

OIA-2019-3390

/ April 2019

s. 9(2)(a)

Dear s. 9(2)(a)

I refer to your request of 14 January 2019, requesting, under the Official Information Act 1982 (OIA), the following:

*As part of the meta-evaluation of government diversity initiatives I am doing for the CaDDANZ initiative I need answers to the following questions:*

1. *What is the definition of diversity, cohesion, and integration that your organisation is using, and what does it encompass?*

The New Zealand Defence Force (NZDF) has formal policy, in the form of a Defence Force Order (DFO), on Diversity and Inclusion. A copy of this is enclosed, which includes relevant definitions and principles.

2. *What are the resources used to create these definitions?*
3. *What research was done to create these definitions?*

The enclosed DFO is a distillation of the requirements of the following legislation and reference document, moulded with consideration to the military context:

- Human Rights Act 1993
- Employment Relations Act 2000
- Defence Act 1990
- Diversity and Inclusion in the NZDF: A Blueprint for Change: 2017–2025

4. *What is the overall goal for the organisation regarding diversity, cohesion, and integration and how will this be measured?*

The intent, as stated in the DFO, is to ensure that the NZDF has a strong and inclusive workforce, and that all members of the NZDF are able to participate, compete and be rewarded fairly regardless of their gender, ethnicity, disability, sexual orientation, age, beliefs or family circumstances.

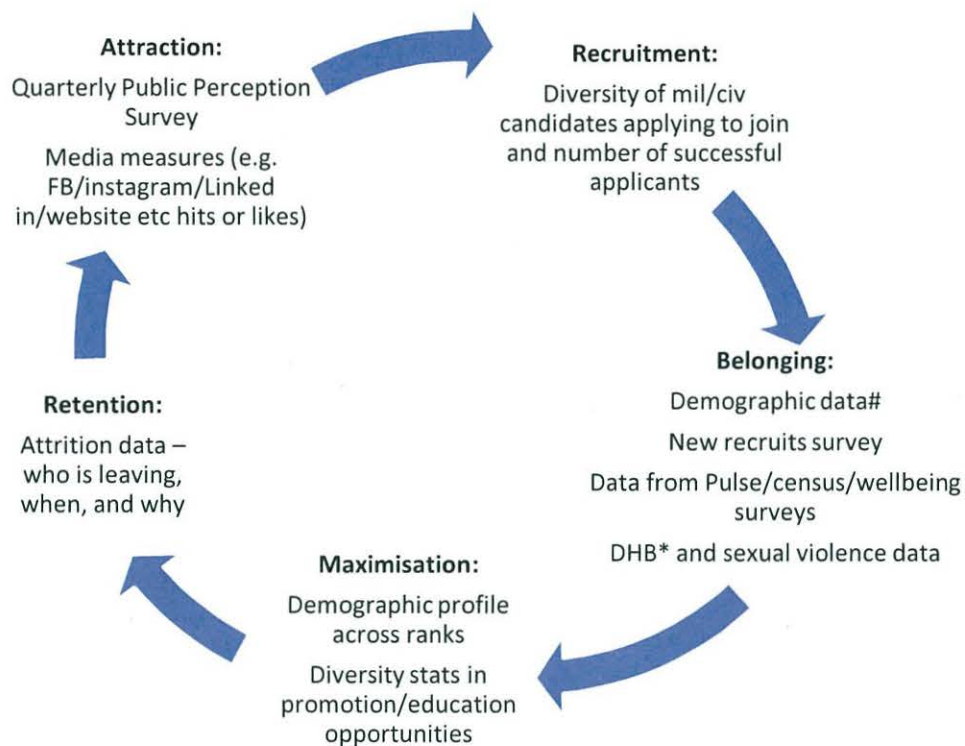
The impacts of this are:

- The NZDF is a good employer;
- The NZDF attracts and retains the right people;
- Inclusive and equitable principles guide the NZDF resource strategies, policies, processes and practices, compliance with legislation; and
- The NZDF has a culture where individuals are appointed and promoted on merit.

The expected benefits of Diversity and Inclusion are:

- A more diverse and inclusive workforce resulting in improved decision making, and improved operational effectiveness;
- Improved attraction and recruitment of diverse groups;
- Improved internal and external perceptions of the NZDF;
- Increased retention of *all* staff (due to increased satisfaction resulting from more inclusive practices, policy and culture); and
- Decreased harm to staff (i.e. discrimination, harassment, bullying, sexual violence etc.).

