 50% of our staff based in 57 locations worldwide. We need to operate across the domestic environment and out into an unpredictable and volatile international environment. We need to develop, maintain, and leverage multiple important and complex relationships in order to pursue our national interests. We need to maintain relevance and currency in an evolving international strategic environment.

Our focus is strengthening our organisational capacity and capability to deliver for New Zealand.

To deliver on our ambitious agenda and to be well placed for the future we will need to ensure we have the organisational capacity and capability to deliver. To do this we will need to focus on:

- delivering high quality strategic performance
- being responsive and flexible
- supporting our people to hone their skills and expertise and build their careers
- giving honest and constructive feedback and acting on it
- creating healthy and safe working environments
- understanding diversity and how to manage it for the value it can add to our organisation and performance.

Our people have told us the kind of Ministry they want to work for.

Through the Career Ministry, our people told us what we could do to strengthen careers and make the Ministry a better place to work. They want a Ministry that:

- provides more certainty about the careers they can have and equips them with the capability to perform successfully
- offers meaningful work, values the contribution they make, and cares about their well-being
- is diverse and inclusive
- is flexible and agile, and better utilises their talent.

All of the above, in combination, provides clarity about our organisational priorities as they relate to our people and provides the context and direction for the Ministry's People Strategy to enable us to deliver on our business objectives.

ASPIRATIONS and PILLARS

The People Strategy

The People Strategy aims to connect our current state with our future ambition, and sets out the key programmes of work to be delivered over the next five years that will support our people to be successful and help the Ministry to respond to future capability and capacity needs.

Our aspiration

Our aspiration is for the Ministry to be a happy, healthy, and high-performing community, for all.

One Ministry

The People Strategy explains how the Ministry will build a community that shares a common vision; a set of values, behaviours and expectations; and a view of the future that will influence the way in which the Ministry's people interact and collaborate to achieve common goals. In support of this, the strategy proposes work to refresh our values, develop a Ministry offer, and outlines a range of activity focused on the following four foundational pillars:

- **We have the right people in the right places at the right time:** we are deliberate, responsive, and flexible, which enables us to have our people doing the right things, in the right places, at the right time.
- **We develop our people for the future:** we provide the opportunities for our people to hone their expertise, give them feedback on their performance, support their careers within the Ministry and beyond, and enable them to reach their full potential.
- **We care for and value our people:** we provide healthy and safe working environments for our people, care about the well-being of staff and families, and recognise and reward individual contribution and team achievement.
- **We are diverse and inclusive:** we seek, value, and utilise diverse and inclusive thinking, people, and behaviours.

Bringing the pillars to life

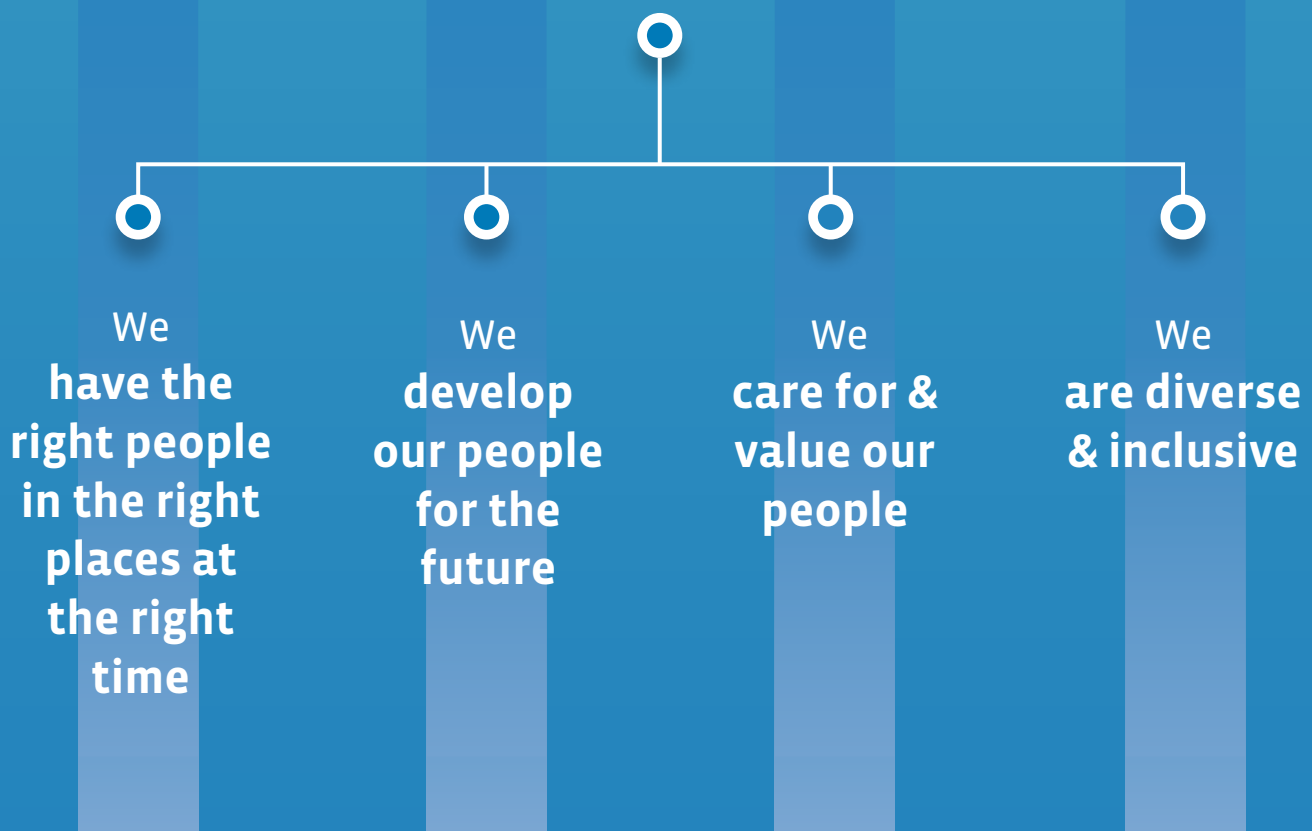
Over the following pages, further detail is provided as to how we will bring to life One Ministry and the four People Strategy pillars by describing:

