



STATE SERVICES COMMISSION  
Te Komihana O Ngā Tari Kāwanatanga



# Equality and Diversity: New Zealand Public Service Equal Employment Opportunities Policy

## Guidance for Applying the Policy

State Services Commission  
Wellington  
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Note: This document may be updated from time to time. Please check the website [www.ssc.govt.nz/eeo](http://www.ssc.govt.nz/eeo) to ensure you have the current version.

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## Background to this policy

The Public Service has been committed to the implementation of equal employment opportunities in the workplace for over twenty years. *EEO Policy to 2010: Future Directions of EEO in the New Zealand Public Service*, published in 1997, confirmed this commitment to equal employment opportunities (EEO) as a long-term, strategic response to addressing discrimination in the workplace and building Public Service capability and performance. The focus has been to realise a diverse Public Service that reflects the community it serves and that is more effective at formulating and testing policy advice and ensuring that services are delivered appropriately.

*EEO Policy to 2010* stated that the long-term outcome for EEO was the elimination of all forms of unfair discrimination in employment. This would be achieved when three conditions prevailed in organisations:

- inclusive, respectful and responsive organisational cultures which enable access to work, equitable career opportunities, and maximum participation for members of designated groups and all employees
- procedural fairness as a feature of all human resource strategies, systems and practices
- employment of EEO groups at all levels in the workplace.

The State Services Commission (SSC) has revised *EEO Policy to 2010* in line with the findings of a review undertaken in 2005 and subsequent consultation with departments and EEO/diversity stakeholders. The State Services Commissioner is issuing the revised *Equality and Diversity Policy* which:

- is short (one-page), simple and accessible
- continues commitment to the four ‘groups’ specified in *EEO Policy to 2010* (Māori, ethnic and minority groups, women and people with disabilities) in line with the good employer provisions of the State Sector Act, while extending the focus on other aspects of individual and group differences by using the language of equality and diversity
- gives more focus to the positive impact that equality and diversity can have on departmental performance, while maintaining the principle of fairness
- integrates equality and diversity into departmental planning and reporting,
- uses a measurement methodology that reinforces chief executive accountability for progression of equality and diversity.

The *Equality and Diversity: New Zealand Public Service Equal Employment Opportunities Policy* (the [Policy](#)) is issued under section 6 of the State Sector Act 1988 (SSA). This section sets out the State Services Commissioner’s responsibility to “promote, develop, and monitor” EEO within the Public Service; and supports sections 56 and 58 (which set out chief executives’ “good employer” responsibilities). The purpose of this guidance is to help people in all organisations of the Public Service (you) to apply the Policy. Contact your [State Services Performance Specialist](#) (SSPS) if you have specific questions.

## Policy statement

The Policy asserts that equality and diversity in the Public Service workforce, as required by the State Sector Act 1988, will enable the best service to the government of the day and to New Zealanders. We will base appointments on merit, while recognising the employment aspirations of Māori, ethnic and minority groups, women, and people with disabilities. We will ensure fairness in employment for all persons and groups of persons. The integration of equality and diversity throughout the Public Service will be a key aspect of strategic planning and performance, and chief executives will provide the lead in working towards this.

In this context, ‘equality’ and ‘diversity’ mean:

- *treating people fairly and with respect (to ensure equality)*. The concept of fairness is at the heart of the democratic process, which everyone in the Public Service has a responsibility to support. This means not showing favouritism, bias or self-interest in our work. It means not discriminating against individuals or groups on the basis of their race, gender, ethnicity, culture, sexual orientation or physical dis/ability. One of the tenets of equal employment opportunities is that fairness sometimes involves treating people differently in order to ensure equality of access to opportunities. (Note that treating people with respect does not mean accepting behaviour that does not meet the requirements of the Standards of Integrity and Conduct ([www.ssc.govt.nz/code](http://www.ssc.govt.nz/code)).)
- *understanding, appreciating and realising the benefits of individual differences (i.e. diversity)* so that people can perform to their best and contribute to organisational success. New Zealanders have differences both visible and less visible, including different cultures, experiences and knowledge. It is important that the Public Service reflects the *diversity* of the community it serves, and creates working environments that support and build on different capabilities and perspectives.

## Implementing and monitoring equality and diversity

This section overviews the method the SSC will use to promote, develop and monitor the new equality and diversity policy across the Public Service, in line with the Commissioner’s responsibilities under section 6 of the State Sector Act 1988. It also sets out the responses expected from Public Service chief executives, in line with their responsibilities under sections 56 and 58 of that Act.

### Setting expectations

- The State Services Commissioner sends a letter to Public Service chief executives about the *Equality and Diversity Policy* and what is expected of them, at the time the policy is launched.
- Each year, SSC’s Deputy Commissioners discuss with chief executives the implications of the *Equality and Diversity Policy* for their organisational strategies, service delivery, and the achievement of the State Services Development Goals.

### Providing guidance – organisational planning and performance reporting

- SSC provides guidance to organisations in the Public Service on integrating equality and diversity into their organisational planning and reporting.

- Organisations carry out strategic planning, in discussion with SSC's Deputy Commissioners and State Services Performance Specialists, using the guidance provided on equality and diversity.
- Organisations summarise their proposed equality and diversity actions in their Statements of Intent, as appropriate. They also publicise their equality and diversity policies and programmes to their staff, as part of promoting their good employer policies.
- Organisations provide HRC Survey data to SSC, and report on equality and diversity in their annual reports.

### **Monitoring and accountability**

- SSC reviews organisational information, including Statements of Intent, Annual Reports, HRC Survey data and referee reports, and provides feedback to chief executives on performance.
- SSC has a continuing expectation of chief executives in the equality and diversity area, but this will not necessarily be specified in each year's performance letter. If there are performance issues relating to equality and diversity that require attention, then SSC's next annual chief executive performance letter will include a specific equality and diversity expectation for the following year.
- SSC publishes an annual report on progress in equality and diversity across the Public Service, drawing on information collected from various sources, including Statements of Intent, Annual Reports and HRC Survey data.

Contact your [State Services Performance Specialist](#) to discuss how you are integrating equality and diversity into strategic planning, reporting and achievement of the Development Goals.

Working to progress the valuing of equality and diversity throughout your organisation, including strategic planning and reporting, is a performance expectation.

