

2014-2018

STRATEGIC INTENTIONS

Ministry of Women's Affairs

Te Purongo Matapaetangaa te Minitatanga mō ngā Wāhine



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Message from the Minister of Women's Affairs

The Ministry of Women's Affairs' vision is to improve outcomes for New Zealand women. This is not only important for women but is an investment in our future prosperity and well-being.



Ministerial Statement of Responsibility

I am satisfied that the information provided on the Ministry of Women's Affairs' strategic intentions is consistent with the policies and performance expectations of the Government.

A handwritten signature in black ink, which appears to read 'Jo Goodhew'.

Hon Jo Goodhew
Minister of Women's Affairs

The Ministry's work contributes to achieving the Government's goals of returning the Government's books to surplus, building a more competitive and productive economy, delivering better public services and rebuilding Christchurch.

The three priorities for the Ministry continue to be the areas that can provide the greatest benefits for women and consequential benefits for New Zealand. These areas are: achieving greater economic independence, more women in leadership roles and increased safety from violence for women.

Increasing opportunities for women to contribute to the workforce to the full extent of their skills and abilities will assist New Zealand to further develop a productive and competitive economy. Achieving greater economic independence contributes to both the Business Growth Agenda and the Better Public Services result areas of reducing long-term welfare dependence and boosting skills and employment.

Representation of women on state sector boards is high compared to other countries and there has been recent progress in the numbers of women on private sector boards. However, more needs to be done to support women into leadership roles. The Ministry will continue to work across the private and public sectors to strengthen gender balance in all decision-making and governance roles.

Improving women's safety from violence remains a high priority. The Government continues to investigate legislative and policy initiatives to increase safety for women. I will continue to focus on any solutions that can prevent, mitigate or reduce the impacts of violence and revictimisation.

The Ministry will continue to benefit from having close links with the National Advisory Council on the Employment of Women (NACEW), enabling alignment with its priorities and the Ministry's work.

The Ministry will also continue to contribute internationally on issues of significance to women where New Zealand's efforts are respected.

The Ministry is well-positioned to continue to improve outcomes for New Zealand women. I will lead the above priorities, which will contribute to the achievement of the Government's overarching goals. The benefits of achieving those goals will be shared by women, their families and New Zealand.

Chief Executive's introduction

The Ministry has a clear focus on its three priorities for women: greater economic independence, more women in leadership roles and increased safety from violence.



Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information on strategic intentions for the Ministry of Women's Affairs. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

Jo Cribb
Chief Executive

Our three priorities continue from 2013, reflecting the long-term nature of the change needed in these areas. Each priority contributes to the Government goals including the Better Public Services results, the rebuild of Canterbury and the Business Growth Agenda.

We have developed a work programme for each priority. We seek to influence and provide advice to government, non-government agencies and the private sector. We do so by basing our advice on evidence and 'what works', grounded in women's real-life experiences, and reflective of the realities faced by employers and decision-makers.

We acknowledge the opportunities, challenges and outcomes faced by different groups of women. New Zealand women are increasingly diverse, as are their experiences. While we seek gains for women overall, we will concentrate on improving outcomes for certain groups, in particular Māori and Pacific women.

Supporting the National Advisory Council on the Employment of Women (NACEW) enables close alignment between NACEW's work and the Women's Affairs portfolio, particularly in the priority area of improving women's economic independence.

We will partner with government agencies to develop more effective practices to increase the safety of women. With one in four women experiencing violence in their lifetime, there is much to be done.

We also nominate women to appointing agencies for state sector boards and work with public and private sector organisations to increase the pipeline of women into leadership roles.

Progress is being made but there is still more to do. The Ministry is committed to making a difference for New Zealand women.