- **our current/future environment** – where we are now and where we are heading (our end state)
- **the strategic goals** – a set of goals under each of the pillars that articulates the end state/what we are striving for
- **the key programmes of work** – activity that is either already under way or planned, that will enable us to achieve each goal
- **success** – what successful achievement of the strategies goals and key programmes of work will look like.

OUR **people** strategy

One Ministry

A happy, healthy and high-performing
community, for all.



our **COMMITMENT** to a **CAREER** ministry

Our commitment is to support our people to have a career that provides them with the opportunity to grow and develop, as well as to engage in work that helps make New Zealanders safer and more prosperous.

Career development is a collaborative effort between the Ministry and the individual. It involves the individual being proactive about their career and pursuing opportunities. At the same time it involves a commitment on the part of the Ministry to grow and develop them to reach their full potential.

The Ministry is a place where our people can build either a long or short-term career, recognising that careers are unique and will vary depending on a person's individual career aspirations, values, skills and drivers. Career paths will also differ depending on one's job family, whether locally engaged staff, specialist, or rotational foreign policy.

For some, like our corporate specialists, lawyers, economists and specialist advisers, a career at the Ministry may take one into a thought leadership or people management role. Career progression may also involve moving outside the Ministry permanently or for a period of time into another public sector agency where the skills and experiences gained at the Ministry may help an individual achieve their longer-term career goals.

Rotational foreign policy officers and development officers will typically pursue a career path that traverses a range of roles across the organisation, both onshore and offshore. Foreign policy and development officers can also choose to specialise in the course of a policy career, becoming experts in a region or a technical area of the Ministry's work, such as trade negotiations, the environment, international law, health, education, and gender. Equally, a policy or development career may see an individual move into a people management role, managing a division in Wellington or team of staff at a post offshore as a Head of Mission.

Common, however to all roles in the Ministry is the opportunity to engage in interesting and meaningful work — work that contributes to the promotion of New Zealand's prosperity and security.



ONE **ministry**

what this **MEANS**

We are a happy, healthy
and high-performing
community, for all

Achieving One Ministry

To achieve the aspirations of One Ministry, there are things we will need to do. A majority of the activity required is contained in each of the four pillars, but there are two elements that are at the heart of our aspiration:

1 Our values

Shared and meaningful values that are contributed to, and owned by all staff as the way we do things and behave in the Ministry.

2 Our offer

The characteristics, benefits, and ways of working which the Ministry offers in exchange for individuals contributing their skills and experience.

we are MOVING

FROM
HERE

The Ministry has a set of values

Our values are not visible to staff and there is a question about their relevance as the organisation has evolved since their development.

Our offer as an employer of choice

The Ministry has identified a need to appeal to and attract a diverse workforce. While we can provide some clarity in terms of what a Ministry career might provide we do not have a way to determine how this might appeal to a diverse workforce, or how we might differentiate ourselves from other organisations to attract specialist talent.

GOALS and key programmes of work

1 We have shared meaningful values and behaviours

An active and living set of values exist that: are enduring, meaningful, purposeful, and visible; define and direct how we behave; and provide the foundation for an inclusive Ministry culture that supports greater levels of diversity.

a. Refresh our organisational values and associated behaviours and embed the values in how we operate.

2 We offer benefits, ways of working and unique characteristics that appeal to a diverse workforce

All staff (current and future) understand what the Ministry provides in return for the value they add to the wider community through the skills, capabilities, and experience they bring. This helps us to attract and retain diverse talent and to be an employer of choice.

a. Statements are developed that describes the Ministry's offer that can be used for attracting talent and describing to our people the characteristics, benefits, and ways of working in the Ministry.

