

13 May 2025

Tēnā koe [REDACTED]

Official Information Act Request

Thank you for your request of 16 April 2025, under the Official Information Act 1982, for the following information:

All reports, submissions, aide memoires, briefings, reports, analysis, and sent, held, or received by your organisation in relation to updates to Diversity and Inclusion, or Diversity, Equity, and Inclusion (DEI), or Belonging and Inclusion, regulation policies, plans, and strategies including but not limited to:

The development, implementation, or evaluation of diversity, equity and inclusion policies, strategies, plans, and regulations.

*The Public Service (Repeal of Diversity and Inclusiveness Requirements) Amendment Bill.
Communications with New Zealand First and other coalition partners concerning Diversity and inclusion policies (or similar policies/regulations) and the proposed repeal.*

Assessments or analysis of the effects of removing DEI or similar regulations from public service legislation.

Timeframe: From January 1, 2024, to the date of this request

Please see below NZQA's response to the above request.

Please find below the information in regard to bullet 1:

Diversity and Inclusion

NZQA is committed to ongoing work to develop the organisation as a place where people are treated fairly and with respect, where they feel their uniqueness and contribution are valued and their talents and potential are utilised, and where they feel that they belong. We are working to develop our organisation to be reflective of the diversity of New Zealand, where success is built upon the variety of perspectives, backgrounds, experience and knowledge of all people.

This is consistent with the Public Service's Papa Pounamu work programme 2022 committed to by public service Chief Executives, including Crown Entities, to meet the diversity and inclusion obligations in the Public Service Act 2020.

This is achieved through focusing on the priority areas of:

- inclusive leadership
- cultural competency
- addressing bias
- building relationships
- supporting employee-led networks

Please refer to the link [here](#) to NZQA's 2023-2024 Annual Report for further information.

NZQA People Strategy 2023-2024

NZQA's People Strategy 2023-2024 was focused on our ability as an organisation to attract, develop and retain the best people, helping them to grow and succeed. Included in this was a focus on diversity and inclusion, effective leadership and management, health, safety and wellbeing, and being a good employer for all staff.

A copy of the NZQA People Strategy is attached as **Appendix 1**.

Since this time, NZQA's People Priorities have been updated and are more closely aligned to the objectives in our Organisational Strategy 2024 – 2026. These are: 1. Developing Tier 1–4 people leadership and improving management disciplines and 2. Strengthening staff engagement and organisational culture

A copy of NZQA's refreshed organisational strategy is attached as **Appendix 2**.

In regard to the bullet points 2,3, and 4, there are no information, reports, or updates available to provide in response to the request. NZQA has not had any direct involvement with the amendment bill or any relative updates, nor have we communicated directly with any political parties regarding these updates.

Our response to your request may be published on our website after five working days. Your name and contact details will be removed before publication.

If you require further assistance or believe we have misinterpreted your request, please contact Elizabeth Templeton in the Office of the Chief Executive, email elizabeth.templeton@nzqa.govt.nz or telephone (04) 463 3339.

You have the right to seek an investigation or review by the Ombudsman of this decision under section 28(3) of the Official Information Act 1982. Details of how to make a complaint can be found at www.ombudsman.parliament.nz. You can also telephone 0800 802 502 or write to the Ombudsman at PO Box 10152, Wellington, 6143.