The NZDF proposes to undertake a number of measures to assess the impact of Diversity and Inclusion efforts within NZDF, as follows:



# Demographic data including age, gender, ethnicity, location, rank, trade, service.

\* DHB = Discrimination, Harassment and Bullying.

5. Are there publicly available strategy documents or conversations that your organisation has published that announce the organisations intentions regarding diversity, cohesion, and integration? (Refer the Diversity and Inclusion speech from Treasury as an example: <https://treasury.govt.nz/publications/speech/diversity-and-inclusion-why-it-works-work>)

Information can be found on the NZDF website, Facebook and Instagram pages, for example:

- <http://www.nzdf.mil.nz/families/diversity/default.htm>
- NZDF Facebook (information on International Women's Day; Invictus games etc.)
- CDF also has a twitter account (with messages supporting Diversity and Inclusion).

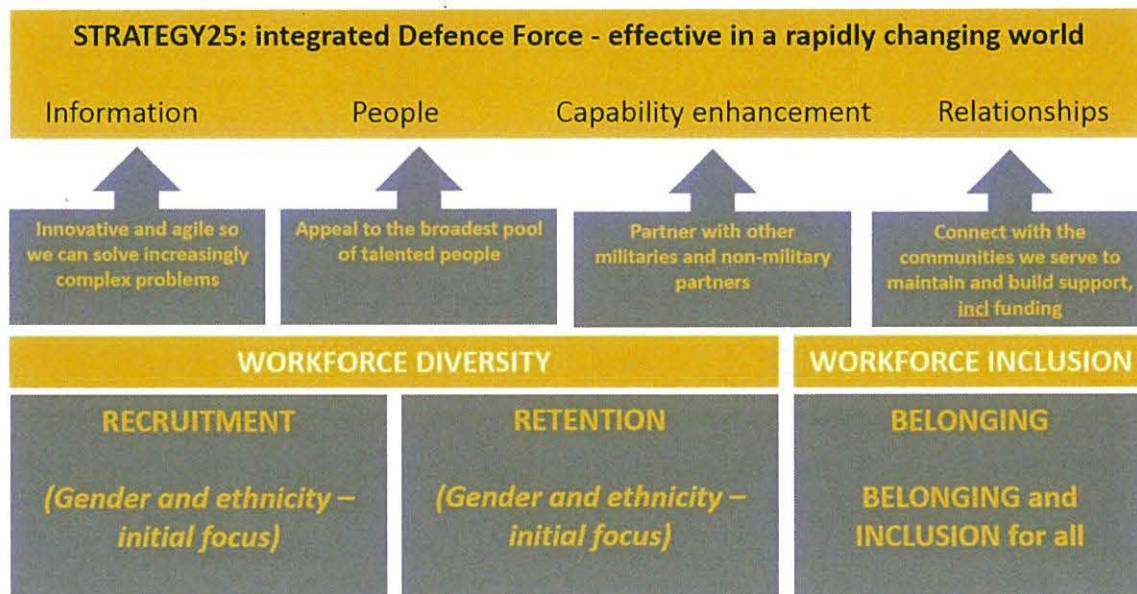
The following links may also be of use:

- <https://www.defence.govt.nz/assets/Uploads/maximising-opportunities-military-women-nzdf.pdf>
- <https://diversityworks.nz/nzdf-take-top-award/>

6. *What will success look like regarding diversity for the organisation, and how long does the organisation expect this to take?*

Further to my response to item 4, greater diversity for the NZDF enables the recruitment and retention of talented and dynamic personnel to support high performance, team cohesion, and operational effectiveness. Diversity and inclusion is an evolving piece of culture change; the current organisational strategy has developed a framework of a five year plan for short and near term goals, a 10 year plan for mid term goals and a 25 year plan for long term goals. The diagram below illustrates how Diversity and Inclusion supports the organisational strategy for an Integrated Defence Force by 2025.

## D and I - Supporting the NZDF's organisational strategy



7. *Has the organisation met any pushback regarding the introduction of these diversity strategies?*

No, while there was some initial lack of understanding as to what a more inclusive and diverse organisation would look like, the education of our people has mitigated this.

8. *Are these new policies, or have they built on previously enacted policies?*

The Diversity and Inclusion Policy is not new; it has evolved from previous Equal Employment Opportunity policies.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review my response to your request.

Yours sincerely



**A.J. WOODS**  
Air Commodore  
Chief of Staff HQNZDF

**Enclosure:**

1. DFO 3, Part 5, Chapter 2: Diversity and Inclusion

## Chapter 2: Diversity and Inclusion

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### Introduction 5.2.1.