Organisational values that staff believe in, that are visible and that positively influence how we behave in the Ministry.

**TO
HERE**

We are an employer of choice in the marketplace, particularly for the diverse workforce we are seeking to attract, and we can articulate what the Ministry provides for individuals in terms of the way we work, our unique characteristics and the benefits we provide in exchange for an individual's contribution and performance.

what **SUCCESS** will look like

1 Refreshed values

All staff feel that the refreshed values are relevant and meaningful and they are positively influencing behaviours.

2 Our offer

The Ministry's offer successfully enables us to attract, retain, and utilise diverse talent and we are seen as an employer of choice.

RIGHT: The Ministry's touch rugby team.





Having the right people in the right places at the right time, for me involves flexibility, being agile, responsive, and anticipating what our needs may be.



David Lynch

PILLAR

1

WE
HAVE THE RIGHT **people**
IN THE RIGHT **places**
AT THE RIGHT **times**

what this **MEANS**

We are deliberate, responsive, and flexible which enables us to have our people doing the right things, in the right places at the right time.

Having the right people, in the right places, at the right time is critical to achieving the Ministry's objectives and being a high performing organisation. In an ever-changing and reactive political and international environment, we need to ensure we are able to plan for our future needs while still maintaining the ability to be flexible and agile about the utilisation of our people. This will require us to have the right information to respond in real time to priorities, while ensuring we consider and support the needs and circumstances of individuals.

we are MOVING

Planned resourcing

Through the maturing of our business planning process, we are beginning to think about how we distribute our people and other resources more efficiently to achieve our strategic objectives.

While we have relied heavily on the versatility of staff, we are beginning to take a closer look at what our resourcing needs are so we can develop breadth and depth. This will enable us to better leverage the capabilities of our people in order to ramp up quickly resourcing around an issue or crisis, and still deliver our strategic objectives.

FROM HERE

Flexible and responsive

Staff told us through the Career Ministry process that the Ministry needed to be more flexible and responsive to the needs of individuals, particularly in how roles were structured.

A part-time matching service has been established, and flexible working, job sharing and other flexible resourcing mechanisms have started to become more prevalent and accepted.

Informed decisions

Governance structures, like the Resources Committee and our resourcing processes, have enabled the Ministry to undertake a more focused decision-making role on resourcing our business needs.

BELOW: The New Zealand team at a World Trade Organisation hearing, February 2016.



Our business planning has evolved and matured to allow the Ministry to be more precise about how we best use our people to achieve our strategic objectives.

Strategic and operational workforce planning allows us to be clearer about the roles we need now and in the future and where they are best placed to deliver on our objectives.

Sufficient depth and breadth across the Ministry enables us to be more agile and flexible about how we resource our business priorities and respond to important issues or crises.

Part-time, flexible working, and other creative ways of working are a standard part of how we resource roles in the Ministry. There are a lot of examples of staff building successful careers while working part-time or in other flexible ways.

Staff who are not working part-time or in other flexible ways feel that others' flexibility is having a positive impact on the team as a whole.

Our resourcing processes have the right information at the right time, outlining not only current resourcing needs, but a forecast of those required in the future to enable timely planning and quick and agile decision-making.

This information is readily available to staff to support them in making decisions about their future.

TO
HERE

what is already in **PLACE**

- Annual four-year workforce planning process
- Annual business planning process
- Resourcing advisory panel (RAP)
- Flexible working policy
- Part-time matching service
- Policy portfolio

GOALS and key programmes of work

1 We undertake workforce planning to understand and plan for our future capability and capacity requirements

Strategic and operational workforce planning allows us to be more planned and purposeful about how we undertake our work, onshore and offshore, in order to respond to current and future needs.

- a.** Undertake an all of Ministry strategic workforce planning exercise that defines our future capability and capacity requirements for the next five to ten years.
- b.** Build and embed a Ministry wide workforce planning model that allows us to be more sophisticated about how we identify and plug resourcing and capability gaps in the short and long term.
- c.** Create tools and educate managers on how to undertake regular operational workforce planning.
- d.** Develop and implement a recruitment and resourcing strategy that enables the Ministry to recruit for current and future workforce capability and capacity needs.

2 We are flexible and agile

We have sufficient depth and breadth to confidently resource flexibly, which enables us to respond to emerging organisational priorities in balance with individual circumstances.

- a.** Design an approach that allows the Ministry to flexibly put staff where we need them or shift work to resource short-term needs to provide opportunities for individual growth and development, and to operate a 24/7 365 day operation.

3 We are responsive to the needs, aspirations and circumstances of the organisation, teams and individuals

Part-time, flexible working and other creative ways of working, where possible, are part of the Ministry's approach to recognising diversity of work preference and remaining a high performing, relevant and attractive employer of choice.