Nāku nā



Dr Grant Klinkum
Pouwhakahaere/Chief Executive

**Rautaki
Whakawhanake
Tāngata
NZQA
People Strategy**

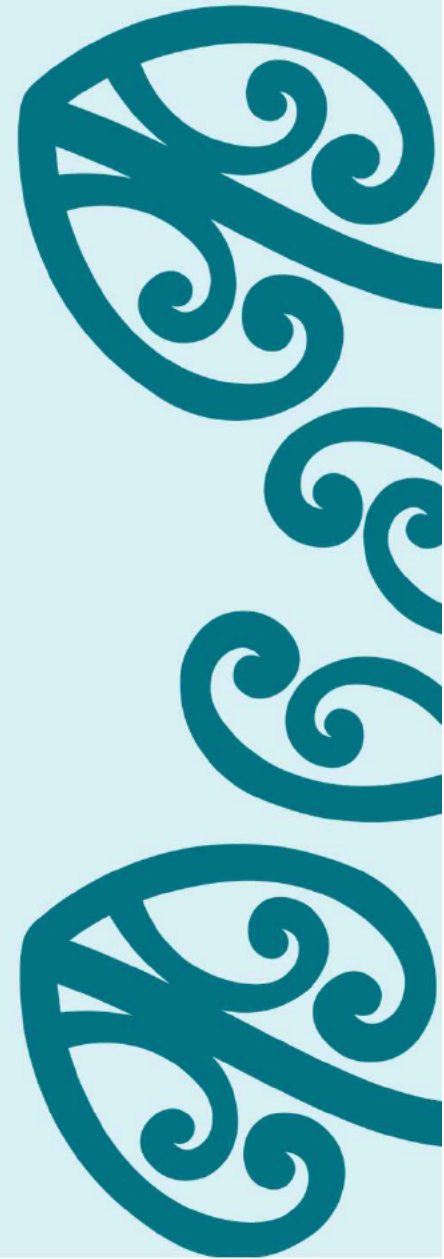


Mana Tohu Mātauranga o Aotearoa
New Zealand Qualifications Authority

**He aha te mea nui o te ao?
He tangata, he tangata,
he tangata**

**What is the most important
thing in the world?**

**It is people, it is people,
it is people**





Kupu whakataki Introduction

Our People Strategy is informed by:

- Te Mana Taurite
- Te Whakakitenga 2025
- Te Kōkiritanga
- Takiala Pasifika
- Papa Pounamu Plan
- Kia Toipoto Plan
- Qualify for the Future World
Kia noho takatū ki tō āmua ao

NZQA's four shifts:

- Increasing our investment in capability development and education relative to monitoring and enforcement
- Becoming truly intelligence-led across our education, monitoring and enforcement roles
- Working more effectively with partners to support the demand voice to influence effective assessment, qualifications and quality assurance
- Identifying and investing in the internal capability that we need to sustainably deliver our vision.

Recommendations from the readiness review:

- Address capability gaps and clarify NZQA's recruitment proposition
- Take steps to develop a more systematic regulatory mindset in the relevant parts of NZQA
- Clarify expectations of leaders and managers and the leadership capability required
- Build a new approach to talent management
- Review the performance management and remuneration system
- Attend to all aspects of workplace culture to ensure it is fit for purpose.

Our People Strategy outlines our vision and commitment for leading, managing, developing and supporting our people.

Our People Strategy will give us:

- A shared direction and purpose for our people and a way to measure success and ensure we have the right people in the best fit roles
- A tool for integrating people considerations into policy, business planning and strategy
- An umbrella framework for NZQA's commitment to equity, management and leadership development, and investment in our people.

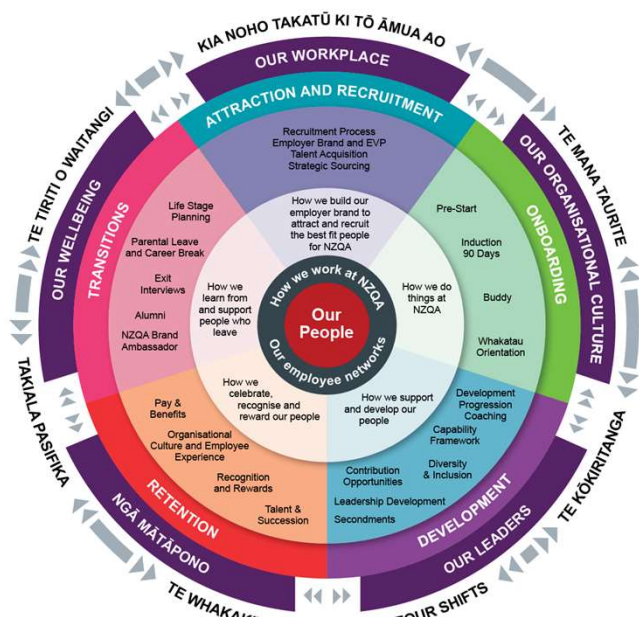
Feedback to form first People strategy

Focus groups were held with various stakeholders to understand key strategic focus areas, initiatives, and measures for the creation of the first people strategy.



Kupu whakataki

Introduction continued



The Employee lifecycle

The employee lifecycle was developed to:

- Identify all the stages of the employee experience during the employment journey at NZQA
- Ensure that employees, networks, leaders, the workplace, organisational culture, wellbeing, and Ngā Mātāpono are integral to everything we do as all of these contribute to the employee experience
- Ensure that categories in the employee lifecycle are viewed through a Te Tiriti o Waitangi lens supporting Māori Crown relationships and are aligned to our strategic vision, equity, diversity and inclusion goals.

– This document also outlines:

- A set of vision statements
- Key actions and initiatives
- How we will implement our People Strategy
- High level success measures and outcomes.
- Responsibility and accountability of:
 - SLT
 - Leaders
 - Employees
 - People and Capability.