This Order outlines the NZDF policy and principles for diversity and inclusion.

The long-term success of the NZDF as a modern military organisation requires an understanding of and commitment to diversity and inclusion. NZDF commanders and managers operate in an increasingly diverse and integrated environment. The growing diversity in our society means that they need to be familiar with diversity and inclusion policies and objectives in order to ensure long-term effectiveness is achieved.

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### Contents 5.2.2.

This Order contains the following sections:

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## Section A: Background of the Order

### Overview

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#### Introduction 5.2.3.

This Section provides the background and intent of this Order.

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#### Contents 5.2.4.

This section contains the following topics:

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## Scope of the Order

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**Application**  
5.2.5. This Order applies to all members of NZDF.

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**Effective date**  
5.2.6. This Order is effective from 07 April 2010.

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**Point of Contact**  
5.2.7. The Director of Diversity and Inclusion, Defence Organisational Development, HQNZDF is the point of contact for this Order.

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**References**  
5.2.8. The following references apply to this Order:

- (1) Human Rights Act 1993.
- (2) Employment Relations Act 2000.
- (3) Defence Act 1990.
- (4) *Diversity and Inclusion in the NZDF: A Blueprint for Change: 2017–2025.*

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**Cancellation**  
5.2.9. This Order cancels DFO 4 *Defence Force Orders for Personnel Administration, Chapter 1 Equal Employment Opportunity.*

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## Intent of the Order

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### Intent 5.2.10.

The intent of this Order is to ensure that NZDF has a strong and inclusive workforce and that all NZDF members are able to participate, compete and be rewarded fairly regardless of their gender, ethnicity, disability, sexual orientation, age, beliefs or family circumstances.

The impacts sought by this Order are:

- (1) the NZDF is a good employer,
  - (2) the NZDF attracts and retains the right people,
  - (3) inclusive and equitable principles guide the NZDF resource strategies, policies, processes and practices,
  - (4) compliance with legislation, and
  - (5) the NZDF has a culture where individuals are appointed and promoted on merit.
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### Principles to apply 5.2.11.

The following principles are to apply to this Order:

Principle	Definition
Fairness	Decision-making about individuals is transparent, fair and based on a person's merit and performance. Fairness must feature in all HR strategies, systems and practices.
Valuing Diversity	Differences are recognised, valued and respected. These differences help build a better workforce and contribute to organisational effectiveness.
Inclusiveness	All members of NZDF are encouraged to contribute their full range of skills and experience. A respectful and responsive culture is maintained that enables equitable access to work, career opportunities and maximum participation. Particular attention is given to gender integration and members of the designated affinity groups.

*Continued on next page*



## Intent of the Order, Continued

Principles to apply  
5.2.11.  
continued

Principle	Definition
Commitment	All members of NZDF are to behave according to the NZDF values and standards, particularly those related to fairness and non-discriminatory behaviour. This applies at all times and in all places.
Operational Effectiveness	Service and employment in the NZDF is focussed on achieving and maintaining operational effectiveness. The application of equity and diversity principles enables the NZDF to operate optimally in all environments.

## Definitions

**Definition table** 5.2.12. The following definitions apply to this Order in order of importance.

Term	Definition
Equal Employment Opportunities	<p>Equal Employment Opportunities (EEO) describes both the strategy for change and the outcome of that change. The result is a workplace in which everyone is able to compete equitably, to develop to their full potential and be rewarded fairly for their contribution based on merit. EEO assists in identifying and eliminating unfair discriminatory practices and attracting and retaining a diverse range of personnel.</p> <p><b>Refer:</b> SSC EEO policy 2010</p>
Equity	<p>Equity recognises that people are different and that different approaches may be needed to produce outcomes that are fair and right. This includes accommodating individual differences so that individuals can perform to their best within operational constraints. Equity is not equality. Equality treats people in the same way and fails to recognise that equal treatment will not always produce a fair result.</p>
Diversity	<p>People differ in many ways including gender, age, physical appearance, thought styles, religion and sexual orientation. Harnessing this diversity brings strength to NZDF and is an organisational priority.</p>
Inclusiveness	<p>All members of NZDF feel they belong, are valued and encouraged to contribute their full range of skills and experience. Members of NZDF are included in decision-making processes that take into account the needs of the NZDF and the individual.</p>
Designated Equal Employment Opportunity Group	<p>The Defence Act 1990 recognises the following groups as designated equal employment opportunity groups:</p> <ol style="list-style-type: none"> <li>(1) Māori.</li> <li>(2) Women.</li> <li>(3) Ethnic or minority groups.</li> <li>(4) People with disabilities.</li> </ol> <p>Government policy continues to focus on these designated groups as there has not been sufficient change or development in their employment position to consider that they no longer need a specific focus.</p> <p><b>Refer:</b> SSC EEO policy 2010</p>

