

New Zealand Intelligence Community

Parental Leave in the Intelligence Community 2018

A note about this summary

The research report *Parental Leave in the Intelligence Community* was completed in 2018.

Qualitative face-to-face interviews were conducted with men and women from the NZSIS and GCSB who were either on parental leave or had returned from parental leave in the period 2015 to 2018. A quantitative survey was also undertaken.

The results formed the basis for a series of recommendations, which were endorsed by the Senior Leadership Teams of the NZSIS and GCSB and integrated into a range of People and Capability action plans. This led to the development and implementation of the Joint Parental Leave and Childcare Allowance policies.

This document summary / excerpt reflects most of the Executive Summary in its original form. The survey questions have also been included.

The baseline information assembled in this research continues to inform organisational improvement work in both agencies.

Introduction

The New Zealand Intelligence Community (NZIC) Diversity and Inclusion Strategy (D&I) was launched on 21 March 2018. The strategy is key to developing a workforce which is inclusive, dynamic and agile as well as one that reflects diversity in its widest context.

Importantly, our agencies value our employees and their career development and want to ensure that all staff can have a full life, which balances career and family.

A key element of achieving any of the Diversity and Inclusion aims is to better understand the experiences of those that had taken Parental Leave (PL) in the past three years.

At the time of undertaking this research, we did not have any empirical information on the experiences of those taking PL and did not want to assume our policies and practices were appropriate. Rather we wanted to learn from those lived experiences so that we could, if needed, make improvements.

During 2018, People and Capability undertook qualitative and quantitative research into the experiences of NZIC employees (GCSB and NZSIS) who have taken PL.

Executive Summary

The experiences of NZIC staff who take PL are critical to understanding how we attract, retain and grow our employees. Understanding the experience of women who take PL will also help us to avoid creating a larger gender pay gap.¹

This research, which is covered in more detail in the main report, provides a valuable insight into the “lived experiences” of those who took PL Leave in the past three years (2015-2018). We wanted to have a better understanding of how we are perceived as employers and how we can improve support for parents on PL and those returning from PL.

Summary of Findings

The qualitative research was generally positive, but provided helpful insights and practical suggestions for improving the experience of taking PL. The paper primarily focused on the improvements we can make, but we acknowledged (and this is reflected in some of the comments) that many of our managers already provide good support to employees.

Information:

Participants found information on PL available through external websites and within NZIC difficult to access and interpret.

Advice from within the NZIC was variable and sometimes inconsistent as were the interpretations on how to apply the law, and policies and processes. There is no single point of contact for information or a subject matter expert who could provide accurate PL advice.

Announcement:

Participants worried about discussing PL with managers, especially if they were in management roles or on secondment. The concerns were about who could replace them or the complications of being on secondment.

There were also concerns about careers being immediately impacted upon and discrimination being applied by managers and colleagues. Some participants stated they did experience an immediate impact on their career, and some reported discrimination. Overall though managers were supportive and tried to offer helpful advice.

Ante-Natal appointments:

There were no issues with staff taking time off for antenatal appointments. However there is no clear guidance for participants or managers on what was allowed.

There are some misunderstandings about sick leave. Under New Zealand law, employees who are pregnant are entitled to up to 10 days of unpaid special leave. This allows the employees to take time off for pregnancy-related reasons such as attending medical

¹ Statistics New Zealand and Ministry for Women (2017). *Effect of Motherhood on Pay – methodology and full results*. Retrieved from 111.stats.govt.nz

appointments, antenatal classes, and preparing for childbirth. There is some inconsistency on how this is applied with some managers incorporating the time taken as part of the working day (give and take) and others insisting on sick leave or annual leave being taken.

Communication and Keeping in Touch (KIT):

Participants noted the varying levels of communication between employer and employee. KIT days have been in place since 1 April 2016 and enable an employee to be paid for up to 52 hours work (64 hours from 1 July 2020) during PL, so that employees can work limited hours during that time, if they choose. But very few participants were aware of that provision or what it meant to them.

Once KIT was explained to participants the majority said they would have liked to have used them. A few did know about KIT, but did not ask to be paid, even when coming into NZIC premises to do work.

Although many participants felt supported by their managers, there were no guidelines for managers or participants around contact once the employees had "left the workplace" and no consistent practice.

Being on a secondment, transitioning between roles, or on PL during a restructure were all factors which caused confusion, anxiety and concern among the participant group.

Transitioning back to work:

Generally, participants felt supported by their managers when returning to work. It was clear that we have some great managers. However, others articulated the wish for managers to be briefed on what being a new parent is like.