### **Equality and diversity expectations for chief executives**

Specific expectations for chief executives include:

- actively leading the integration of equality and diversity across all organisational strategies, processes, systems, and plans
- ensuring the employment requirements of Māori, women, people with disabilities, and ethnic or minority groups are recognised (s 56 SSA)
- ensuring fairness in employment for all persons and groups of persons (s 58 SSA)
- leading and supporting all staff in implementing equality and diversity
- proactively seeking support from appropriate sources – including their State Services Deputy Commissioner and their SSPS for guidance in applying the Policy
- actively encouraging their senior leadership teams to do all of the above.

## Equality and diversity expectations for the State Services Commissioner

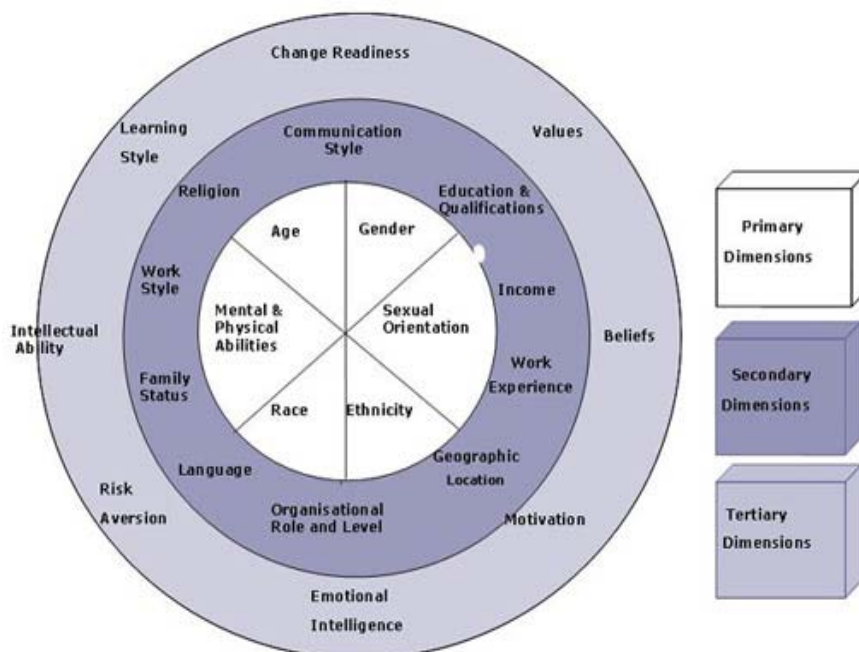
Specific expectations for the State Services Commissioner include:

- setting expectations for chief executives to progress equality and diversity
- promoting the *Equality and Diversity Policy* and providing guidance on how to apply it
- assessing chief executives' progress in the valuing of equality and diversity throughout the organisation, and including this as a performance expectation
- modelling the behaviour and values expected of chief executives and employees.

## Applying an “equality and diversity lens”

In the recommended implementation steps below, the term “equality and diversity lens” (E&D lens) is used. This refers to the process of looking at how equality and diversity can be integrated into strategic planning and reporting, and how the subsequent results can progress equality and diversity throughout the organisation. In the context of this Policy, equality means treating people fairly and with respect, while diversity means understanding, appreciating and realising the benefits of individual differences.

People identify with many characteristics or qualities, not just with gender, ethnicity or whether they have a disability. The following diagram, from *Workforce America!* (Loden and Rosener 1991) shows a model of diversity involving the interaction of three dimensions (see National Equal Opportunities Network website, [www.neon.org.nz](http://www.neon.org.nz)).



It is the combination of the diverse factors in the model above that makes workplaces and people unique and diversity complex. Any EEO programme or plan needs to take this into account.

## Developing an effective equality and diversity strategy

The good employer provisions of the State Sector Act requires chief executives to provide an equal employment opportunities programme and to recognise the employment requirements of Maori, ethnic or minority groups, women and people with disabilities.

For more information and guidance on developing effective equality and diversity strategies, explore the resources noted below, or contact [peoplecapability@ssc.govt.nz](mailto:peoplecapability@ssc.govt.nz).

- The Chartered Institute of Personnel Development (CIPD) has published the “Managing Diversity” toolkit, available for purchase from the CIPD website: [www.cipd.co.uk](http://www.cipd.co.uk)
- The Corporate Executive Board offers subscribers a range of research reports and tools on diversity and human resources strategy. Check if your department subscribes to the Corporate Executive Board, visit [www.clc.executiveboard.com](http://www.clc.executiveboard.com) or contact [peoplecapability@ssc.govt.nz](mailto:peoplecapability@ssc.govt.nz)
- The EEO Trust has a variety of toolkits and publications available to download: [www.eeotrust.org.nz/toolkits/index.cfm](http://www.eeotrust.org.nz/toolkits/index.cfm)

For more information on meeting the employment requirements of different groups of people:

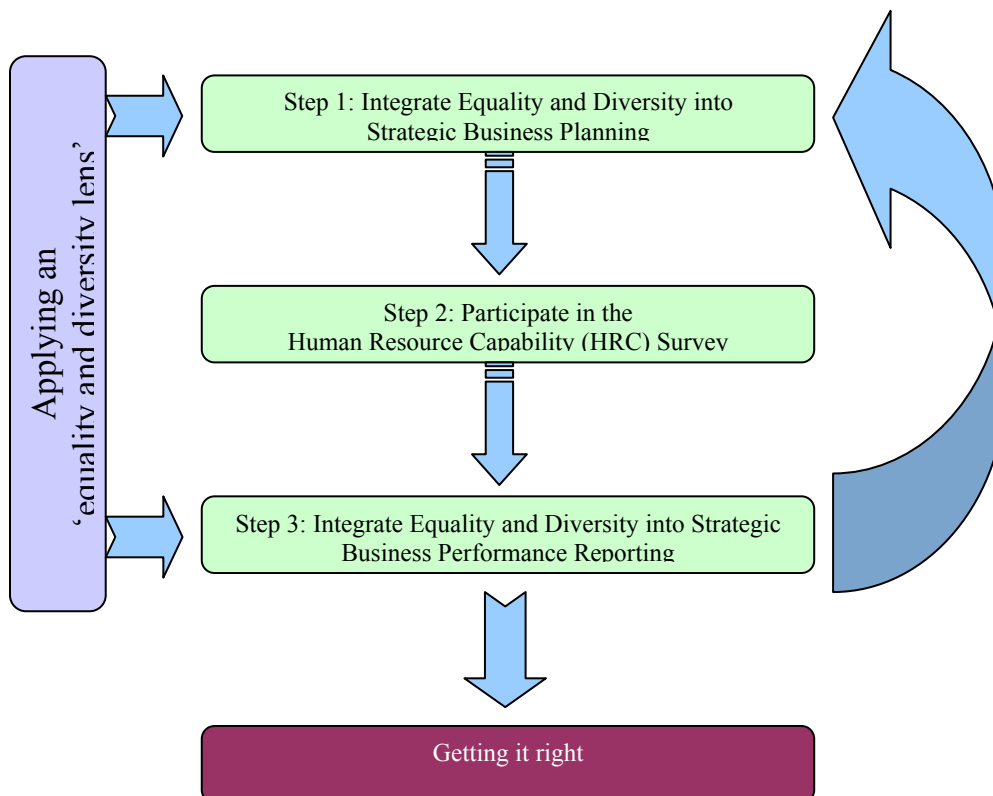
- The National Equal Opportunities Network (NEON) publish a range of documents on the employment of women, people with disabilities, older workers, Māori, Pacific, Asian and other minority groups at [www.neon.org.nz/resources/?subject\\_id=5&page=2&search=title](http://www.neon.org.nz/resources/?subject_id=5&page=2&search=title)
- The EEO Trust have published a number of tool kits and guidance documents for working with diverse groups, including Māori and people with disabilities: [www.eeotrust.org.nz/toolkits/index.cfm](http://www.eeotrust.org.nz/toolkits/index.cfm)
- The SSC provides guidance on EEO for people with disabilities: [Moving Forward: EEO for People with Disabilities in the Public Service](#)
- The SSC Mainstream programme facilitates employment opportunities for people who experience significant disability. All placements are created within State sector organisations. Contact [mainstream@ssc.govt.nz](mailto:mainstream@ssc.govt.nz)
- The Office for Disability Issues provides a Disability Perspective Toolkit and other resources: [www.odi.govt.nz](http://www.odi.govt.nz)
- The Pay and Employment Equity Unit (PEEU) of the Department of Labour can assist with pay and employment equity reviews: [www.dol.govt.nz/services/PayAndEmploymentEquity/](http://www.dol.govt.nz/services/PayAndEmploymentEquity/)
- The Office for Senior Citizens leads, promotes and monitors the New Zealand Positive Aging Strategy, which includes supporting the employment of older workers: [www.osc.govt.nz](http://www.osc.govt.nz)
- Te Puni Kokiri can provide information on employment of Māori: [www.tpk.govt.nz](http://www.tpk.govt.nz)
- The Ministry of Pacific Island Affairs can provide information on the employment of Pacific peoples: [www.minpac.govt.nz](http://www.minpac.govt.nz) or email [contact@minpac.govt.nz](mailto:contact@minpac.govt.nz)

- The GLBTI policy team at the Ministry of Social Development can provide research, information and advice on issues relating to gay, lesbian, bisexual, transgender, fa'afaine, takatapui and intersex people. Contact: [glbtipolicy@msd.govt.nz](mailto:glbtipolicy@msd.govt.nz)

## How to implement the policy – three key steps

- Step 1: Integrate Equality and Diversity into Strategic Planning: November - April
- Step 2: Participate in the Human Resource Capability (HRC) Survey: July (results in November)
- Step 3: Integrate Equality and Diversity into Strategic Performance Reporting: August-October.

### Implementing the Equality and Diversity Policy



## Step 1: Integrate equality and diversity into strategic planning

After discussion with your senior leadership, select the new business strategies that you will be focusing on this year, or the current strategies that you will be reviewing.

- Consider how you can integrate the valuing of equality and diversity into your selected strategies.
- Consult with other managers and any employees/unions as appropriate.
- Decide what will be achieved and how, including how you will show progress.
- Discuss these strategies with your SSPS, and summarise in your Statement of Intent (SOI). See guidance for preparing the SOI at: [www.ssc.govt.nz/soi-guidance](http://www.ssc.govt.nz/soi-guidance)

You could now move to [Step 2](#) or [Step 3](#), or you may want to look at some of the ways equality and diversity could be integrated into example business strategies.

### Example Business Strategies for Step 1

Below are examples of business strategies that have been identified as contributing to organisational success in the 21<sup>st</sup> century: [Workforce planning](#), [Change management](#), [Recruitment](#), [Competencies](#), [Learning and development](#), [Leadership](#), [Employee engagement](#), [Retention](#), [Employment attractiveness](#), and [Satisfaction with Service](#).

Each strategy has examples of “What’s in it for you” as well as the factors to be considered in applying an [equality and diversity lens](#). **These are examples only.** Your business strategies will depend on your priorities. However, once you have read the examples given, you should be able to apply this way of thinking to any of the business strategies your organisation is going to implement or review this year.

For more ideas on integrating diversity into business success, see Versatile Workspace, Business Success: [www.eeotrust.org.nz/content/docs/information/Versatile Workplace - business success. PDF](http://www.eeotrust.org.nz/content/docs/information/Versatile_Workplace_business_success.PDF)

### Workforce planning

Workforce planning is a primary business strategy to enable future planning, anticipate change, manage the workforce, and meet business goals. It identifies how future staffing and skill needs will be met and informs the content of existing business strategies. Workforce planning is a gap analysis at a micro and macro level: what you have and what you need. It is a key strategic planning tool, from which other strategies flow, including determining resources.

#### How this strategy contributes to business results – What’s in it for you

- Integrating equality and diversity into workforce planning helps you identify the diverse skills, knowledge, and experiences you need to drive key strategies forward.
- For example, if you are planning a change process in the coming year, you will need to identify particular skills for leading the process, and potentially different skills for implementing the resulting changes.

## What to consider if implementing or reviewing this strategy – E&D lens

- Do you know what you need your people to do (skills, knowledge, experience)?
- Do you know the types of specific work styles and different ways of thinking you will need to lead/implement special initiatives (e.g. a change management process)?
- Do you know how many people you need (number) and when (short-term and long-term)?
- Do you know the demographics of your community, clients and labour market?
- Do you know your staff demographics, and consider this in succession planning (refer [HRC Survey](#) data)?
- Do you know where to get the required people (sourcing, attracting and developing in-house)?
- Are you demonstrating your commitment to the employment requirements of Māori, women, people with disabilities, and ethnic/cultural minorities (s 56, SSA) by considering your organisation's needs, your existing workforce profile, the wider workforce profile and what you need to do to attract and retain talent from under-represented groups?