*Continued on next page*

## Definitions, Continued

### Definition table

5.2.12  
continued

Term	Definition
Affirmative Action	<p>Affirmative action is aimed at:</p> <ol style="list-style-type: none"> <li data-bbox="683 510 1305 607">(1) removing or compensating for barriers to employment opportunities for members of designated equity and diversity groups, and</li> <li data-bbox="683 613 1230 680">(2) developing strategies to address their employment needs.</li> </ol> <p>This includes developing the skills of members of designated equity and diversity groups so that these individuals can compete on an equal footing with those from 'mainstream' groups.</p> <p>Affirmative action is not preferential treatment and does not require NZDF to hire or promote unqualified people.</p>

## Section B: The Policy

### Overview

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**Introduction**  
5.2.13. This section provides the framework for the application of equal equity and diversity opportunities in the NZDF.

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**Contents**  
5.2.14. This section contains the following topics:

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## Leadership Responsibilities

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### Introduction 5.2.15.

This topic outlines the specific responsibilities different positions have for delivering equity, diversity and inclusion within the NZDF.

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### CDF 5.2.16.

CDF is accountable for ensuring the NZDF workplace is equitable and inclusive, and that diversity and inclusion are valued for all members of the NZDF. This accountability is shared with the VCDF, Service Chiefs and Heads of Portfolios, and devolved to all commanders and managers in the NZDF.

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### VCDF and Service Chiefs 5.2.17.

VCDF and Heads of Portfolios are accountable for the implementation of the NZDF diversity and inclusion policy and are to:

- (1) apply and implement the NZDF diversity and inclusion policy;
  - (2) conduct an audit of personnel management practices to ensure diversity and inclusion policies are adhered to, including provision and delivery of diversity and inclusion training in all Service promotion courses;
  - (3) ensure that a support infrastructure is in place to assist members of the NZDF with diversity- and inclusion-related issues; and
  - (4) provide diversity and inclusion annual reports to monitor the effectiveness of this policy and related procedures.
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### Command Guidance 5.2.18.

Commanders and managers are to note that responsibilities around diversity and inclusion apply at all times and in all places.

**Refer:** Guidance in the [HR Toolkit](#), Diversity and Inclusion section.

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## Overview, Continued

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### Commanders and managers 5.2.19.

All commanders and managers at every level are responsible for creating an inclusive, diverse workplace, and are to ensure that:

- (1) the principles of diversity and inclusion are applied in all areas of HR management within their command or management;
- (2) all members of the NZDF under their command are aware of the diversity and inclusion policies, together with resources such as advice, counselling and information regarding complaint procedures;
- (3) appropriate standards of behaviour are set by example, and are expected of all personnel;
- (4) members of the NZDF under their command or management are supported and encouraged to reach their full potential and contribute their full range of skills and experiences;
- (5) appropriate diversity and inclusion training programmes are implemented and support is provided; and
- (6) the Diversity and Inclusion Network is promoted within their area of responsibility.

**Refer:** Equity network contacts in the [HR Toolkit](#) Diversity and Inclusion section.

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## Coordination of Diversity and Inclusion

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### VCDF and Service Chiefs 5.2.20.

VCDF, Service Chiefs and COMJFNZ are responsible for developing and coordinating the HQNZDF and their Service/JFNZ diversity and inclusion activities to support NZDF diversity and inclusion objectives.

VCDF, Service Chiefs and COMJFNZ are responsible for liaising with the Director of Diversity and Inclusion.

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### Equity Coordinators 5.2.21.

Service Chiefs and DHR, HQNZDF are to appoint an Equity Coordinator to support command in its efforts to implement the principles of diversity and inclusion within the Service and Headquarters environments.

The coordinators, in consultation with their Service Chief or the VCDF, are to contribute to the development of strategic initiatives sponsored by DHR, HQNZDF.

The strategic initiatives are for the benefit of the organisation as a whole. Services should also identify Service specific needs and develop initiatives to address those needs.

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### Equity Advisory Officers 5.2.22.

Equity Advisory Officers are to provide advice to commanders and managers regarding diversity and inclusion issues. They may also be a point of contact for diversity- and inclusion-related matters.

Equity Advisory Officers are to be drawn from within current personnel numbers and may be any member of the NZDF. The duties of Equity Advisory Officers are to be undertaken in conjunction with current job responsibilities.