Several participants said they felt guilty if they needed time off because they or their child was sick or if they were working reduced hours. This was often expressed as self-imposed guilt as opposed to others necessarily making them feel guilty.

Ensuring staff have real and meaningful work is critical – comments were made about being given "bits and pieces" because staff were part-time. Being overlooked for development opportunities and training were also highlighted.

Flexibility:

Job flexibility is critical for employees returning from PL. It is also a great tool for retention within the agencies. The Government wants all public services to adopt "flexible work by default" by 2020 which sets a timeline for us to think about how we can implement this.

Most participants felt encouraged and supported to leave work on time and to take sick leave as needed.

However participants said job descriptions needed to be clearer around whether or not roles could be part-time.

Impact on Career and Finances:

All our female participants said there had been an impact on their career. Some said it was something they accepted. Others were less accepting and two expressed concern about being shifted to different roles and having minimal say in those decisions.

There was a general perception (though not specified in any available documentation) that part-time workers can't be in operational or undertake people management roles.

It is difficult for us to measure the impact on salary over a long period of time as the historical data is not easy to access. We anticipate being able to do this in the future.

Wisdom from the parents:

Staff who have taken PL are now more aware of the need to provide support and flexibility to parents and that just because someone is part-time they should not be passed over for development and training opportunities.

Conclusion:

There are a number of ways that we can improve our processes and support those taking PL. Most of these are easy to fix. The bigger challenge for New Zealand is to change a societal culture which discriminates against parents, particularly women.²

This is not just an NZIC specific challenge, rather a wider societal issue.³ However we can change things within the NZIC by taking a more proactive approach to supporting our employees who have children or who are planning to have children.

By JSLT (Joint Senior Leadership Team) adopting the recommendations we are proposing, P&C (People and Capability) believe it will help the NZIC to retain and attract employees and provide much needed support for all new parents during a challenging stage of family life.

Recommendations:

(Provided as a summary under s16(2)(c) of the OIA.)

Twenty-six recommendations covering eight areas were made in the report. The recommendations addressed topics such as information and training; outreach; facilities; flexibility; childcare and equalisation in NZIC; career and financial impact.

² *The Status of Women in New Zealand – CEDAW report 2010 Article 5*

³ *NEXT REPORT 2017 – survey of 1000 NZ women revealed 25% had been discriminated against at work because of gender. 44% were millennials.*

Parental Leave Interview Questions

Parental Leave Interview Questions

- 1 When making the decision to discuss your parental leave with your employer did you have any concerns? Why? How were these resolved?
- 2 Do you feel you were well informed on your rights to take parental leave and what your entitlements were for taking leave? Why?
- 3 Did you feel you were treated differently once you announced your parental leave? Why? How?
- 4 Were you supported to attend your antenatal appointments?
- 5 How long were you on leave for?
- 6 Before you left did you have a conversation with your manager about how you would keep in touch whilst you were on leave?
- 7 On reflection would you change how keeping in touch worked whilst you were on leave?
- 8 Before you left did you have an idea on what your return to work looked like? Did you discuss this with your manager? Was this the reality when you returned?
- 9 Do you feel you were kept well informed when on leave? Team changes, work programmes etc. Would you change anything?
- 10 Were you happy with your manager's level of contact? What would you change?
- 11 Did you use keep in touch days? Why/why not?
- 12 If you did use keep in touch days did you enjoy them? Did they help with your return to work?
- 13 If you did not use keep in touch days, do you wish you were offered to use them? Would this have helped with your return to work?
- 14 Whilst on leave did you consider what your return to work would look like in your job role? Were you provided with options? Did you want options?
- 15 Did you feel supported transitioning back to work? What would you do differently?
- 16 WITHHELD 6(a)
- 17 How have you found fitting back into work with your team/ staff? Do you feel your perception has changed? Why/how?
- 18 How have you found fitting back into work with your team/ staff? Do you feel your perception has changed? Why/how?
- 19 When you returned to work had your role changed in any way? How?
- 20 (Only answer if a manager) Having taken parental leave, as a manager what would you do differently now for you staff with children or going on parental leave?
- 21 Are we missing any staff benefits compared to other agencies that you know of?
- 22 When you returned to work and baby was unwell, did you feel supported to take sick leave?
- 23 At any point have you felt that your career has stalled due to taking leave? Why?
- 24 On reflection are we missing any entitlements or process that would have been helpful?
- 25 What changes do you feel need to be made to any part of you parental leave/ parenting experience?
- 26 On reflection what would you change about your experience of the whole process?