Structure and scope of the NZQA People Strategy

Our People strategy applies to all employees. Five key areas were developed to reflect where the effort will go in the short term:

FOCUS AREA ONE:

Te whakatairanga i te kaupapa e whakapoapoa ai i te tangata, ā, te kimi kaimahi e tika ana

How we build our employer brand by attracting and recruiting the best fit people.

FOCUS AREA TWO:

Te āta whakarite i ngā kaimahi

How we onboard our people.

FOCUS AREA THREE:

Te tautoko me te whakawhanake tāngata

How we support and develop our people.

FOCUS AREA FOUR:

Te whakanui me te whakarangatira i te tangata

How we celebrate, recognise and reward our people.

FOCUS AREA FIVE:

Te āwhina putanga

How we transition our people.

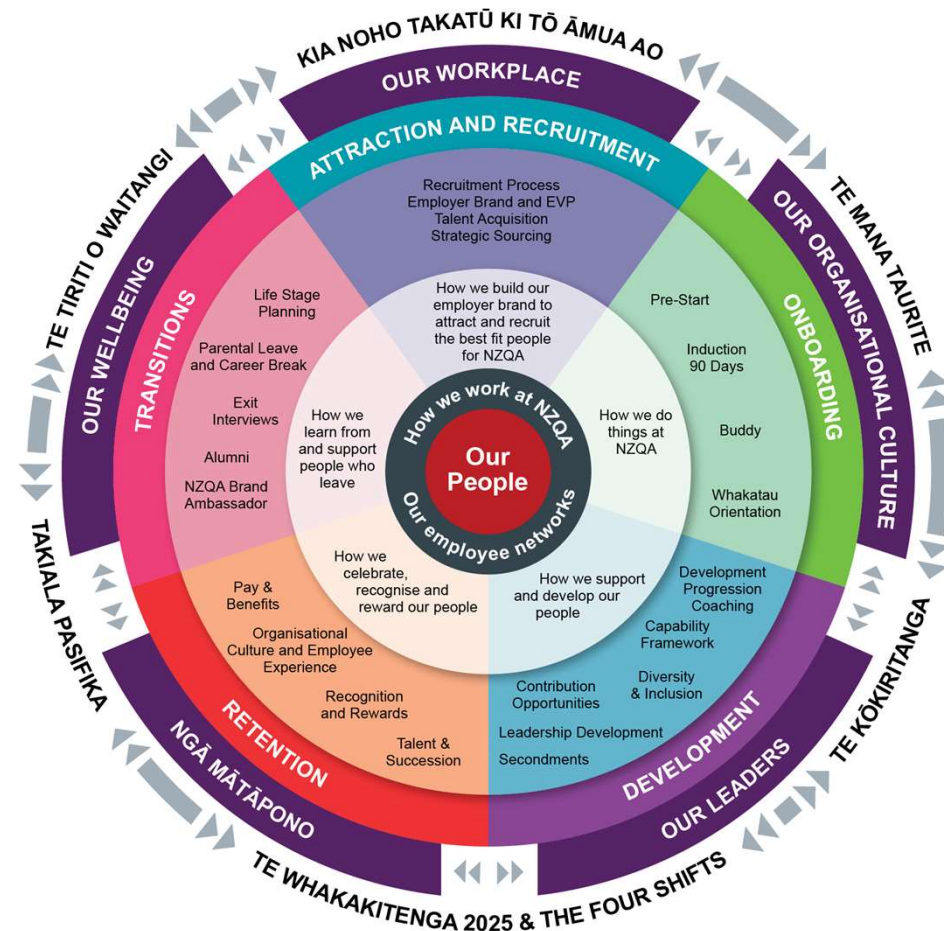


Tirohanga whānui Overview

The purpose of our People Strategy is to give us shared direction, purpose and responsibility for our people, and a way to measure our success.

It informs and improves our ability as an organisation to attract, develop and retain the best people while also helping them to grow and succeed. Our People Strategy has been aligned to Shift #4 of our strategic outcomes.

Leadership, creativity and innovation are critical to success. Through Kia noho Takatū ki tō āmua ao, and Ngā Mātāpono and with a strong focus on Māori and Pacific, we are building a high-performing organisational culture where we all are empowered, supported and encouraged to be our best. The diagram depicts the Employee Lifecycle which captures all the stages of the employment journey at NZQA.





Tirohanga whānui Overview continued

Mā ngā tumu SLT will:

- Have overall accountability for strategy delivery and achieving outcomes
- Commit to and monitor key strategy activities
- Live Ngā Mātāpono through everyday mahi
- Capture and celebrate progress towards goals
- Capture, recognise and celebrate progress towards overall goals
- Report progress to the organisation/Board regularly
- Consider and include people related initiatives at the early stages of business planning, organisational change, product strategies and new system processes or changes
- Be responsible for the wellbeing and safety of our people
- Keep updating 18 month goals and replace key activities as they are completed.