Equity Advisory Officers are to be trained in:

- (1) diversity and inclusion legislation;
  - (2) discrimination, harassment and bullying resolution procedures; and
  - (3) the principles of natural justice relating to procedural fairness.
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## Coordination of Diversity and Inclusion Training

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**Responsibility**  
5.2.23. Commanders and managers are to use existing diversity and inclusion training materials and promote new training programmes. AC DHR through DHR, HQNZDF, together with Defence Corporate Training School (DCTS), is to provide assistance with diversity and inclusion training and resources.

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**Equity training**  
5.2.24. Training needs related to diversity and inclusion will change as individuals advance through the NZDF command/management structure to support the different responsibility levels of groups within NZDF. The following training and resources will be provided by DHR in consultation with the Equity Coordinators, to meet these needs:

NZDF diversity and inclusion training modules for Service promotion courses that are relevant to each level of professional development, ranging from new recruits to senior command level.

- (1) Briefings for members of Civil Staff.
  - (2) Instructor guides and lesson plans for Service promotion course diversity and inclusion modules.
  - (3) Train-the-trainer courses in new or revised diversity and inclusion modules.
  - (4) Other diversity- and inclusion-related courses such as anti-harassment adviser induction and refresher courses, and investigator courses.
  - (5) Diversity and inclusion education, tailored to meet the needs and perspectives of the individual Service, are to occur regularly.
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**Services utilise courses**  
5.2.25. Services are required to support and implement the use of the NZDF diversity and inclusion training modules exclusively at all levels, although these may be customised to their Service.

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**Service equity trainers**  
5.2.26. Services are responsible for ensuring that they train sufficient trainers to enable delivery of NZDF diversity and inclusion module training.

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**HQNZDF moderation role**  
5.2.27. The DHR, HQNZDF is responsible for moderating the continuing relevance, content, national consistency and quality of the diversity and inclusion modules. Moderation should be conducted on an annual basis.

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## Coordination of Diversity and Inclusion Training, Continued

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Training and  
education  
programme  
communication  
5.2.28.

Commanders and managers are to ensure that this policy is communicated to all members of the NZDF through available media including:

- (1) Service briefings,
  - (2) information sheets,
  - (3) articles in Service magazines, and
  - (4) Routine Orders.
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## The Use of Inclusive Language within NZDF Communications

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### Introduction 5.2.29.

Language used within the NZDF is to reflect NZDF values. All communications need to support the message that we are a diverse team with different backgrounds, personal values and beliefs.

The use of appropriate language will result in more effective and efficient communication by removing distractions and ambiguity.

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### Standards to apply 5.2.30.

All NZDF communications are to use non-discriminatory, gender neutral, non-abusive and inoffensive language. This includes but is not limited to all:

- (1) Service writing;
  - (2) new and revised Orders;
  - (3) policies;
  - (4) administrative practices;
  - (5) guidelines;
  - (6) job descriptions;
  - (7) visual material;
  - (8) presentations;
  - (9) verbal communications;
  - (10) trade names;
  - (11) occupational titles and civilian designations (this excludes rank titles that are legislated for in the Defence Act 1990); and
  - (12) visual material, where appropriate, is to include images of men and women and those of different ethnic origin in a variety of roles, at all levels.
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### Responsibility 5.2.31.

Service Chiefs, COMJFNZ and the Director of Diversity and Inclusion (DDI) are to ensure all communications comply with the principles outlined in this chapter.

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### Style books 5.2.32.

Guidance on the use of non-sexist language is set out in the style book titled *A Guide for New Zealand Writers and Editors: Style Book*.

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## Planning, Monitoring and Evaluation

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**Introduction**  
5.2.33.

The NZDF needs to be able to clearly articulate, monitor, measure and evaluate its contribution to the achievement of government policy and its progress towards achieving government equity objectives that are set and monitored through the State Services Commission.

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**Requirement**  
5.2.34.

Single Services and HQNZDF are to:

- (1) ensure their diversity and inclusion programmes are designed to meet NZDF human resource management strategic outcomes;
  - (2) develop and implement individual Service diversity and inclusion annual plans that outline intended Service outcomes;
  - (3) produce diversity and inclusion annual reports that measure planned outcomes against actual achievements. These reports are to include all training conducted and new diversity and inclusion initiatives; and
  - (4) report on specific diversity and inclusion programmes and progress within the agreed reporting framework.
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**Command action**  
5.2.35.

Commanders and managers are required to review progress, revise goals or set new goals during the life of this policy.

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