A snapshot of New Zealand women

Women are

51%

of the New Zealand population



1 in 4 women

has experienced sexual violence some time in their lifetime



12%

PRIVATE

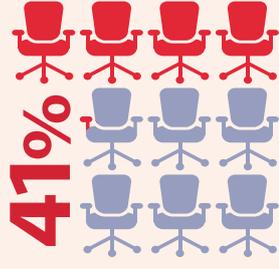
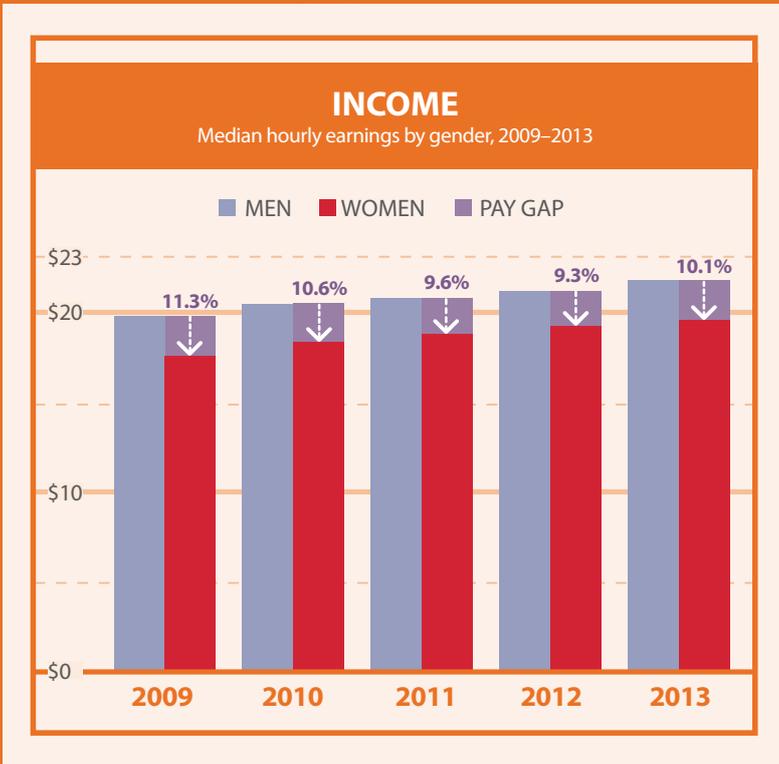
2013

GOVERNANCE Percentage of women on private and state sector boards

2013

41%

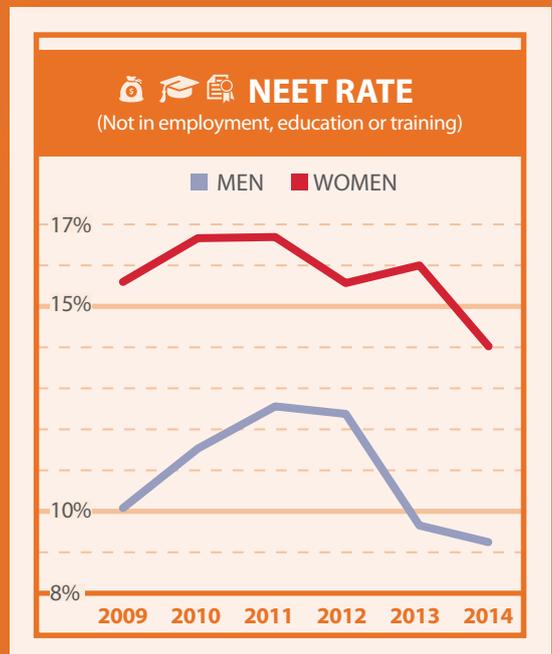
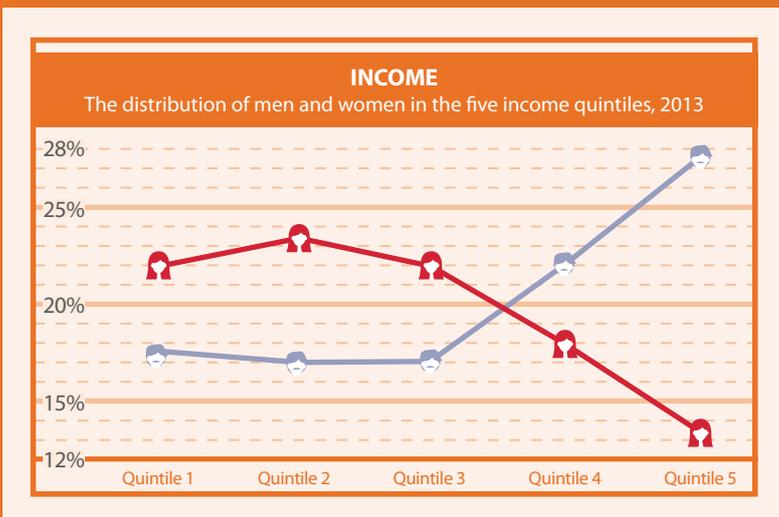
STATE


In 2013, 46.4% of women

EARNED UNDER \$420p/w

Compared to 33.1% of men



Role, purpose and outcomes

The Ministry of Women's Affairs is the Government's principal advisor on achieving better outcomes for women, which has positive benefits for New Zealand.