Experiences of Women Research Paper: NZSIS & GCSB

A note about this summary / excerpt

Research into the experiences of women in the NZSIS and the GCSB was completed in 2019.

The results formed the basis for a series of suggested actions, which were adopted by the Senior Leadership Teams of the NZSIS and GCSB and went on to form the *Experiences of Women in the NZIC Action Plan*.

This summary / excerpt provides the main points from the research.

The baseline information assembled in this research continues to inform organisational improvement work in both agencies.

Purpose

The New Zealand Intelligence Community (NZIC) Diversity and Inclusion (D&I) Strategy was launched on 21 March 2018. This Strategy was key to developing a workforce which is dynamic and agile, and reflects diversity in its widest context. The D&I Strategy established a programme of work across the GCSB and NZSIS to better understand and improve the diversity of our workforce.

One of the priorities for the first 18 months was to focus on women – attract, retain, develop, progress and increase the number of women at all levels. In line with this focus area we aspired to:

- Increase the number of women within the NZSIS and GCSB by one per cent per year, over the next three years; and
- Reduce the gender pay gap (GPG) within the NZSIS and GCSB to a maximum of five percent by 2021.

In support of our D&I Strategy and associated action plan, we committed to undertake research into the experiences of women in the NZIC. The purpose of this research was to understand the current environment for women in order to identify opportunities for improvement – thus helping us to achieve our D&I aspirations.

Objectives

This research, conducted in 2019, investigated the stages of the employment life-cycle as per our D&I Strategy (attract, retain, develop and progress) and aspects of the culture in the NZIC. Specifically, we wanted to know:

- The attitudes and behaviours toward women in the NZIC.
- The touchpoints that are particularly impactful for women and their careers.
- Women's career ambitions and aspirations.

- Opportunities to improve retention.
- Is the experience for women different to men?
- Is the NZIC a good place for women to work?

Data collection

Data was collected through an online survey and focus groups. The survey was primarily quantitative with some free text commentary questions. All women were invited to complete the survey, with the aim of getting a 60% response rate.

The survey was also sent out to a random selection of 150 men across both agencies (proportionate to the size of the agencies), with the hope of receiving 50 responses. It was important that we had a control group of males as a 'test group' to understand and help identify what issues occur across genders, compared to women specifically. The comparison with males is captured in the quantitative research.

The results of the online survey were then analysed to scope areas for further exploration through focus groups. Where the survey results showed significant differences between female and male responses; these were explored in the focus groups with women.

It is important to remember the research is about the perception of the participants. We have not attempted to differentiate whether their perception is correct or not or to prove or disprove their comments, rather we have given them an opportunity to tell their story.

Responses

There was a 60% response rate to the survey.

We ran six female focus groups with staff across the agencies – one of these was with our Women in the New Zealand Intelligence Community (WNZIC) network. The focus groups were a key part of the research as it gave us a chance to further explore the responses from the survey and to hear first-hand from women their "lived" experience in the workplace. The groups provided rich information which helped us to better understand their perspectives.

Two reports were produced, one for GCSB and another for NZSIS. While much of the commentary for both is similar we found there were also some differences which identified agency specific issues.

Conclusions

The experiences our women are facing are not unique to us. You only have to look at the research to see the same things occurring in other organisations – and that they have been occurring for a very long time. Organisations have made progress in some areas, but the same issues keep presenting themselves.

For the NZSIS, results showed:

- Gender discrimination does exist;
- Women are concerned about how they are treated in the NZSIS;
- Women are keen to progress to more senior roles; however some find this really challenging;

- There are myths about what a part time person can and can't do (eg be in operational roles or be managers);
- We need more flexibility in the workplace, to benefit both women and men;
- We need to help managers be better people managers, and ease the burden on them at the same time (many are seen as being overworked);
- There are 'pockets' of poor behaviour in the NZIC;
- The views on our culture are both positive and negative;
- Poor behaviour is not being called out or addressed.

For the GCSB, results showed:

- Gender discrimination does exist;
- Women are keen to progress to more senior roles; however some find this really challenging;
- We need more flexibility in the workplace, to benefit both women and men.
- We need to help managers be better people managers, and ease the burden on them at the same time (many are seen as being overworked);
- There are 'pockets' of poor behavior throughout the NZIC;
- The views on our culture are both positive and negative;
- Poor behaviour is not always called out.