## Resources

- Western Australian Public Sector Workforce Planning Toolkit: [www.dpc.wa.gov.au/psmd/wptoolkit/index.html](http://www.dpc.wa.gov.au/psmd/wptoolkit/index.html)
- Case studies:
  - [AUT eases transition to retirement for older workers](#)  
Flexibility for older staff helps the Auckland Institute of Technology retain institutional knowledge and boosts employees' loyalty, while easing them into retirement.
  - [Polytechnic develops initiatives to provide greater flexibility and support for staff](#)  
Christchurch Polytechnic's innovative ways of allowing staff greater flexibility and choice puts them at the forefront of good employment practice – and it believes it pays off.

Integrating equality and diversity into workforce planning helps you identify the diverse skills, knowledge, experiences and different ways of thinking you need to drive strategies forward.

## Change management

We operate in an environment of ongoing change. Organisational change may be required to deal with environmental change or to benefit from changing opportunities. The process of change has to be managed and planned – both from an organisational and from an individual perspective. Change management is a systematic approach to dealing with these changes, and involves adapting to change, controlling change, and effecting change.

### How this strategy contributes to business results – What’s in it for you

- We can be adaptive or innovative in our cognitive thinking styles, and both are required for effective change management.
- There may be a value in using a mix of methods in a given change context.
- If differences are viewed positively – particularly where key individuals diverge greatly from the group norm – you have a greater chance of retaining key staff, and this may increase the probability of a successful change management outcome.

### What to consider if implementing or reviewing this strategy – E&D lens

- Do you know how skilled your managers are at change management?
- Do staff know the ultimate aims of the changes?
- Do you know the types of specific work styles and different ways of thinking you will need to lead/implement special initiatives in the change management process?
- Do you look out for equality and diversity barriers or issues that may be present, or that may arise, at different stages of the change management process?
- Is the chief executive highly visible in influencing cultural change in symbolic and meaningful ways?
- Does your change management strategy relate to your [workforce planning](#) strategy?

### Resources

- “How to” guides for change management from Queensland Government, Australia: [www.health.qld.gov.au/publications/change\\_management/](http://www.health.qld.gov.au/publications/change_management/)
- Case study:
  - [Treasury is creating a more people-friendly organisation](#) through a planned, managed change process.

Integrating equality and diversity into your change management strategy by recognising and valuing differences helps you to adapt to, control, and successfully implement change.

## **Recruitment**

Your recruitment strategy needs to identify leading practice sourcing and selection tools to assess the core skills and attributes of high performers. It will also need to identify ways to reduce the ‘time to hire’.

### **How this strategy contributes to business results – What’s in it for you**

- Diverse knowledge, skills, and experiences help improve how work is done, leading to improved efficiency and better business results.
- Integrating equality and diversity into your recruitment strategies will help expand the pool of talented people who will consider working for you.

### **What to consider if implementing or reviewing this strategy – E&D lens**

- Are your recruiting, selecting and induction processes clearly linked to workforce planning?
- Are the processes regularly audited to ensure fairness? (Note: an audit can be done on many processes, including Pay & Employment Equity – see [www.dol.govt.nz/services/PayAndEmploymentEquity/resources/assessment-tools.asp](http://www.dol.govt.nz/services/PayAndEmploymentEquity/resources/assessment-tools.asp) ).
- Is fair selection and appraisal training provided for all managers?
- Are the criteria for vacant positions (including secondments) clearly communicated to all?
- In interviews, do you include questions that show whether the applicant values equality and diversity?
- Are you checking that your decisions are in line with your equality and diversity objectives, including objectives for under-represented groups?
- Do employees have a formal induction that includes your policies on equality and diversity?

### **Resources**

- SSC *Leading Practice Recruitment and Selection Toolkit 2007* (available to public servants on the HR Workspace (tools) on Public Sector Intranet, <https://psi.govt.nz/hrnetwork/Library/Leading%20Practice%20Selection%20Tools%20in%20the%20State%20Services%20July%202007.DOC>
- The Pay and Employment Equity Unit (PEEU) of the Department of Labour can assist with pay and employment equity reviews: [www.dol.govt.nz/services/PayAndEmploymentEquity/](http://www.dol.govt.nz/services/PayAndEmploymentEquity/)
- The PEEU and the National Council on the Employment of Women (NACEW) have developed a suite of resources, including gender neutral job evaluation tools, available on the HRINZ website, [www.hrinz.org.nz/Site/HR\\_Info/Pay\\_and\\_Employment\\_Equity/default.aspx](http://www.hrinz.org.nz/Site/HR_Info/Pay_and_Employment_Equity/default.aspx)
- EEO Trust’s recruitment toolkit, *Tapping into Talent* (EEO Trust, 2006): [www.eeotrust.org.nz/content/docs/guidelines/2006talentintro.pdf](http://www.eeotrust.org.nz/content/docs/guidelines/2006talentintro.pdf)

- List of New Zealand recruitment companies that are members of the EEO Trust Employers Group and are committed to equal employment opportunities: [www.eeotrust.org.nz/group/index.cfm](http://www.eeotrust.org.nz/group/index.cfm)
- Human Rights Commission publication *Human Rights Act and Best Business Practice* (2000) includes information on illegal interview questions: [www.hrc.co.nz/index.php?p=13879&format=text](http://www.hrc.co.nz/index.php?p=13879&format=text)
- Case studies:
  - [Multicultural workers spice up the workplace](#)  
Businesses struggling to find hard-working, industrious employees should look at recent migrants and the long-term unemployed as a source of quality workers, maintains Auckland-based company Contract Warehousing.
  - [Finding the right person for the right job](#)  
When turnover and retention was proving challenging, LIC found the perfect solution by widening its recruitment base.

Integrating equality and diversity into your recruitment strategy helps you hire the diverse skills, knowledge and experienced workforce you need to improve how work is done.

## Competencies

Competencies are behaviours that drive job success. Knowing and measuring these key behaviours leads to better performance. A research-based competency model enables a consistent set of standards to be applied at all stages of employment.

### How this strategy contributes to business results - What's in it for you

Identifying and developing staff competencies relevant to equality and diversity helps to:

- Foster the ability to listen to people who have a different approach to a problem or see a different possible outcome, potentially leading to better decision-making.
- Develop a group of talented, engaged managers of the required quality, quantity and diversity to meet the future needs of the Public Service.
- Create a Public Service that is responsive to the needs of diverse New Zealanders.