The Ministry's work contributes to the Better Public Services programme, particularly the result areas to reduce long-term welfare dependency, boost skills and employment and reduce crime and re-offending.

The Ministry's strategy is one of focus and influence. The Ministry works with other government agencies, non-government agencies and the private sector to understand issues and influences them to develop solutions and encourage others to take appropriate action. We support this by connecting those with common interests and by providing advice, research and resources.

In doing this, we aim to influence positive change for New Zealand women.

By focusing on select indicators of progress within each outcome area, the Ministry is able to work with other organisations in a targeted and purposeful way to achieve the greatest impact.

The Ministry's policy advice is evidence-based, solutions-focused and practical.

The Ministry recognises that women are diverse: their experiences, needs and priorities are not the same. Some groups of women continue to have poorer outcomes relative to other groups. The Ministry seeks to recognise this inequality in developing its advice and identifying appropriate solutions.

The Ministry has four outputs:

- effective policy advice to support decision-making by Ministers on government policy matters relating to improving outcomes for women (including managing New Zealand's international reporting obligations with respect to the status of women)
- suitable women nominees for state sector boards and committees
- support services to the Minister

- administrative, advisory and research support for the National Advisory Council on the Employment of Women (NACEW).

To ensure its outputs are effective, the Ministry monitors progress for women, particularly across its three outcomes of greater economic independence, more women in leadership and increased safety from violence.

The following sections describe each outcome, present selected indicators and explain why the Ministry has selected them. The sections show how each indicator shapes the Ministry's focus and how the Ministry will gauge the impact of its work.

Managing New Zealand's international reporting obligations

New Zealand's reputation on gender equality is strong internationally. International organisations and countries continue to seek New Zealand's advice on improving gender equality.

The Ministry manages the Government's international reporting obligations in relation to the status of women.

The Ministry co-ordinates the reporting process to:

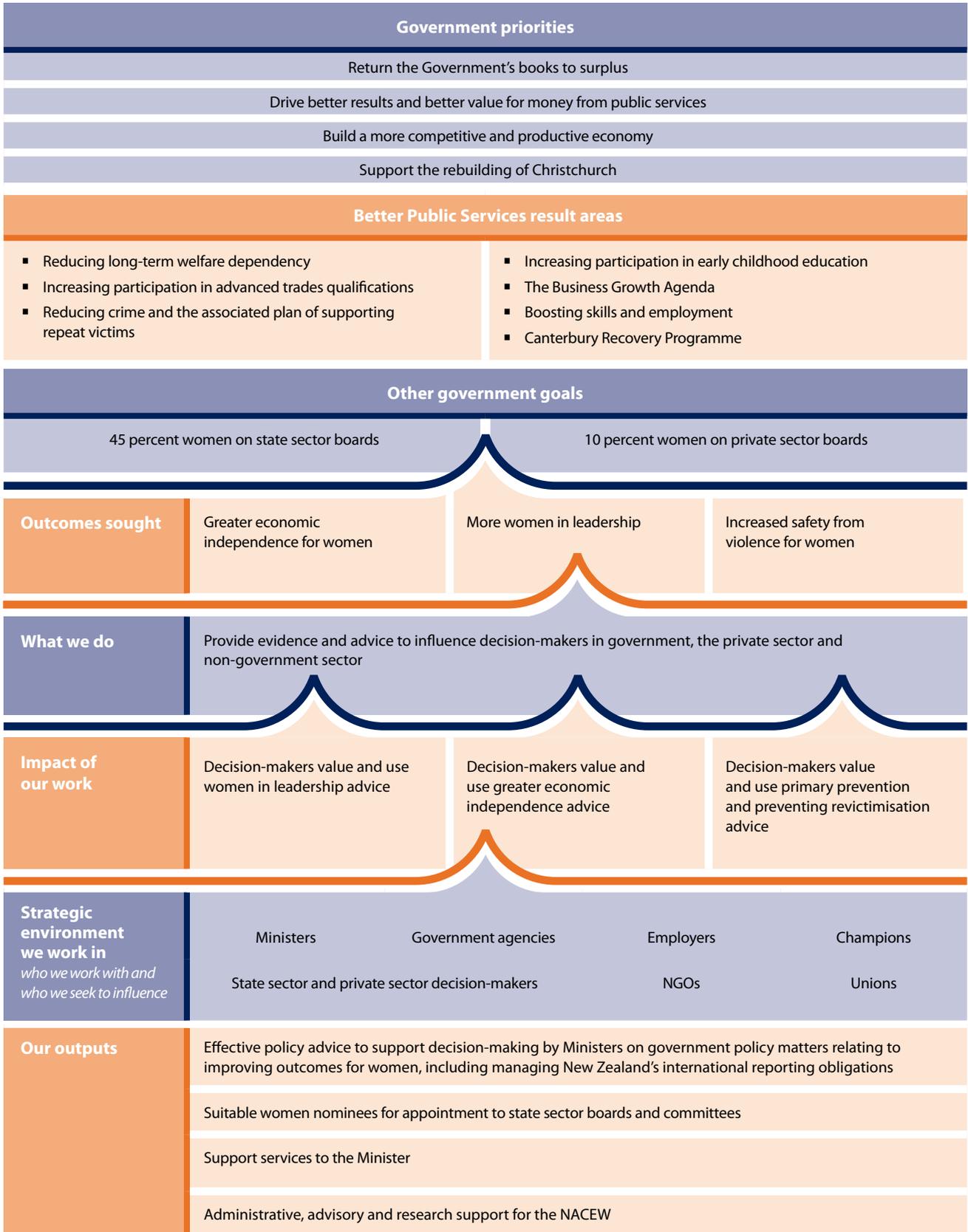
- the United Nation's Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)
- the Pacific Leaders Gender Equality Declaration
- the Beijing Declaration and Platform for Action.