- a.** Review and develop a set of requirements and expectations that describe how we operate a flexible workforce at an individual, team and organisational level.
- b.** Based on the set of requirements and expectations, build a process to support individuals and managers to make decisions about how a role can be flexibly structured to meet individual circumstances while delivering high performance.
- c.** Investigate and implement new initiatives that might support and encourage flexible working practices in the Ministry.

4 We have the right information at the right time

Accurate and real-time information supports resourcing decisions that enable the Ministry to deliver on its priorities.

- a.** Continue to embed and enhance our resourcing processes, reporting mechanisms, and tools that support robust resourcing decisions aligned to our strategic objectives.
- b.** Develop and enhance systems where individual capability information, aspirations, interests and so on can be stored and leveraged to support current and future organisational resourcing.

what **SUCCESS** will look like

1 Strategic workforce planning

Workforce planning enables the Ministry to meet future capability and capability requirements.

2 Operational workforce planning

Managers regularly undertake workforce planning as part of annual business planning and as vacancies arise.

3 Strategic recruitment

A strategic approach to recruitment enables the Ministry to access the talent it needs to meet current and future capability needs.

4 Aligned resources

The distribution of our people is clearly aligned with our organisational priorities and we have flexibility to accommodate emerging issues and short-term operational needs.

5 Reliable info

Accurate information supports robust resourcing decisions.

6 Flexible working

Flexible ways of working support diverse working practices that meet both individual circumstances and organisational performance.



ABOVE: Local staff enjoying the sights of Auckland.

“

We develop our people for the future means that all staff - whether you are on the policy side, development side, LES, or corporate specialists - are supported in their careers.

”

Charissa Francis

PILLAR

2

WE
develop *OUR*
PEOPLE **future**
FOR THE

what this **MEANS**

We provide the opportunities for our people to hone their expertise, give them feedback on their performance, support their careers within the Ministry and beyond and enable them to reach their full potential.

We want all of our people to be highly capable with the right mix of skill and expertise that enables them to be successful in their careers while also setting high standards of achievement to enable the Ministry to achieve its objectives. This means providing the right kind of development to support our people, not only to undertake their current roles, but for their future careers. We will achieve this only if we seek to understand their aspirations through honest and insightful conversations, attach a priority to our performance and development processes, put a premium on learning and development, and provide meaningful and timely development opportunities.

we are MOVING

FROM
HERE

Capability framework

The Ministry's capability framework describes what capabilities are required of Ministry staff to be successful.

Managers are starting to have focused career and development conversations with individuals to understand their aspirations, potential, readiness and associated development needs.

To support development, a range of learning and development options are available, with new options created based on needs.

Required levels of capability

We have started to better invest in building required levels of capability and recognise the value of our locally engaged workforce, with successes in the foreign policy, development, and administration streams.

More support

We are providing more clarity and focused support, in the form of pathways, career coaching, tools and resources to support the careers of our people.

Capability expectations

The capability expectations of our leaders are aligned with those of other public sector leaders and integrated into performance and development processes.

Development for management and leadership capability is occurring through in-house and external programmes.

what is already in **PLACE**

- Capability framework
- Talent management process
- Leadership and management development offerings and tools, both onshore and offshore
- Language training
- Foundations programme
- Informal mentoring programme
- Career advisers/coaches/tools and resources
- Induction programme tools and resources
- Performance and development planning processes

The Ministry's capability framework and approach to talent management is fully integrated with all our people processes.

We focus on developing all our people to be successful in their current roles, which adequately prepares them for their future roles.

Development is provided to all staff, including through on-the-job and face-to-face development, depending on individual and common needs.

Staff are provided regular, honest, and constructive feedback on their performance.

**TO
HERE**

There is a clear understanding of the development needs of locally engaged staff with proactive development provided to support their capability growth, which enables better use of this critical workforce.

Locally engaged staff are fully recognised as an integral and valued component of the Ministry's workforce.

All staff feel supported, through coaching, guidance, and tools, to have a career within or outside of the Ministry.

All leaders model and are held to account for the highest standards of professional behaviours, integrity, and respect, and are systematically supported to develop their leadership and management capability, through a range of development offerings.

BELOW: 'Global Haka' performing with John Riley at the opening ceremony for the Weta Workshop Exhibition, Seoul, 2014.



GOALS and key programmes of work

1 Our people have the capability to be successful – now and in the future

Our people, in all roles and at all levels and locations, have access to structured development, and support from their managers, that enables them to be successful in their current and future roles.