### What to consider if implementing or reviewing this strategy – E&D lens

- Do staff have competencies related to equality and diversity, and covering:
  - valuing both visible and less visible differences?
  - creating a workplace that values diversity and is fair to all?
  - considering diverse views to inform better decision-making?
  - working effectively with diverse clients and communities?
  - considering the effects of business planning, policy development and service delivery on equality and diversity outcomes?

- understanding their personal responsibility to progress equality and diversity?
- Are these competencies taken into account throughout employment?
- Are there development options available for anyone who is unskilled in these competencies?

## Resources

- For information on Public Service access to the Lominger research-based behavioural competency model, email [peoplecapability@ssc.govt.nz](mailto:peoplecapability@ssc.govt.nz).
- Case studies:
  - [Employee innovations pay healthy dividends for glass company](#)  
Auckland company O-I New Zealand (ACI Glass Packaging) has found that since it brought in training, education and health programmes, absenteeism and overtime hours worked at its Penrose factory have been reduced.
  - [Little United Nations grows apace](#)  
Training company finds a diverse workforce boosts variety and richness of the business.

Integrating competencies relating to equality and diversity into your competency framework will help foster better decision-making, capable managers, and a responsive Public Service.

## Learning and development

Seventy percent of learning occurs in the workplace ([www.oise.utoronto.ca/depts/sese/csew/nall/res/21adultsifnormallearning.htm](http://www.oise.utoronto.ca/depts/sese/csew/nall/res/21adultsifnormallearning.htm)). A learning and development strategy helps align, plan, prioritise, structure, integrate and evaluate learning and development activities. This helps to meet capability needs, improve performance, and retain good staff.

### How this strategy contributes to business results – What’s in it for you

- Learning interventions that are appropriate to your organisation, including its culture, demographics, and individuals’ preferred learning styles, can help build the required capability that the organisation needs to deliver on its plans.
- Having appropriate learning interventions also builds employee engagement.

### What to consider if implementing or reviewing this strategy – E&D lens

- Do people who have difficulty treating people fairly and with respect; and/or understanding, appreciating and realising the benefits of individual differences, have opportunities for development in this area?
- Is the focus on quality of work, including agreed outputs/deliverables, rather than the number of hours spent at a desk?
- In group decision-making

- are all employees' views actively sought?
- are group differences examined to identify any specific issues?
- are these views and differences taken into consideration?
- Does your workplace accommodate different learning, processing and work styles?
- Do you use your people capability data (e.g. engagement and/or exit surveys) to inform your learning and development strategies?
- Are training needs analyses regularly carried out for different groups?
- Is the effectiveness of learning and development initiatives regularly evaluated from the perspectives of different groups?
- Is contact made with other groups, internally and externally, in order to learn from them?

## Resources

- The resources in the Learning and Development Framework developed by the SSC will help you align your learning and development programme with the overall goals of your organisation. State servants can access the Learning and Development Framework on the Public Sector Intranet: <https://psi.govt.nz/ldf>.
- The Career Development Framework includes tools for individual State servants and their managers to build structured career paths and identify development options. State servants can access the Career Development Framework on the Public Sector Intranet: <https://psi.govt.nz/cdf>.
- Learning State is the industry training organisation for the State sector. It provides information on workplace learning and assessment: [www.learningstate.govt.nz](http://www.learningstate.govt.nz).
- The Office of Ethnic Affairs (OEA) promotes intercultural awareness, competence and effectiveness across the public service. The OEA Intercultural Team provides a specialist intercultural advisory service and intercultural awareness and communication training:  
[www.ethnicaffairs.govt.nz/oeawebsite.nsf/wpg\\_url/Resources-Intercultural-Awareness-Resources-Intercultural-Advisory-Service?OpenDocument](http://www.ethnicaffairs.govt.nz/oeawebsite.nsf/wpg_url/Resources-Intercultural-Awareness-Resources-Intercultural-Advisory-Service?OpenDocument), also:  
[www.ethnicaffairs.govt.nz/oeawebsite.nsf/wpg\\_url/Resources-Intercultural-Awareness-Resources-Index](http://www.ethnicaffairs.govt.nz/oeawebsite.nsf/wpg_url/Resources-Intercultural-Awareness-Resources-Index)
- Case studies:
  - [Dunedin City Council embraces youth employment initiatives](#)  
City Council helps launch young people into work, and benefits from the youthful enthusiasm they bring to the workplace.
  - [He's no spring chicken but he's a big help on the farm](#)  
Former bank branch manager Neil Savage had never worked on a farm before Kairanga Poultry employed him as a general farm worker.

Integrating equality and diversity into your learning and development strategy will improve learning results and help create an innovative environment attractive to high achievers.

## **Leadership**

A leadership strategy aims to identify future leaders and ensure suitable development programmes are available to develop the pool of leadership talent. It also aims to develop the skills required in existing leaders to lead their teams competently.

### **How this strategy contributes to business results - What's in it for you**

- Leaders who actively model and lead the integration of equality and diversity into their work practices will create a cascading effect throughout your organisation.
- This means leadership that is committed to creating a workplace where equality and diversity are valued and mutual respect applies.
- This integration of equality and diversity into your leadership strategies will help build a group of talented, engaged managers of the required quality and diversity to meet the future needs of the Public Service.

### **What to consider if implementing or reviewing this strategy – E&D lens**

- Does the organisation have values aligned with valuing equality and diversity?
- Are there clear policies on equality and diversity, and do people know how to find them?
- Is valuing equality and diversity integrated into strategic business planning and reporting?
- Are all policies and practices under consideration required to take into account the impact on equality and diversity?
- Are equality and diversity issues considered when leaders' performance is assessed?
- Does the organisation share equality and diversity experiences internally/externally?
- What metrics are used to gauge the diversity of the leadership pool in this organisation?

### **Resources**

- Information on the services from the Leadership Development Centre: [www ldc.govt.nz](http://www ldc.govt.nz).
- Information on the Australian and New Zealand School of Government leadership programmes for future Public Service leaders: [www.ssc.govt.nz/anzsog-programmes](http://www.ssc.govt.nz/anzsog-programmes).
- Case studies:
  - [Science and family-friendly policies make good business](#)  
Care for the land goes hand in hand with care for people and valuing diversity at Manaaki Whenua Landcare Research.
  - [Treasury is creating a more people-friendly organisation](#)  
Counting the cost of high staff turnover, particularly of women, initiates big changes at The Treasury.
  - [Sealord encourages young Maori to become future leaders](#)  
A shortage of young Maori taking up management careers has led seafood company Sealord to set an ambitious goal – it wants at least a quarter of its top management positions to be held by Maori within five years.