The Ministry continues to be involved in New Zealand's response to the United Nation's Commission on the Status of Women (CSW).

The Ministry hosts a Caucus on International Women's Issues, which enables government and non-government organisations to discuss New Zealand's international obligations for women.

Achieving government priorities

The following diagram shows how 'what we do' is directed towards achieving the outcomes and priorities of the Government.



OUTCOME 1

Greater economic independence

What are the government goals?

The Better Public Services programme includes the following relevant results areas:

- Result 1: reduce long-term welfare dependency
- Results 5 and 6: boost skills and employment
 - reduce the number of people continuously receiving the new work-focused benefit category called Job Seeker Support, for more than 12 months by 30 percent by 2017
 - 55 percent of 25- to 34-year-olds will have a qualification at Level 4 or above in 2017
 - 85 percent of 18-year-olds will have an NCEA Level 2 or equivalent qualification in 2017.

The Business Growth Agenda's key area *Building skilled and safe workplaces* includes the goal to materially lift New Zealand's long-run productivity growth rate while maintaining our high rate of labour force participation.

The rebuild of Canterbury remains a key priority for the Government.

Why is it important?

Increasing opportunities for women to participate in the workforce to the full extent of their skills and abilities will assist New Zealand to further develop a productive and competitive economy.

Increasing women's participation in paid employment improves outcomes for women, their families and their communities, and decreases benefit dependence. It increases productivity for all New Zealand.

Women are gaining qualifications at a greater rate than men but these skills still need to be translated into commensurate job and career opportunities for women. Large numbers of women in New Zealand work in female-dominated industries where pay tends to be low, and occupational segregation remains a significant impediment to women's economic independence. Women lag behind men in the degree to which they are economically independent.

By better utilising women's skills, firms have the opportunity to benefit from diversity, increase staff retention and improve their productivity and profits.

What does success look like for New Zealand women?

These indicators guide our work but to achieve them requires government agencies, communities and businesses to work together.

The gender pay gap reduces by 2018.¹

The percentage of women in the lower income quintiles will decrease and the percentage of women in the upper quintiles will increase by 2018.

Women's labour force participation in the 20- to 64-year-old age group will continue to increase from 76.8 percent² by 2018.

The rate of girls and women not in employment, education or training (NEET) decreases from 14.2 percent³ by 2018.

Have things been changing?

The gender pay gap has been trending down since 2005 (14.2%).⁴

Gender pay gap 2009–2013⁵

2009	2010	2011	2012	2013
11.3%	10.6%	9.6%	9.3%	10.1%

Women continue to be over-represented in the bottom two income quintiles.

Personal income – the distribution of women in the five income quintiles between 2009 and 2013⁶

	Quintile 1 (lowest)	Quintile 2	Quintile 3	Quintile 4	Quintile 5 (top)
2009	22.7%	22.8%	22.6%	17.7%	12.4%
2013	22.6%	23.8%	22.3%	17.0%	13.4%

Women's labour force participation continues to increase.