The key touchpoints for our women in terms of their careers is when they are wanting to progress into more senior roles, and/or choosing to have a family. We need to ensure there is no bias or prejudice toward women in some areas of the NZSIS and GCSB, especially when working through internal appointment processes – this will enable more women to progress internally into senior roles.

Equally, if we can embed flexible working as the 'norm' and have managers (including senior managers) modelling this behavior, women will see a pathway to having a career and a family in the NZIC.

We can improve the 'system' (workplace) through addressing the culture – the behaviours, attitudes and norms of how we are working. And, in our case not just about improving the environment for women, men will also benefit in some areas (eg ageism, being treated differently for being a working parent, access to flexible working practices). Any change we make will be for the greater good.

EXPERIENCES OF WOMEN IN THE NZIC ACTION PLAN

Actions for 2020/2021
Actions for 2021/2022

CULTURE

Meeting etiquette	People newsletter	DMS planning and interim changes	Recruitment policy review	Remuneration matrix provides transparency	Refreshed anti-bullying training
AHA framework	Bystander training moves from prevention to intervention	Positive interventions in recruitment	Mature D&I analytics	Outreach and Engagement Plan	D&I training map
D&I Policy review	Non-binary gender (systems, forms)	D&I Strategy refresh	D&I expectations in performance or values	Formalised Wellbeing Programme	Review of terms and conditions
Positive workplace behaviours	Values refresh	Recruit the right behaviours	DMS enhancements		

LEADERSHIP

Staff involvement in recruitment	Promote current team profiling	Staff feedback on manager performance	Promote 360s for leaders
Manager induction programme	Continue to improve training	Leadership requirements for technical teams	Explore internal team profiling
Explore internal 360s	Design and implement Leadership Board		

CAREER DEVELOPMENT

Streamline PDR process	Define what good looks like (PDRs)	Promote short term development opportunities	Review remuneration policy regarding CDBs
Frameworks for non-progression roles	Job profiles	Internal mentors and coaches	Mentor/Coach programme

FLEXIBILITY

Training is inclusive for everyone	Capture uptake of flexible working	Flex chats as part of performance conversations
Enhanced flexible working guidelines	Flex chats as part of performance conversations	

For more information please refer to the detailed action plan.



New Zealand Intelligence Community
Te Rōpū Pirongō Tārehu o Aotearoa

Retention Strategy

2020 - 2024

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New Zealand Intelligence Community
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Foreword



New Zealand Intelligence Community
To Ropu Parangō Tāhuru o Aotearoa

A Message From the Directors-Generals

Tena koutou katoa

The Government Communications Security Bureau (GCSB) and the New Zealand Security Intelligence Service (NZSIS) are referred to in this document as the New Zealand Intelligence Community (NZIC).

New Zealand faces a rapidly changing and challenging security outlook, and many threats to New Zealand's national security will continue to intensify. In order for the NZIC to protect New Zealand against such threats, we need to develop and retain a workforce that is diverse, highly capable, and engaged.

Retention is an NZIC priority, and it starts with attraction, recruitment and the onboarding process. It is about knowing and embracing our culture and mission, the key attributes we want to emphasise, and then seeking these out in our future workforce. Once new employees start, it's about offering the best 'employee experience' to ensure they stay engaged. This means creating a workplace that people want to be part of, and a workplace that people want to stay in.

Every individual has different motivators and expectations. To retain an engaged workforce we must recognise what these are, and then offer opportunities and experiences that align with their expectations, and our mission.

In recent years we have been placing greater emphasis on discovering what matters most to our people by engaging with them through a range of avenues. Understanding employee satisfiers and dis-satisfiers through ongoing engagement means we can develop initiatives that will strengthen employee satisfiers and address the dis-satisfiers. While we have made some progress there is more we can do to retain our employees.

Our approach to retention will include NZIC-wide and directorate level initiatives and strategies. This NZIC Retention Strategy will focus on areas that are consistent across both agencies and will have the greatest impact across the NZIC. Directorates will then support the NZIC Retention Strategy through implementing initiatives at a directorate-level that will help address directorate specific retention matters. Through a combined approach we aim to improve retention across all areas of the NZIC.

The strategy tells us where we aspire to be and sets out an action plan on how to get there. It is a living document that will evolve over time as we measure progress against our action plan. We are committed to supporting and leading the NZIC forward through the implementation of this retention strategy, ensuring we continue to attract, develop and retain a highly capable security and intelligence workforce that delivers an exceptional service for New Zealand and New Zealanders.

We aspire to be recognised as one of New Zealand's top employers – one that develops, values, and retains talented, dedicated employees.