Integrating equality and diversity into your leadership strategies will help build a group of talented and engaged managers of the required quality and diversity to meet the future needs of the Public Service. Leaders who value and model equality and diversity will help their progression throughout the organisation.

## **Employee engagement**

Employee engagement is the extent to which employees are committed to their organisation. Increased engagement leads to improved performance, retention, productivity, and organisational results. Engagement surveys measure organisation elements directly affecting individual engagement. Identified issues can then be addressed through action planning. The data should enable benchmarking at an organisational level, and against New Zealand and overseas public sector engagement results.

### **How this strategy contributes to business results – What’s in it for you**

- You hire employees with the diverse skills, knowledge, and experiences needed to drive performance, innovation, and excellence.
- However, to realise these gains, you need to (1) progress the valuing of equality and diversity and (2) engage your diverse workforce.

### **What to consider if implementing or reviewing this strategy – E&D lens**

- Are employees asked if they feel respected/valued and is progress fed back to employees? If yes, are diversity related results spliced by age, gender and/or ethnicity?
- Is the work environment open and trusting, free from - and with zero tolerance for - harassment, bullying, and discrimination?
- Are the views of employees actively sought and valued by management?
- Does the organisation encourage learning from mistakes?
- Do staff agree that all leaders progress the valuing of equality and diversity?

### **Resources**

- The State Services is able to provide discounted rates for use of the Gallup engagement survey for national and international benchmarking on employee engagement. Enquire by email to [peoplecapability@ssc.govt.nz](mailto:peoplecapability@ssc.govt.nz)
- *Creating a Positive Work Environment - Respect and Safety in the Public Service Workplace* advocates a zero tolerance approach to workplace bullying: [www.ssc.govt.nz/creating-positive-work-environment](http://www.ssc.govt.nz/creating-positive-work-environment)
- Access "wave.org.nz" for information to address and prevent bullying in the workplace, and thereby retain your talent: [www.wave.org.nz/index.html](http://www.wave.org.nz/index.html)
- To access information from the Public Services Association on the legislative and business requirements to have a zero tolerance policy for workplace bullying:

[www.psa.org.nz/library/psa/09%20psa%20journal/previous%20journal%20stories/workplace%20bullying%20-%20psa%20journal%20article%20-%202009-2003.asp](http://www.psa.org.nz/library/psa/09%20psa%20journal/previous%20journal%20stories/workplace%20bullying%20-%20psa%20journal%20article%20-%202009-2003.asp)

- The report *Driving Performance and Retention through Employee Engagement*, Corporate Leadership Council, 2004, is available to Corporate Leadership Council Members: [www.mckpeople.com.au/SiteMedia/w3svc161/Uploads/Documents/760af459-93b3-43c7-b52a-2a74e984c1a0.pdf](http://www.mckpeople.com.au/SiteMedia/w3svc161/Uploads/Documents/760af459-93b3-43c7-b52a-2a74e984c1a0.pdf)
- Case studies:
  - [Travelling the world in Penrose](#)  
Ethnic diversity has helped Comacc's business expand.
  - [Christchurch produce distributor achieves good results by employing long-term unemployed](#)  
Prepack manager Noel Hickland has taken on employees who have been long-term unemployed, with great results.

Integrating equality and diversity into engagement action plans helps create an environment where diverse employees are more likely to be committed and give you their best efforts.

## **Retention**

Actions and attitudes that make employees feel successful, secure and appreciated encourage them to stay. Therefore, a sound retention strategy should focus on, and tactically address, the key elements that are identified as necessary to keep your staff on board.

### **How this strategy contributes to business results – What's in it for you**

- Employees who believe their diverse skills, knowledge, and experiences are valued are more likely to engage with their employer and continue working for them.

### **What to consider if implementing or reviewing this strategy – E&D lens**

- Does your retention strategy have clear links to [workforce planning](#)?
- Can employees select from a menu of employment benefits to meet different needs?
- Are [flexible work/leave arrangements](#) offered even to those without traditional family ties?
- Do managers recognise and manage different working styles effectively?
- Do you know the retention rates for those groups critical to retain, including Māori, women, people with disabilities, and minorities (s 56 SSA)?
- Do you act on engagement survey and exit interview data – e.g. do you analyse the data by gender, age, and/or ethnicity, and review it at least annually, followed by appropriate action planning?

## Resources

- Contact SSC about Public Service use of the Gallup Q12 engagement survey: email [peoplecapability@ssc.govt.nz](mailto:peoplecapability@ssc.govt.nz)
- *Work-Life Balance: a resource for the State Services*, SSC, 2005, [www.ssc.govt.nz/worklifebalance](http://www.ssc.govt.nz/worklifebalance)
- *Recruitment and Retention Toolkit*, Society for Human Resource Management, [www.shrm.org/login.asp?clickth=http://www.shrm.org/hrtools/toolkits\\_published/CMS\\_014942.asp](http://www.shrm.org/login.asp?clickth=http://www.shrm.org/hrtools/toolkits_published/CMS_014942.asp) (SHRM members can access)
- Case studies:
  - [Family-friendly company enjoys high employee retention rate](#)  
Helping employees to balance life and work not only keeps them happy and loyal, but has led to Auckland-based international company 3M having great staff retention rates – and even won it a good employer award.
  - [The company that people find it impossible to leave](#)  
Giving employees a stake in the success of the company, along with a trusting and open culture, has proved a winning formula at Information Tools, whose turnover is so low people queue up to work there, while its business growth soars at over 20% per annum.

Integrating equality and diversity into your retention strategy will help retain the skills knowledge and experiences vital to achieving business results.

## **Employment attractiveness**

Your employment attractiveness is the way people view your organisation as a place to work. A strong brand can enable organisations to improve the number of high-quality applicants applying for jobs, improve employee retention, and improve employee effort and performance.

### **How this strategy contributes to business results – What’s in it for you**

- If your brand reflects a culture that values equality and diversity, then people with diverse skills, knowledge and experiences, and different ways of thinking, will be able to see themselves as part of your workforce, making you more attractive as a potential employer.
- Leveraging these differences will help ensure organisational success.