Women's labour force participation rate in the 20-64 year-old age group 2009–2014⁷

2009	2010	2011	2012	2013	2014
74.6%	74.5%	74.8%	75.4%	75.6%	76.8%

Girls and young women continue to be more likely than boys and young men to be NEET,⁸ despite the fact that, on average, girls are more likely than boys to leave school with qualifications.

NEET rates between 2009–2014⁹

	2009	2010	2011	2012	2013	2014
Females	15.7%	16.5%	16.4%	15.4%	16.1%	14.2%
Males	10.2%	11.8%	12.7%	12.4%	9.3%	9.6%

What is our contribution?

Achieving greater economic independence for women contributes to the Better Public Services result areas of reducing long-term welfare dependence and boosting skills and employment, and the Business Growth Agenda key area 'skilled and safe workplaces'.

The Ministry influences decision-makers and employers by providing evidence and advice that enable women to progress in higher skilled and higher paid occupations, experience more sustainable employment, be ready to help address areas of current skill shortages in New Zealand and, in particular, contribute to the Canterbury rebuild.

The Ministry provides advice to influence the policy and programmes of government agencies to better achieve greater economic independence for women, influence employers to create opportunities for women and to encourage women to broaden their career and employment options.

The Ministry will continue to explore ways to position women to participate fully in the growth of the innovation and knowledge economy with the skills to meet the employment challenges of the future workforce.

The Ministry reports on employment and education issues for New Zealand women in international forums, including CEDAW, CSW and the Organisation for Economic Co-operation and Development (OECD).

How will we know we have succeeded?

The Ministry's evidence, analysis and advice are incorporated by relevant agencies in their policies and practices, as measured by an annual stakeholder survey.

The Ministry's research and resources are cited by others as relevant to their activities and actions, and the Ministry is able to identify new actions initiated by stakeholder partners that improve the economic independence of women.¹⁰

1. The gender pay gap compares the median hourly earnings of men and women, Statistics New Zealand, New Zealand Income Survey.
2. Statistics New Zealand, Household Labour Force Survey, March 2014.
3. Data sourced from the Statistics New Zealand, Household Labour Force Survey, March 2014.
4. The increase in the 2013 year is not a statistically significant change.
5. Data sourced from the Statistics New Zealand, New Zealand Income Survey.
6. Data sourced from the Statistics New Zealand, New Zealand Income Survey.
7. Statistics New Zealand, Household Labour Force Survey, March quarter.
8. NEET's are 15- to 24-year olds who are not in employment, education or training.
9. Statistics New Zealand, Household Labour Force Survey, March quarter.
10. Examples will be collected each year.

OUTCOME 2

More women in leadership

What are the government goals?

The Government's goals include the following aspirational targets set in 2011:

- 45 percent participation of women on state sector boards
- 10 percent participation of women on boards of the top 100 companies listed on the New Zealand Stock Exchange.¹¹

Why is this important?

There is compelling evidence that gender balance in governance and leadership roles correlates with better decision-making, organisational resilience and performance, and delivers economic and productivity gains.

More women in leadership roles brings more diverse skills and experiences to the decision-making table. Women also bring stronger connections with customers, stakeholders and investors as they underpin the largest and fastest growing sectors of global economic growth.

New Zealand's reputation on gender equality and women's empowerment is strong. New Zealand continues to be viewed as a model for many international organisations and countries, and they seek our advice on improving gender equality and women's participation in leadership roles.

11. In 2012 the percentage of appointees on boards of the top 100 companies on the New Zealand Stock Exchange (NZSX) that were women was 14.75 percent, Human Rights Commission, New Zealand Census of Women's Participation.
12. State Services Commission, Human Resource Capability Survey of Public Service Departments as at 30 June 2013, published November 2013.
13. Following the implementation of the NZX Diversity Listing Ruling, NZSX listed companies are required to release quantitative data on the gender breakdown of directors and officers at financial year end. The data cover all relevant annual reports released during the year and was first published in 2013.
14. Ministry of Women's Affairs, Annual Gender Stocktake of State Sector Boards and Committees measured at the end of the calendar year.
15. State Services Commission, Human Resource Capability Survey of Public Service Departments as at 30 June.
16. This data source is now our main measure of progress. We will continue to include historical data from the New Zealand Census of Women's Participation until we have a data series using the new measure.
17. Human Rights Commission, New Zealand Census of Women's Participation.

What does success look like for New Zealand women?

These indicators guide our work but to achieve them requires government agencies, communities and businesses to work together.

The participation of women on state sector boards and committees will continue to demonstrate gender balance by remaining above 40 percent and continue to drive towards the 45 percent target.