Andrew Hampton
Director-General GCSB

Rebecca Kitteridge
Director-General of Security

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What is Retention?



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Employee retention refers to an organisation's ability to retain its employees. The opposite of retention is turnover, where the organisation's employees leave for a variety of reasons.

The ultimate goal of retention is to keep talented and engaged employees by:

- fostering a positive work environment;
- enabling employees to reach their full potential;
- showing appreciation to employees and valuing their individual contribution;
- providing competitive benefits; and
- a healthy work-life balance.

While it is healthy to have some turnover to bring in new ways of thinking and new capabilities, we must strike the right balance. That balance is a level of turnover that the NZIC can cope with, without losing the specialist knowledge, capability and experience that enable us to deliver our mission.

Why does retention matter to the NZIC?

The NZIC's core purpose is to keep New Zealand and New Zealanders safe from significant national security threats. To be successful in delivering our mission retention of our talent is critical. Our people deal with complex security and intelligence challenges on a daily basis and the threat-scape is constantly evolving. We need to ensure we maintain the right skills, capabilities and knowledge to allow the NZIC to meet current and future requirements.

The NZIC has undergone significant growth over the last four years, and the next iteration of funding (Budget 2020) provides for further growth. Where there is growth of this magnitude there is a requirement to ensure there is a solid foundation and depth of core skills to continue delivery of our mission, whilst growing the capability of new employees.

Many of our positions require specialist skillsets that can only be developed in-house. We invest significant time and resources to develop the necessary skills and experience that are required to be fully effective.

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The NZIC needs to have a robust retention strategy that is designed to mitigate risk to core outputs through the development and resourcing of initiatives that will ensure employees remain fully engaged and want to be part of, and contribute to, a successful organisation.

Direct Costs

- Exiting costs**
- Exit processing
- Administrative time
- Separation pay (e.g. accrued leave)

Replacement costs

- Communication of new vacancy
- Pre-employment administration
- Selection processes (shortlisting, assessment centres, interviews)
- Psychological assessments
- Testing, background checks
- Security clearances

Training costs

- Extensive on-boarding programme
- Formal training
- Equipment and resources
- On-the-job training

Indirect Costs

Lost productivity

- Performance differences (impact on remaining team members)
- Lost institutional knowledge
- Decreased customer satisfaction
- Impact on delivery of outputs
- Potential damage to organisational reputation
- Administrative time
- Separation pay (e.g. accrued leave)