### **What to consider if implementing or reviewing this strategy – E&D lens**

- Does the organisation integrate equality and diversity in its work, including in strategic business planning and reporting?
- Do your claims as an employer match your employees’ experiences?
- Does everyone who works for you know what it means to value equality and diversity?

- Do you formally acknowledge staff who value equality and diversity?
- Do you have a reputation as an innovative, high performer, with a positive, inclusive workplace, and a commitment to excellence?

## Resources

- The public sector Brand Forum is a group of public sector professionals who are currently involved in brand-related work. Public servants can find further details on the Public Sector Intranet: <https://psi.govt.nz/brand>
- The Corporate Leadership Council has resources to help you actively manage your Employee Value proposition: see [www.clc.executiveboard.com](http://www.clc.executiveboard.com). For information on gaining membership of the Corporate Leadership Council, email [peoplecapability@ssc.govt.nz](mailto:peoplecapability@ssc.govt.nz)
- See also Lockwood, N.R. "Corporate social responsibility: HR's leadership role", in *SHRM Research Quarterly*, 4, December 2004 at [www.shrm.org/research/quarterly/1204RQuart\\_essay.asp](http://www.shrm.org/research/quarterly/1204RQuart_essay.asp)
- Case studies:
  - [Bringing skill and charm to Auckland City advisory role](#)  
When Auckland City Council were looking for a suitable disability advisor, good interpersonal skills and already established connections with the disabled community were high priorities.
  - [Where does New Zealand's largest electronic manufacturer find its staff? Everywhere!](#)  
Employing a diverse range of employees from around the world is part of the survival strategy for New Zealand's largest electronics manufacturing company, Christchurch-based Tait Electronics.

Integrating equality and diversity into your organisation's employment branding strategy will help attract the type of people who have the skills you need to meet your business objectives.

## **Satisfaction with service**

A 'satisfaction with service' strategy helps determine how to improve the quality of your organisation's services, and users' experiences of them. People tend to be satisfied with services when their experience matches their positive expectations. Expectations are formed by many factors, including the needs and characteristics of the service user. Common factors for consideration include responsiveness and the ability to rectify errors.

### **How this strategy contributes to business results – What's in it for you**

- Satisfaction with service is affected by whether people believe they are treated with respect, and whether your workforce finds innovative ways to solve their difficulties.

- By integrating equality and diversity into your strategies for satisfaction with service, you are helping create an environment that will encourage your employees to seek innovative, customer-focused solutions and to treat customers fairly and with respect.

### **What to consider if implementing or reviewing this strategy – E&D lens**

- Are clients/stakeholders asked if they feel respected (e.g. ‘satisfaction with service’ or stakeholder survey), and is information on progress regularly fed back to employees?
- Do clients/stakeholders know how to access your equality and diversity policy?
- Do clients/stakeholders think your organisation’s claims match the clients’ experience?
- Do you know how valuing equality and diversity can improve service satisfaction scores?
- Do clients/stakeholders view your organisation as a good place to do business, with an environment that values equality and diversity?

### **Resources**

- In July 2007, the SSC released a report identifying the key things that have the greatest influence on New Zealanders' trust and satisfaction with the services they receive from public service organisations. The report is: *What Counts for Kiwis Experience of Government Service?* See [www.ssc.govt.nz/drivers-report](http://www.ssc.govt.nz/drivers-report)
- SSC is developing a Common Measurements Tool that will comprise a set of common questions for State Services agencies to use in their own satisfaction surveys. This will enable agencies to compare their performance with other State Services agencies and with the Kiwis Count national survey and also to measure how they are progressing over time. It should be available in 2008: see [www.ssc.govt.nz/common-measurements-tool](http://www.ssc.govt.nz/common-measurements-tool) and bookmark for future reference
- Case studies:
  - [Working towards a new multicultural-style Police organisation](#)  
Employing Asian staff has helped Police relate to a wider range of clients.
  - [Auckland University of Technology supports diversity through network groups](#)  
AUT is proud of and celebrates the diversity of staff and students through active encouragement and support.

Integrating equality and diversity into your ‘satisfaction with service’ strategy will help improve your reputation as a responsive organisation that is focused on innovative problem solving.

## ***Examples of integrating equality and diversity into strategies over time***

Here are some high-level examples of integrating equality and diversity into strategic planning. These examples are illustrative only – your words and approach will depend on your priorities – and planning may take place over several years.

<b>Example strategy</b>	<b>Example approach</b>	<b>Example of completed work</b>	<b>Example of planned work</b>
<b>Workforce planning</b>	Identify requirement – including E&D	Direction and criteria determined	Examine internal and external workforce skills and capabilities
<b>Change management</b>	Train managers – including E&D	Trainers identified Budget established	Invitation from chief executive to managers to participate in training  3 separate on-site sessions
<b>Recruitment</b>	Develop mentoring programme	Unions advised Project Manager appointed	Identify skills (internal/external) Set up programme and roll out
<b>Competencies</b>	Add valuing E&D	Unions advised	Determine definitions and roll out
<b>Learning and development</b>	Improve valuing E&D if unskilled	Competencies developed	Determine strategies for development and roll out
<b>Leadership</b>	Create E&D policy	Unions advised	Consult appropriately and roll out
<b>Employee engagement</b>	Incorporate E&D into survey	Unions advised	Determine questions Decide how to splice data
<b>Retention</b>	Offer flexible leave	Unions advised	Consult appropriately and roll out
<b>Employment attractiveness</b>	Create “E&D Champion”	Appointed from senior leadership	Reward valuing E&D Use internet to highlight
<b>Satisfaction with service</b>	Incorporate E&D into survey	Advised how to access E&D policy	Determine questions and benchmarking

## Summarise in your Statement of Intent – Examples

As outlined in [Step 1](#) above, once you have worked out how you are going to integrate equality and diversity into the strategies you are focusing on this year, you are ready to discuss them with your SSPS and summarise them in your Statement of Intent (SOI) (see [www.s/sc.govt.nz/soi-guidance](http://www.s/sc.govt.nz/soi-guidance)).

Here are example summaries of strategies for an SOI, involving equality and diversity. These are illustrative only – your words and approach will depend on your priorities. Your planning may or may not include several strategies, and planning may take place over several years.