The percentage of women in senior leadership roles within the Public Service will continue to increase from 41.5 percent¹² by 2018.

The percentage of directors and officers of NZSX listed companies (excluding overseas companies) who are women will increase from 12 percent (directors) and 19 percent (officers)¹³ by 2018.

Have things been changing?

The participation rate of women on state sector boards and committees has remained steady at about 41 percent and is in line with international best practice. New measures are being developed to track progress towards greater gender balance on private sector boards.

Percentage of appointees on state sector boards and committees who are women¹⁴

2009	2010	2011	2012	2013
41.5%	40.7%	41.1%	40.5%	41.1%

Percentage of women in senior leadership roles in the Public Service¹⁵

2009	2010	2011	2012	2013
37.8%	39.8%	39.6%	42.1%	41.5%

Percentage of directors and officers on NZSX listed companies who are women¹⁶

For the first time the NZX Limited has published data about women's participation on NZSX listed companies that comply with its new listing rule. It reported that, in 2013:

- 12 percent of directors of NZSX listed companies (excluding overseas companies) are women
- 19 percent of officers of NZSX listed companies (excluding overseas companies) are women.

Percentage of appointees on boards of the top 100 companies on the NZSX who are women¹⁷

2006	2008	2010	2012
7.13%	8.65%	9.32%	14.75%

What is our contribution?

The Ministry assists decision-makers to achieve gender balance in governance and leadership roles, in both the public and private sectors, by informing the case for change and advising on effective strategies to realise change.

The Ministry focuses on both the demand for and availability of women for boards and executive leadership roles.

The Ministry advises women to locate the type of governance roles in the state sector that align with their skills and interests and identifies women candidates suitable for vacancies on state sector boards for government appointment agencies.

The Ministry is also investigating women's career pathways to identify how organisations can address the barriers that exist for women who seek to take up leadership roles.

How will we know we have succeeded?

The Ministry's case for greater gender balance in leadership and supporting more women into leadership roles is taken up by decision-makers and opinion leaders, as measured by an annual stakeholder survey.

The Ministry is able to identify actions initiated by stakeholder partners that improve the pipeline of women into leadership and governance roles.¹⁸

18. Examples will be collected each year.
19. Ministry of Justice, New Zealand Crime and Safety Survey, published 2009.
20. Ministry of Justice, New Zealand Crime and Safety Survey, published 2006.
21. Ministry of Women's Affairs, Lightning does strike twice: preventing sexual revictimisation, 2012.
22. Ministry of Justice, New Zealand Crime and Safety Survey, published 2009.
23. Ministry of Justice, New Zealand Crime and Safety Survey, published 2009.
24. Ministry of Justice, New Zealand Crime and Safety Survey, published 2009.
25. Ministry of Justice, New Zealand Crime and Safety Survey, published 2006.
26. Ministry of Justice, New Zealand Crime and Safety Survey, published 2009.

OUTCOME 3

Increased safety from violence

<p>What are the government goals?</p>	<p>The Better Public Services programme includes the following targets:</p> <ul style="list-style-type: none"> ▪ reduce the violent crime rate by 20 percent by 2017 ▪ reduce the re-offending rate by 25 percent by 2017.
<p>Why is this important?</p>	<p>Violence against women is a serious criminal justice, public health and social problem. It wastes the potential of, and exacts enormous costs from, victims, survivors, their social networks, the wider community and the New Zealand economy.</p> <p>Violence against women is widespread, with one in four women experiencing intimate partner or sexual violence in their lives. In 2008, 5 percent of women who had a partner experienced violence and 3 percent of women experienced one or more incidents of sexual violence.¹⁹</p> <p>Some groups of women are at greater risk of violence and repeat victimisation than others. Māori women are twice as likely to experience violence as other women.²⁰ International literature suggests that at least 50 percent of girls and women who are sexually assaulted are likely to be sexually revictimised.²¹</p> <p>Increasing women's safety by preventing violence from ever occurring, preventing revictimisation and mitigating the impacts of violence will have far-reaching benefits for individuals, families and whānau, and for New Zealand.</p>
<p>What does success look like for New Zealand women?</p>	<p>These indicators guide our work but to achieve them requires government agencies, communities and businesses to work together.</p> <p>The percentage of women who experience intimate partner violence within a year will decrease from 5 percent. Of these women, the percentage who experience violence on two or more occasions in a year will decrease from 58 percent²² by 2018.</p> <p>The percentage of women who experience intimate partner violence in their lifetime will decrease from 25 percent²³ by 2018.</p> <p>The percentage of women who experience sexual violence within a year will decrease from 3 percent²⁴ by 2018. Of these women, the percentage who experience sexual revictimisation will decrease from 42 percent by 2018.²⁵</p> <p>The percentage of women who experience sexual violence at some time in their lifetime will decrease from 25 percent²⁶ by 2018.</p>

Have things been changing?