Turnover for the Past Five Years

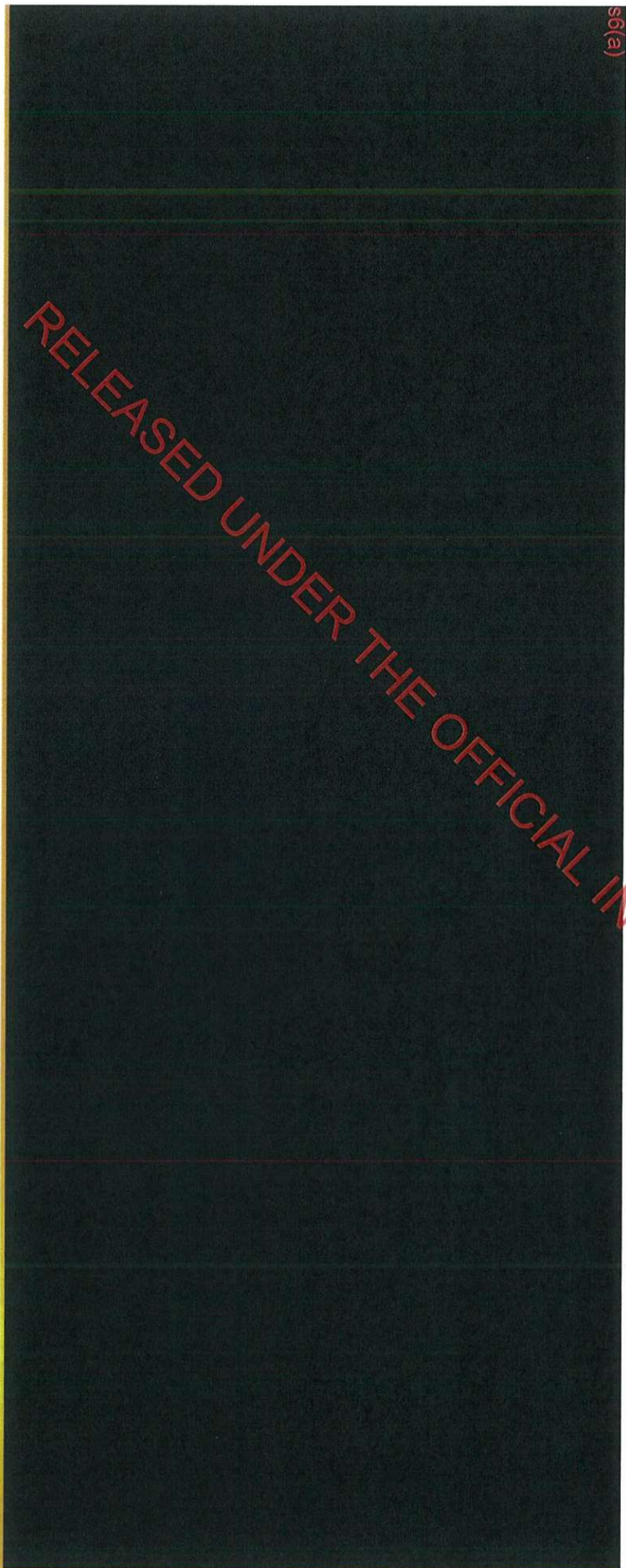


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While employee engagement results show improvements over the past few years, our core employee turnover has increased somewhat, over the last three years.

Agency	2015/16	2016/17	2017/18	2018/19	2019/20
Public Service	11.1%	11.5%	12.1%	11.8%	N/A
Government Communications Security Bureau	9.3%	6.9%	7.1%	12.0%	13.7%
New Zealand Security Intelligence Service	9.6%	11.5%	10.3%	12.1%	12.3%

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Future Turnover Targets



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We are therefore using the Public Sector average as a baseline, and setting our target turnover rate below this average.

Our target turnover rate will be >10%, which takes into consideration the requirement for a TSS clearance.

We have deliberately set an aspirational target because we think it is vital we make a concerted effort to address retention issues.

Our focus areas and detailed action plan sets out the initiatives and strategies we will take to help reduce turnover and improve the retention of our talented employees.

Turnover aspirations across our agencies
To help understand where we currently are and where we want to be, the following graphic shows our current turnover rates, and target turnover rates.



*The current turnover rates represent employees who leave the NZIC. They do not account for employees appointed to new positions within the NZIC.

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Focus Areas



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Te Rōpū Pirongo Tāhuru o Aotearoa

Leadership

Our managers provide the leadership to achieve our mission, and play a critical role in retaining staff. Growing leadership capability will therefore continue to be a priority for the NZIC.

In the past few years we have made good progress developing our leadership capability. In 2018 we implemented a new NZIC leadership competency framework, aligned to the State Services Commission framework. This framework includes core competencies expected of leaders, which are included in all people managers' performance and development reviews.

In support of our NZIC leadership competency framework we have invested in a comprehensive offering of leadership and management training which reflect the competencies required. We have also developed a leadership development map which outlines mandatory and recommended learning for all leaders.

In July 2020 a new Leadership Development programme, Te Ara o Tātāriki - The Path of Kakā/Leadership commenced. This programme is aimed at tiers 4 & 5 and is designed to shape leaders who can act on the demands of an evolving environment who are strategic, innovative, agile, adaptable and authentic. The programme will cover Leadership, Strategic Execution, Leading Change & Resilience, Teamwork and Collaboration, Decision Making in Complexity and Ambiguity.

To manage and lead people well it is important that all leaders understand what matters to their employees at an individual level – this includes their personal motivators, needs and goals and then being able to tailor an approach to best suit. Unlocking the diversity and talent in our teams and leveraging it to its full potential will also help to build a high performing and innovative workplace. Building on our current leadership capability we will focus on these leadership skills moving forward.

Culture

Our mission to keep New Zealand and New Zealanders safe from significant national security threats is at the forefront of everything we do. It unites us through a shared cause and is demonstrated through the dedication and commitment of our people.

To deliver on our mission, we want to provide a work environment that enables our talented people to do their best work.

Our goal is to have a culture where everyone is respected, included and valued for their unique contribution, a culture where every individual has a sense of belonging. When we combine our differences and harness them, we will benefit from the innovation and strength that comes from diversity.

Through our Diversity and Inclusion (D&I) Strategy we have established new employee networks, conducted research to identify improvement areas, developed enhanced entitlements (e.g. parental leave) and invested heavily in training to upskill and develop awareness of the importance of D&I.