- a.** Refine and roll out our approach to talent management to all staff at all levels, using the information on aspiration, potential and development needs to target Ministry learning and development programmes and to support planning and resourcing.
- b.** Identify and invest in developing critical capabilities in the Ministry, which could include business and technological acumen, China capability, diplomatic trade craft, and so on.
- c.** Invest in developing structured specialist and technical expertise in the Ministry to ensure a breadth and depth of capability.
- d.** Build both our foreign and domestic policy capability by adopting and integrating the all-of-government policy development framework, and extend structured development to all staff who undertake policy roles within the Ministry.
- e.** Develop a Ministry position on its requirements for generalists and specialists within the Foreign Policy and Development job families.
- f.** Place a greater emphasis on, and provide support to, managers and staff onshore and offshore to seek out opportunities to develop on-the-job.
- g.** Continue to build language capability within the Ministry by providing and extending the range of language capability development options for staff, taking an organisational view of our capability and assessing and rewarding language capability.

h. Continue to invest in ensuring that all managers and staff use the performance management system as a means of developing staff, providing honest and constructive feedback on development needs, and rewarding great performance.

2 Our LES are developed and fully utilised

We place a greater focus on the success of our locally engaged staff by ensuring their development needs are understood, development opportunities are available, and their skills and experience are fully utilised within posts and the wider network.

- a.** Develop and implement a plan for assessing locally engaged staff capability requirements and development needs, and identifying appropriate development opportunities.
- b.** Prior to managers and staff being posted, provide development for seconded staff about empowering, developing, and best optimising the capability of locally engaged staff.

3 Our people are supported to grow in their careers

All staff understand what a career might look like for them, either within the Ministry or externally, and have access to the tools and support to achieve their aspirations.

- a.** Through dedicated career advisers, continue to enhance access to professional careers guidance, support, and coaching to all staff, onshore and offshore.
- b.** Enhance the support provided to managers to enable them to have quality career planning and development conversations with their staff.

BELOW: Megan Griffiths (L) and Indra Prasad (R).



4 We build great managers and authentic leaders

Our staff and leaders know what good management and people/thought leadership looks like in the Ministry and are supported to develop this capability.

a. Develop a leadership strategy that defines what good leadership and management looks like onshore and offshore and at all levels, assesses our current state, and identifies any development required.

b. Design and implement any additional leadership and management development programmes identified through the development of the leadership strategy.

c. Using the Ministry's talent management approach, develop a pipeline of capable staff for Head of Mission and Head of Post roles, senior leader positions, and other critical roles.

d. Continue to participate in all-of-government talent management and leadership development initiatives, including career boards, leadership assessments, and other talent forums, to develop high-potential public sector leaders.

what SUCCESS will look like

1 Development is accessible

All staff have access to the right kind of development and opportunities at the right time that enables them to perform at the highest levels in their current role, that prepares them for the future, and that enables the organisation to achieve its objectives.

2 Clear picture of capability

A clear picture of the capability and development needs of our locally engaged staff enables the Ministry to focus development and better harness their skills and experience.

3 Supported careers

There is clarity for all staff about the careers they can have in the Ministry or externally and they feel better supported by their managers and the organisation to achieve their career aspirations.

4 Enabled opportunity

Development opportunities are flexibly enabled (disincentives managed) to ensure longer-term career and capability building.

5 Great managers and leaders

Development of our people is valued highly by all managers and leaders and they feel supported by the organisation to develop their management and leadership skills. This translates into higher levels of capability to lead their people and manage their resources.

“

It's really important to me that we value our people for the talent they are, the relationships that they form, the influence they have.

”

Diana Reaich

PILLAR

3

WE
care *FOR*
& value
OUR PEOPLE

what this **MEANS**

We provide healthy and safe working environments for our people, care about the well-being of our people and families, and recognise and reward individual contribution and team achievement.

For our people to feel like the Ministry is a place they can grow in over time, every staff member needs to feel safe and valued; know that their contribution is respected equally regardless of their job family; know that their well-being is held paramount; and feel engaged in the Ministry and where it is headed.

we are **MOVING**

FROM HERE

Safe and healthy workplaces

It is one of the Ministry's highest priorities to make the environments that our people work in every day safer in all locations. This is supported by a large health and safety programme that includes support for staff to be more resilient and an organisational culture of zero tolerance for bullying and harassment.

Wellbeing

Through the Career Ministry process, staff expressed issues around well-being. Among a range of other things, work-life balance was seen as a large contributor to low levels of well-being. In response to this, the Ministry committed to positive action to improve levels of work-life balance.

Engagement

The Ministry has experienced an upward trajectory in its engagement profile over the last five years. Ministry senior leaders are role modelling better action planning, and we are focusing on two/three areas that will have the biggest impact on increasing staff engagement.

Contributions

We recognise and reward the contributions that staff make to the success of the Ministry and the achievement of our strategic objectives through the performance and remuneration processes. There are also good examples of non-financial recognition happening within the Ministry.

what is already in **PLACE**

- Health and Safety programme
- Annual engagement survey and SLT action plans
- Leave provisions
- Performance management framework
- Annual remuneration review

Our focus on health and safety has contributed to a positive culture where staff feel the organisation prioritises their health and safety. Health and safety is considered an integral part of activity planning and staff feel empowered in relation to health and safety matters.