Data from the New Zealand Crime and Safety Survey suggest that the percentage of women who experience intimate partner violence or sexual violence at some time in their lifetime might have decreased over the past few years. It is too early to determine whether this represents the beginning of a downward trend as comparable data are only available from two points in time (2005 and 2008).

Intimate partner violence

	Annual prevalence of intimate partner violence	Annual prevalence of sexual violence
2008	5%	3%
2005	7%	4%

Sexual violence

	Lifetime prevalence of intimate partner violence	Lifetime prevalence of sexual violence
2008	25%	25%
2005	30%	29%

The next New Zealand Crime and Safety Survey is currently underway. The results are expected to be released in 2015.

What is our contribution?

Reducing violence against women and girls will contribute to meeting the Better Public Services targets, as over 50 percent of violent crime is related to family violence²⁴ and both intimate partner violence and sexual violence have high levels of repeat offending and victimisation.

The Ministry influences decision-makers across government by providing evidence and advice on effective prevention of and responses to intimate partner and sexual violence.

Reducing violence against women requires a multi-faceted approach involving stopping it from occurring in the first place (primary prevention); preventing revictimisation; and providing effective services that promote recovery. The Ministry is building an evidence base to support primary prevention of violence against women, particularly for groups at higher risk of violence.

The Ministry will continue to work with social and justice sector agencies to strengthen responses to violence that has already occurred, both to mitigate its impacts and to prevent revictimisation.

The Ministry also reports on New Zealand's progress toward increasing women's safety from violence and contributes to global policy-making in international forums such as CSW and CEDAW.

How will we know we have succeeded?

The Ministry's evidence, analysis and advice on violence against women, including primary prevention and responding to sexual revictimisation, are incorporated by relevant agencies in their policy and programme development, as measured by an annual stakeholder survey.

The Ministry's research and resources are cited by others as relevant to their activities and actions, and the Ministry is able to identify new actions initiated by stakeholder partners that increase the safety of women.²⁵

24. Ministry of Justice, New Zealand Crime and Safety Survey, published 2009. (Police statistics for confrontational offences by a partner.)

25. Examples will be collected each year.

Measuring our performance

The Government has set a clear focus on results for its agencies through the Better Public Services programme.

The Better Public Services programme has led to much closer and more effective working relationships between Public Service agencies, including better coordination and use of performance information.

The Ministry has selected performance indicators at outcome level for each priority area. The Ministry partners with other agencies to progress and achieve these outcomes.

The indicators draw on data produced by Statistics New Zealand, the Ministry of Justice, the Ministry of Education and the Tertiary Education Commission, as well as the Ministry's own statistical analysis.

We will work closely with these and other agencies that have a common interest in and impact on our outcomes to ensure that both our work and our measurement contribute to the results the Government is seeking. The Ministry's focus is on gathering relevant information and evaluating its quality, to identify and report gender-specific impacts.

By 2017 the Ministry expects to be recognised as the 'go-to' provider of expert advice that improves the key outcomes sought by the Government for New Zealand women.

In particular, the Ministry will be:

- influential, relevant and sustainable – known for the quality of its external relationships, its thought leadership, its ability to partner with others to get things done and its solid track record of delivery against well-articulated priorities
- widely respected and able to enlist stakeholders in addressing issues of importance to women

- invited to contribute to strategic policy initiatives, in recognition of the calibre of its contribution, to the successful implementation of operational policy in areas such as welfare reform, prevention of violence, the Christchurch rebuild, education and training and women in leadership positions
- able to attract, utilise, develop and retain talent to build a reputation as a great place to work and partner with
- successful in meeting its stewardship role and be well placed to advise government.

The Ministry will, in effect, be operating as an 'expert consultant' to key decision-makers, working with them to improve the outcomes sought by government for women.

We will monitor and report quarterly to the Minister of Women's Affairs on the impacts of the Ministry's contribution to each outcome, as well as reporting on our international responsibilities.

The Ministry will measure the quality of its policy advice through the annual New Zealand Institute of Economic Research policy advice process and satisfaction levels as rated quarterly by the Minister of Women's Affairs.