Regular and ongoing engagement with employees on their experiences means we are able to create improvements that contribute to a better workplace culture. We have come a long way, but there is still more we can do to improve. For example, when developing workplace initiatives led from Wellington, we will be more conscious of our regional sites to ensure they are included, and feel part of the NZIC family.

To attract and retain diversity we have to be mindful of what matters to potential future employees. The 2019 (S&I) report: Driving Diversity in Recruitment in the NZIC showed that if we want to attract and retain ethnic diversity, we need to have a culture that is collaborative, respectful and focused on helping others - a sense of "giving back" in relation to protecting New Zealand is strongly routed in duties associated with Kaitiakitanga, whānau and cultural identity.

Organisational culture is about aligning personal values of that with an organisation. Our shared values model what we stand for, how we treat one another, and what we expect from each other. We have grown in size significantly over the last few years and have more growth on the horizon. Refreshing and reinforcing our shared values will help bring them to life. We not only want everyone to embrace our values, we want them to carry our values with them in everything they do.

To enable us to continue to grow in a fast changing employment landscape, it is important we are adaptable and open to doing things differently. More flexibility in how, where and when we work will optimise the way we work, increase our candidate pools, and build our long term capability. Security will always be at the forefront when considering flexible working; however, in order to be competitive we aim to provide employees with flexibility wherever practically possible, to balance work and life commitments.

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Focus Areas



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Te Hōpu Pirongō Tāhū o Aotearoa

Career Development

While our focus is on developing employees with the skills, knowledge and behaviours we need for the present and future, we must not lose sight of their individual career goals. We want our employees to see a clear path of progress in the NZIC, and to know we will help them achieve their career aspirations - this may mean rotating in and out of the NZIC. Understanding our employees' needs, goals and preferences, and helping them achieve their aspirations is vital to retention.

Initiatives undertaken in the last 18 months include a review of the entire Career Development Board process, the introduction of Poutamata (a women's self-development programme), a new Learning and Development Strategy which has a focus area on 'career pathways being clear', and the commencement of a new leadership development programme - Te Ara o Tātāriki, as referred to previously.

We may not be able to provide everyone with the opportunity to progress into a more senior role by virtue of our size. It is also acknowledged that not all employees want to progress. Our commitment is to invest in all employees by providing continual learning and development opportunities aligned to career goals and aspirations, whatever they may be.

Our intention is to provide an environment where employees can continually learn and grow, and be challenged in their work. For those who want to progress, we will support them to put them in the best position for promotion and help them map out a clear path way for development and advancement.

Job Satisfaction

To enable improved job satisfaction significant investment over the past 12 months has gone into improving the available tools and resources we have. This work is ongoing and will continue to be a priority focus.

To closely align skills with role responsibilities we must clearly communicate the role requirements and ensure employees (including future potential employees) fully understand role expectations and what the overall outcomes of the job entail. Position descriptions form the basis of role expectations and are intended to provide a well-defined picture of what we expect from employees. Although we cannot include classified information, we can clearly describe the skills they will use without necessarily saying what they will do or how they will do it. If written well this will provide a clear sense of direction about the role responsibilities, and ultimately align employees expectations with reality.

If managers are hiring people into ambiguous environments where it is more difficult to clearly outline role expectations, then we need to recruit for adaptability. Once new people arrive, it is then up to our managers to effectively communicate the job responsibilities and to allocate work that aligns with the skills and experience of their employees.

It is important for managers to identify each employee's strengths and then ensure job functions utilise these strengths, contribute to their career goals and link to our mission. It is a matter of continually communicating with employees to understand what gives them personal accomplishment and then tailoring work assignments to align with this.

Pay & Benefits

Although pay and benefits is not a significant driver for employees leaving the NZIC (based on our current data), we must not lose sight of it. The job market is continually changing in response to economic, technological and industry-specific factors. It is essential we regularly review our employment package offerings and evaluate salaries against the market to remain competitive.

The public sector is not our only competitor. As the private sector becomes more security focused the competition for skills increases. Although we will never be able to compete with the private sector when it comes to salaries, we can compete when we focus on our overall employment package which includes a wide range of benefits - and the opportunity to contribute to a higher purpose - our mission of protecting New Zealand and New Zealanders from significant national security threats.

Access to significant learning and development opportunities, wellbeing support, flexibility, and work-life balance all form part of the total employment package we offer. The NZIC offers significant benefits compared to other employers but this is not widely publicised externally. Promoting the total employment package is crucial - showing that we are comparative and competitive.