Cultural and organisational changes have a positive impact on improving work-life balance and staff well-being. This has empowered individuals to take responsibility for maintaining their work-life balance alongside support from their managers, their colleagues and the organisation.

Engagement is a whole-of-organisation activity where all staff recognise their role and responsibility to contribute to higher levels of engagement.

The Ministry has moved on from a single way to gather feedback on employee experience and instead is leveraging “always on” listening tools to monitor engagement.

The contributions made by all staff both at an individual and team level are respected equally. Performance and positive behaviours consistent with the Ministry’s values are authentically acknowledged and rewarded formally and informally.

**TO
HERE**

BELOW: Local staff attending a Consular course in Singapore.



GOALS and key programmes of work

1 We are healthy, safe and resilient

Our people have the confidence that the Ministry, as far as practicable, is providing safe and healthy work environments in all our locations.

- a.** Continue to implement and embed the Ministry's Health and Safety (H&S) programme and people elements of the Protective Security Requirements programme.
- b.** Develop and deliver a range of Health and Safety learning and development programmes.
- c.** Establish protective mechanisms for staff in all locations to draw senior leader attention to colleagues behaving inappropriately.
- d.** Undertake the review of Healix (the Ministry's medical insurance provider) and implement agreed recommendations.

2 We have work life balance

Our people recognise that work-life balance is a shared responsibility between an individual, their manager, their colleagues, and the organisation that in combination contributes to greater levels of well-being.

- a.** Engage with staff about what is having the biggest impact on work-life balance and plan and take actions that will address these issues.
- b.** Establish a process where individuals during and on their return from posting can provide feedback about the post and any well-being concerns to be aware of, with action undertaken to alleviate it.

3 We are engaged

The Ministry continues to increase staff engagement and all managers and staff commit to creating an engaged workforce to underpin high performance.

- a.** Design, develop and implement feedback architecture, which could include "always on" listening tools that support the Ministry to get continuous, real-time feedback on employee experiences.
- b.** Continue to focus on the two/three things the Ministry agrees will have the biggest positive impact in increasing engagement, with a shared responsibility between staff, managers, and the organisation for action.

4 We feel valued and are rewarded for our contribution

Performance, remuneration and other mechanisms are used appropriately and equitably to reward performance, individual contributions, team achievements, and behaviours that are valued in the Ministry.

- a.** Investigate options to enhance the performance management and remuneration processes including, but not limited to, developing a process and tool to safely provide upward feedback.
- b.** Undertake and implement the recommendations from the offshore allowance review.
- c.** Undertake the locally engaged staff standards review and implement outcomes.
- d.** Develop different ways (e.g. non-financial or through awards etc) to authentically recognise and reward individual and team performance and behaviours that are consistent with the Ministry's values.
- e.** Investigate options for celebrating our successes externally through entering industry awards and other forums for external recognition.

what **SUCCESS** will look like

1 Healthy and safe staff

The Ministry's Health and Safety programme, where practicable, directly contributes to increased confidence that the Ministry provides healthy and safe work environments in all its locations.

2 Respect and care

SLT, managers, and staff model, promote, and encourage a culture of respect and care towards one another.



3 Increased well-being

The role modelling alongside positive changes in culture and resourcing has contributed to an increase in work-life balance for all staff, and this is having a positive impact on lifting levels of well-being in the Ministry.

4 Highly engaged staff

All staff, in combination with their managers and the organisation, have contributed to increasing engagement to levels above the 75th percentile.

5 Recognised and rewarded

The performance management and remuneration systems, as well as non-financial mechanisms, are seen by all staff as fair and equitable ways of valuing, recognising, and rewarding team achievements and individual performance and behaviour.

LEFT: Hands of our children, He rā mahi mō ngā tamariki:
Kids@Work day 2017.

“

For me, the diversity and inclusion pillar of the Ministry's People Strategy is about celebrating and valuing Māori staff and Māoritanga.

”

Hiria Wawatai

PILLAR

4

WE ARE
diverse
AND
inclusive

what this **MEANS**

We seek, value and utilise diverse and inclusive thinking, people and behaviours.

We want to be a Ministry that celebrates diversity; is more reflective of the New Zealand people, welcomes and is inclusive of all variety of difference; and shows our global partners that New Zealand is a tolerant, diverse, inclusive and welcoming society. Increased diversity and inclusiveness will contribute to higher levels of engagement, build greater levels of creativity and innovation in the Ministry, and support relationships with domestic and international partners.

we are MOVING

FROM
HERE

Gender balance

The Ministry has a relatively good gender balance at many levels, and we have a strong desire and need to increase our diversity profile and be more inclusive.