Operating environment

The Government expects all public sector agencies to deliver better results and improved services for New Zealanders, and with greater efficiency.

The Ministry recognises that the current environment requires all agencies to lift productivity, be smart in their use of resources, demonstrate value for money and find innovative ways of delivering public services.

The Ministry cannot make gains for women on its own. We need to collaborate closely with our partners, be clear about the results that constitute success and how to achieve them. The Ministry will ensure resources are focused on the major issues and will continue to take a more active approach to engaging with partner agencies, within and beyond the public sector, whose input is essential to our success.

Many of the Ministry's goals are long-term, requiring complex and enduring solutions. The Ministry is focused on these goals, while remaining agile to respond to new challenges and emerging issues.

Organisational health and capability

For the Ministry to be effective it must be capable of influencing and supporting key decision-makers and be recognised for its expertise. The Ministry monitors its external environment constantly to understand existing opportunities and who the key decision-makers are.

The Ministry's operating model is dependent on an effective and agile workforce, with staff supported to move seamlessly between priority projects. The Ministry is building a skilled workforce that can apply its knowledge across the outcome areas, complemented by access to specialised skills as and when needed.

The Ministry needs to be strategic in its decision-making and focus on a few critical areas where it can make the biggest contribution to government priorities.

The Ministry has completed its 2014 Four-Year Plan and outlined its future strategy. The Ministry intends to deliver on the Government's priorities by:

- aligning its workforce development more closely with Ministry outcomes
- attracting, developing and retaining its workforce
- setting priorities for growing and improving its workforce capability
- continually reviewing its systems and processes for further improvement.

Leadership

Leadership is a core capability for all Ministry employees. The Ministry's leadership development approach is to give its people opportunities to develop the knowledge, skills and behaviours needed to achieve Ministry outcomes. The key focus of development is stakeholder engagement and influencing skills.

The ability of the Ministry's people to be proactive and responsive is critical to its operating model. To enable this, the Ministry is continuing to invest in the change leadership and resilience capability of its senior staff.

Staffing

The Ministry has an active programme of learning and development for staff, including talent management. It also monitors staff turnover and reviews and continually improves its human resource processes.

The Ministry recognises the benefits of diversity in its workforce and leadership, and is committed to equal employment opportunities. Flexible working arrangements are a common feature among the Ministry's staff.

Culture

The Ministry's culture is one of a highly trusted and respected team with a strong external stakeholder focus. It is a collaborative approach across the Ministry, characterised by everyone taking responsibility in the areas for which they are accountable.

The 2013 Performance Improvement Framework review recognised that a strong platform has been set for the Ministry's future.

It also highlighted that ongoing work is needed to build the desired culture and employee engagement. In response, the Ministry:

- completed an Organisational Development Plan, which provides a performance business improvement work programme
- established Employee Engagement Teams, to build an engaged and high-performing workplace
- generated a shared understanding of the Ministry's purpose and operating model.

These initiatives are ongoing and they are monitored and adapted to ensure the actions taken are effective. A regular engagement survey is undertaken.

External engagement

The Ministry's strategic objective is to strengthen its external relationships and extend the influence of its policy analysis. The Ministry engages with a large number of stakeholders to inform policy development and influence positive outcomes for women.

The Ministry has an active programme of engagement with state sector agencies, the private sector and non-government agencies. In particular, the Ministry works closely with National Council of Women of New Zealand, the Māori Women's Welfare League, P.A.C.I.F.I.C.A. and YWCA Aotearoa New Zealand. This engagement provides feedback on the Ministry's direction and strategies and identifies opportunities to work together for mutual interest.

Continual improvement

The Ministry is committed to ongoing business improvement, looking for efficiency savings across its procurement, taking advantage of shared services where these are available and identifying smarter and more productive ways of working.

There is a clear focus on prioritising resources on key outcome areas and continually reviewing our systems and processes towards further improvements.

The Ministry continues to review and analyse cost-effective options for all areas of expenditure.

Risk management framework

The Ministry's leadership team regularly identifies, monitors and mitigates strategic and operational risks that could compromise the achievement of the Ministry's strategy, including its contribution to government priorities.



Level 2, Revera Building
48 Mulgrave Street, Thorndon, Wellington

PO Box 10 049
Wellington 6143, New Zealand

Tel: (04) 915 7112 | Fax: (04) 916 1604 | www.mwa.govt.nz

newzealand.govt.nz