Example strategy	Example SOI summary
<a href="#">Workforce planning</a>	Analysis of skills required to lead change, including E&D
<a href="#">Change management</a>	Change management training for managers, including E&D
<a href="#">Recruitment</a>	Develop employee mentoring programme
<a href="#">Competencies</a>	Integrate valuing E&D competency into performance
<a href="#">Learning and development</a>	Integrate competencies – including valuing E&D – into learning and development framework
<a href="#">Leadership</a>	Internal E&D Policy statement
<a href="#">Employee engagement</a>	Engagement survey – including E&D - to be rolled out
<a href="#">Retention</a>	Review flexible leave arrangements, regardless of family status
<a href="#">Employment attractiveness</a>	Develop strategy, including valuing E&D
<a href="#">Satisfaction with service</a>	‘Satisfaction with service’ survey, including valuing E&D

For a real-life example of integrating equality and diversity into a business strategy, please see the [Inland Revenue Case Study](#) and/or visit [www.eeotrust.org.nz/peoplepower/index.cfm](http://www.eeotrust.org.nz/peoplepower/index.cfm) and view the EEO Trust case studies there.

## Step 2: Participate in the Annual Human Resource Capability Survey

The Human Resource Capability (HRC) Survey gives you useful information to help inform your current year's [workforce planning](#). It also helps you see how you are performing regarding your commitments to recognising the employment requirements of Māori, women, people with disabilities, and people from minority groups.

The HRC Survey provides demographic data, including occupation, job size, salary, age and ethnicity, employment status, turnover, and recruitment. This information is collected as at 30 June each year. The results are available in November of the same year. Each Public Service organisation will have access to reports based on their own HRC data, which allows comparison with the Public Service as a whole. Contact your HR Manager to access your organisation's reports.

HRC data relies on payroll data collected from all Public Service organisations – not on organisation self-assessment – and is published in an annual HRC Survey report, and as part of the annual Public Service EEO Progress Report. This data complements any in-house self-assessment you may elect to do for your own analysis.

SSC uses the HRC Survey results, among other sources of information, to see what an organisation -and the Public Service as a whole - is doing to progress equality and diversity.

HRC Survey data can be helpful for an organisation's own EEO self-assessments. Survey data is collected annually via your payroll, and data related to equality and diversity is published as part of the annual EEO Progress Report.

## Step 3: Integrate Equality and Diversity into Strategic Performance Reporting

Many organisations already summarise their equality and diversity progress in their [Annual Report](#). See [www.treasury.govt.nz/publications/guidance/accountability/annualreports](http://www.treasury.govt.nz/publications/guidance/accountability/annualreports). Step 3 seeks to continue and build on that good work:

- Look at your business results to determine progress in valuing equality and diversity. Note potential areas for improvement for future planning.
- Discuss with your [State Services Performance Specialist](#) and summarise in your Annual Report.

Public Service departments are required to report on a number of sector wide policies and strategies throughout the year. When reporting on progress in equality and diversity, consider integrating information from the many related reports that are already prepared, including:

- Pay and Employment Equity review reports and response plans
- New Zealand Disability Strategy work plans and progress
- Positive Aging Strategy goals and actions
- And any other reporting requirements for your department, sector or region.

Below are example Annual Report statements that illustrate how equality and diversity related results can be summarised in an Annual Report. These examples are not prescriptive – your words and approach will depend on your priority areas. Your reporting on performance may or may not include results from several strategies, and strategies may develop over several years.

<b>Example strategy</b>	<b>Example Annual Report summary</b>
Workforce planning	Workforce analysis - including integrating E&D – completed
Change management	Change management training - including integrating E&D – provided to managers
Recruitment	Employee mentoring programme rolled out
Competencies	Competencies – including E&D – integrated into framework
Learning and development	Competencies – including valuing E&D – integrated into learning and development framework
Leadership	Equality & diversity policy statement created and aligned to Code of Conduct
Employee engagement	Employee engagement – including valuing E&D – benchmarked
Retention	Flexible leave arrangements reviewed – regardless of status
Employment attractiveness	Brand developed, including valuing E&D
Satisfaction with service	Satisfaction with service – including valuing E&D – benchmarked

Look at business outcomes through an “equality and diversity lens”; discuss with your SSPS and summarise in your Annual Report.

## What it will look like when the Public Service gets it right

New Zealanders have a diverse range of skills, knowledge, experiences, and ways of thinking. So it is no surprise that valuing equality and diversity is important to New Zealand's national identity, economic growth, well-being, sustainability of government services, and the State Services Development Goals (see [www.ssc.govt.nz/development-goals](http://www.ssc.govt.nz/development-goals)).

The Policy contributes to all these objectives by helping to:

- build a pool of talented, engaged leaders of the required quality, quantity, and diversity to meet the future needs of the Public Service
- support the [Partnership for Quality 3](#)'s values of engagement, good faith, and respect
- create a work environment where people feel they belong, which is essential for wellness, full participation, and being connected with society and government
- increase New Zealanders' experience of government as accessible and trusted
- ensure our economy, work environment, and social fabric are set on a course that protects future generations.

Implementing the Equality and Diversity Policy will enable the best service to the government of the day, and to New Zealanders.

As set out in the Policy, when we integrate equality and diversity throughout the Public Service, we will be able to say that:

### **The Public Service:**

- is a great place to work, which recognises and values difference
- comprises people who are committed to service and who want to work in the Public Service
- provides better services to the government of the day, and services that meet the needs of New Zealanders
- acknowledges responsibility to take the lead in demonstrating the importance of valuing equality and diversity in New Zealand workplaces
- is committed to valuing equality and diversity irrespective of the economic situation.

### **All organisations:**

- attract skilled people with a commitment to service, for all levels of work
- enable employees to apply their diverse skills and experiences to their work
- make better decisions and develop more effective work practices because they have considered a more diverse range of ideas, cultural perspectives, and work styles
- better meet their business objectives, because they know their clients and are better equipped to meet their needs

- value equality and diversity as essential elements of growth and performance.

**Staff members:**

- bring benefits to the organisation through their diverse skills, perspectives and experiences
- perform to their highest potential
- influence how things get done, based on demonstrated skills and experiences
- balance life outside work with responsibilities at work
- value equality and diversity by understanding their differences
- can gain employment opportunities, progression, and benefits for reasons related to their recognised abilities
- believe that their organisations are fair, diverse and high-performing employers of choice.

Feedback on this document and suggestions of additional resources are very welcome. Please email [peoplecapability@ssc.govt.nz](mailto:peoplecapability@ssc.govt.nz).

**NOTES**



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