Inequality

We have recognised the need to focus on areas of inequality that have a negative effect on our diversity profile, particularly those impacting on women.

Diversity

Diversity is becoming increasingly viewed as an important consideration in our recruitment and selection processes.

We recruit staff that meet our current capability needs and that enable us to deliver on our work programme.

Supporting families

Through the Career Ministry process a number of comments were made about the role the Ministry needs to play in supporting families who are posted offshore. The Ministry's Family Liaison Coordinator is a resource for families, in all configurations, that they are currently able to draw on to support them while posted with Ministry staff.

what is already in **PLACE**

- SLT diversity champion
- Networks
- Unconscious bias training
- Resilience training
- HR Kiosk captures diversity information
- Entry and exit surveys

We understand what a diverse and inclusive Ministry looks like (people, thinking, and behaviours) and why it is important, with a plan and associated activities being implemented to make us more diverse and inclusive.

We have reduced inequalities in our policies, processes, and practices that may unintentionally impact on women, with the Ministry having no systemic gender pay inequality.

We have a clear understanding of what a diverse Ministry workforce looks like.

Through an inclusive culture we are attracting a diverse talent pool to the Ministry.

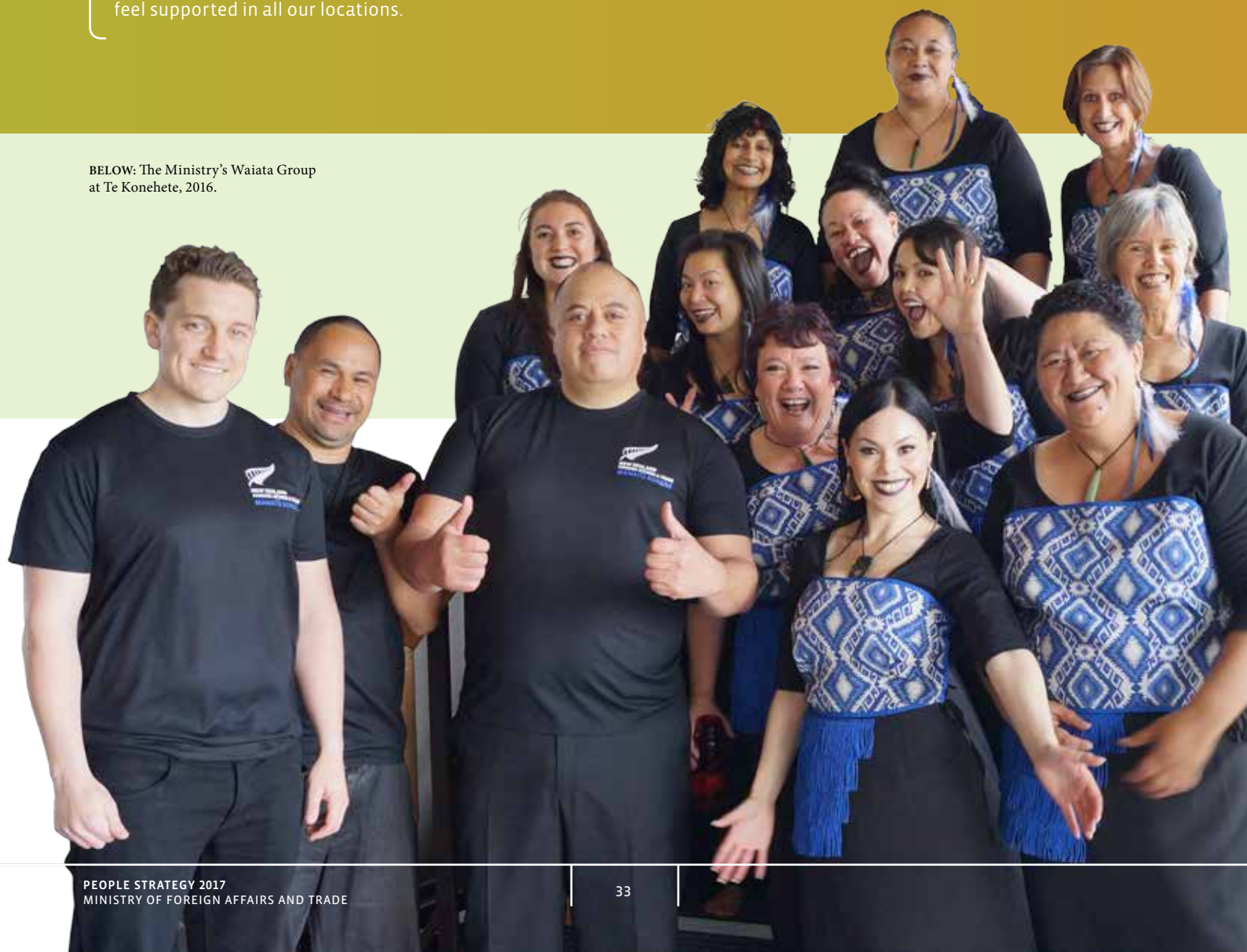
Our supportive work environment, behaviours and inclusive policies are enabling the Ministry to attract and retain a diverse workforce.