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Looking to the Future



New Zealand Intelligence Community
Te Rauhu Pirongo Tāhuhu o Aotearoa

We envision a future where...

This strategy has a four year life span. It comprises six areas for maximising retention in the NZIC, and identifies immediate focus areas. These areas will be supported through building an inclusive culture and understanding our data and acting on the information we receive and tracking progress.

The enclosed detailed action plan describes the activities and initiatives to be undertaken to support retention in the NZIC. Directorates will also have their own retention strategies or initiatives to address the retention issues that are unique to them. By having NZIC and directorate strategies and initiatives we will have a combined and whole of organisation approach to improve retention.

Each NZIC and directorate level strategy will be living documents that evolve and change over time as and when required.



Leadership

Our leaders will be at the forefront of retention

- We will continue to build on the leadership capability we have now to meet future capability requirements
- Our leaders will know how to get the best out of their people by understanding their motivations and drivers
- We will support, enable and empower our leaders to set them up for success
- Our leaders will model exemplary behaviour
- We will grow our leaders to leverage the diversity in their teams



Culture

We will have a workplace where everyone is included and valued for their contribution

- We live and breathe a culture that employees want to be part of and remain in
- We will provide a healthy and safe workplace, promoting and embedding safe and inclusive practices and behaviours across the organisation
- We will provide more flexibility in how, where and when we work
- We will continually engage with employees to understand what really matters to them



Job Satisfaction

Employees will have clear role expectations and be satisfied with the work they do

- Job expectations will meet reality
- There is a clear connection between someone's role and how it contributes to our mission
- Skills and experience will be aligned with role requirements
- Our people will be given challenging work that helps them grow and develop
- Our people will be equipped and have the tools and resources to do their job effectively



Pay & Benefits

We recognise the talent and commitment of our employees by providing a competitive employment package

- Our total employment package is attractive and competitive
- Achievements are recognised and employees are fairly compensated for their contribution
- Remuneration is comparative and competitive with other government agencies
- Our people feel confident that the NZIC cares about their health and wellbeing
- We reward our employees through offering significant learning and development opportunities



Data

Our data will provide the insights we need to enhance our retention initiatives

- We will ask better questions to enhance understanding of the reasons why our people are leaving
- Managers will have better access to people-related data
- We will understand what makes the NZIC a great place to work
- We will track our progress against retention strategies and initiatives at an organisation and directorate level and adjust our strategies and initiatives where necessary



Career Development

Everyone will get development opportunities that align with their career aspirations

- Everyone has the opportunity to meet their career aspirations
- Our people are empowered to plan their careers through customised career plans
- Employees can see a career pathway regardless of what role they are in
- Our people know what training and development is available to them to meet their career goals
- We offer career development opportunities including secondments, succession planning and rotational experience

Looking to the Future



New Zealand Intelligence Community
Te Rōpū Patonga Tāhuhu o Aotearoa

Measuring progress

We will measure and report on our turnover rates on a quarterly basis at an organisational and directorate level.

Ensuring success

To ensure our retention strategy is successful we aim to better understand what is driving our people to leave.

Effective change starts and ends with data. We can report on a range of workforce demographics; for example: age, gender, ethnicity, position level, tenure, career progression/non-progression roles, for departures but this will only tell us part of the story. We want to get to the why, or real reasons that drive employees to leave. Seeking the right feedback and asking the right questions will continue our journey of understanding what matters most to our people. Enhancing our data collection and seeking the right information will also provide us with the insights we need to inform better decision making and priorities.

Each directorate will support the NZIC-wide strategy through implementing initiatives that address their retention issues at a directorate level. To support directorates regular reporting of data information and knowledge will be shared so they can develop their own initiatives and solutions.

“
**Successful retention commences
before employees start in their roles,
and carries on throughout the entire
employee lifecycle.**”

Conclusion

There is no doubt that retention is important to the NZIC for ensuring we achieve our mission and that our growth is sustainable. Managing retention is not a one off fix. It is important that the strategy is reviewed and adjusted to ensure we can adapt to a rapidly changing environment.

To enable retention employees need to feel a sense of belonging both to our culture and mission. They are looking for sound management and leadership, and work that keeps them engaged and satisfied with their roles. We need to ensure that employees feel recognised with a competitive employment package. This includes being paid fairly for the work they do, and having access to a wide range of benefits.

Our people want to continually learn and grow. We must enable them to do this, through significant learning and development options, and setting our clear pathways for people to meet their career aspirations.

Our retention strategy will continue to evolve over time to meet the needs of our people, the culture we want, and the environment we operate in.