Our increased diversity supports enhanced collaboration with a range of NZ Inc. partners and strengthened access and influence with international partners.

We have increased both our talent pool of staff able to be posted offshore and a culture of inclusivity, by ensuring that staff, partners, and families in all configurations feel supported in all our locations.

**TO
HERE**

BELOW: The Ministry's Waiata Group at Te Kōnehete, 2016.



goals and **KEY** programmes of work

1 We know what a diverse Ministry looks like and our inclusive culture supports diverse people

We attract and retain a diverse workforce that enables greater innovation and creativity and provides a larger pool of ideas and experiences to achieve our goals.

- a.** Develop and implement a diversity and inclusion strategy and plan that defines diversity and provides a range of activity that supports the Ministry to build a diverse and inclusive culture.
- b.** Further define and embed the role of the SLT diversity champion and seek to establish a thriving network of diversity and equality champions in New Zealand and at post.
- c.** Expand the place of Māoritanga within the Ministry to increase confidence of all staff to draw on our Māori culture and heritage, by committing to further developing and embedding cultural and linguistic capability.
- d.** As part of the development of the diversity and inclusion strategy and plan, develop a perspective on how diverse teams enable better external relationship outcomes.

2 We address inequalities for women

As an inclusive Ministry committed to diversity we address inequalities in our policies, processes, and practices for women.

- a.** Identify and remove any institutional discrimination of women in respect of recruitment, placements, remuneration, talent management, and performance management processes.
- b.** Identify and address any unintended gender pay differences and ongoing systemic pay inequalities.

3 We attract and retain a diverse workforce

We commit to creating a diverse talent pool that better reflects contemporary New Zealand society, through a recruitment approach that prioritises diversity.

- a.** As part of the development of a recruitment strategy and the diversity and inclusion plan, develop a diversity profile for the Ministry that can be used to target our recruitment effort.
- b.** Develop mechanisms and tools to access diverse talent, for example through planned and targeted outreach to diverse audiences.
- c.** Review whether the reinstatement of scholarships or other alternatives (e.g. internships) is possible within existing government policy and can enable us to draw from diverse talent onshore and offshore.

4 We support our staff, their partners and families posted offshore

We enable diversity and a culture of inclusivity by ensuring staff, their partners and families in all configurations are appropriately supported in all locations offshore.

- a.** Continue to enhance the role of the Ministry's Family Liaison Coordinator by keeping the profile of the Family Liaison Coordinator visible throughout the whole Ministry through various events and communications.
- b.** Investigate options for enhancing support provided to staff, and their partners and families while on posting, including but not limited to:
 - undertake ongoing investigation and negotiations of Dependant Employment Arrangements to allow partners to work offshore
 - explore creative options to providing ongoing employment for partners, especially those on leave without pay from the Ministry
 - investigate electronic access to organisational information (e.g. Te Aka) for Ministry staff on partner leave without pay
 - continue to work with Inland Revenue to eliminate interest on student loan payments for partners who are posted.

c. Amend the pre-posting process to include a mandatory partner briefing with the Family Liaison Coordinator that provides an opportunity to discuss any partner/family circumstances and issues that may require additional support before, during, and after the posting.

d. Ongoing, review all our policies that relate to Ministry staff being posted to:

- ensure the policies reflect and provide coverage for all family configurations and partnerships to include (but not limited to) blended families, single parents, same sex partnerships, de facto, and single staff

- ensure that, via the Family Liaison Coordinator, a partner/family perspective is considered when policies that may have an impact on them are written or reviewed
- work at ways to improve supportive systems for partners and families offshore, where, for example, schooling for children is of a poor standard, and where medical, safety, and environmental risks are present.

what **SUCCESS** will look like

1 Culturally diverse and inclusive

Through the delivery of the diversity and inclusion strategy and plan, there is an increasing feeling by all staff that the Ministry has an inclusive culture and we are seeing an increase in the diversity of our workforce.

2 Māori capable

There is increased staff confidence to draw on Māori culture, heritage, and Te Reo when representing New Zealand offshore, through day-to-day interactions and the delivery of the Ministry's work programme.

3 Gender equal

The Ministry is seen as a leader within the public sector in reducing gender inequalities in its policies, processes, recruitment, and pay equity.

4 Attracting diverse people

Diversity is seen as a critical component of the Ministry's recruitment strategy, with this translating into an increased ability to attract diverse talent.

5 Inclusive of partners

We are more inclusive of single staff and of staff, partners, and families, in all configurations, when posted through family-friendly policies, processes, and the support provided by the Ministry's Family Liaison Coordinator.



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