Hei tautoko i ngā kaiārahi, koinei ngā mahi a te rōpū Āheinga Tāngata

People and Capability will:

- Live Ngā Mātāpono through everyday mahi
- Co-design where appropriate for strategy initiatives to ensure activities remain relevant and are aligned with organisational goals
- Integrate and align workplans with focus areas and strategy initiatives
- Report progress against the workplan

- Have shared responsibility with people leaders and employees for strategy delivery
- Help identify capability gaps, and deliver a comprehensive programme of leadership and management learning offerings with a strong focus on Māori, Pacific and other diverse groups (e.g. disabled people, ethnic minorities)
- Collaborate with key stakeholders e.g. PSA.

Mā ngā kaiārahi Leaders will:

- Take accountability for achieving quality outcomes
- Live Ngā Mātāpono through everyday mahi
- Understand shared responsibility for implementing strategy activities
- Provide regular, informal feedback and coaching
- Lead organisational culture focusing on ongoing improvement
- Clearly define what they expect from their people.

Ngā kaimahi Employees who:

- Live Ngā Mātāpono through everyday mahi
- Understand their role in strategy implementation
- Understand their role in organisational culture through:
 - beliefs
 - values
 - behaviours
 - collaboration
- Identify development needs and aspirations
- Offer leaders constructive feedback on what they need for success
- Seek feedback from colleagues to assess their contribution to team delivery.

Ngā tohu angitu Measures of success:

- Employee experience scores through surveys and pulse checks, targeting % of Māori and Pacific employees progressing into leadership roles and attaining internal promotions
- % of other diverse groups (e.g. disabled, ethnic minorities) being recruited and progressing to more senior roles
- Diversity and inclusion measures set for the Kia Toipoto and Papa Pounamu Plan
- Link between impact of our focus areas and initiatives on achievement of our organisational goals e.g. Te Whakakitenga 2025, NZQA Equity Statement and shift #4
- Internal assessment of strategy impact and effectiveness.

Ngā putanga Outcomes:

- We continue to attract, grow, develop and retain Āheinga Māori and Pacific people
- We continue to attract, grow, develop and retain capability and great people
- We are all working towards our desired organisational culture
- We have appropriate mechanisms in place to recognise, celebrate and award people who live Ngā Mātāpono and support NZQA's success
- Comparable safety and wellbeing practices to the best and most responsible organisations
- NZQA identified as an employer of choice, including for Māori and Pacific employees.

FOCUS AREA

Te whakatairanga i te kaupapa e whakapoapoa ai i te tangata, ā, te kimi kaimahi e tika ana

How we build our employer brand by attracting and recruiting the best fit people



Te pae tawhiti We want to be ...

An organisation recognised as an employer of choice and a great place to work for a diverse range of people with required cultural capability, Mātauranga Māori and technical capability, education, regulatory, analytical and data science capability. An organisation that resources its current and future workforce to attract and retain Āheinga Ahurea Māori me Pasifika and technical capability to deliver its strategic goals.

Te pae tata In the short term we will:

- Through our Te Kōkiritanga and Takiala Pasifika workplans evolve our attraction and recruitment approach to continue to improve attracting Māori and Pacific employees and leaders by leveraging the right employment arrangements, networks, Te Mahi Ngātahi and channels
- Create attraction videos of our people for social channels.

Ngā tohu angitu Measures of success:

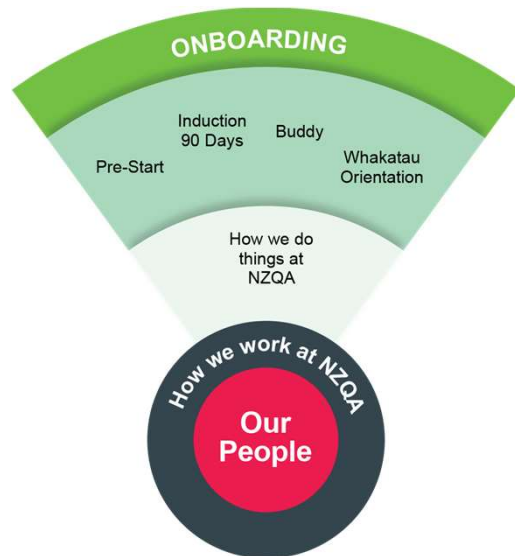
- % increase of Māori and Pacific employees and leaders appointed to roles as set out in Te Kōkiritanga and Takiala Pasifika Plans
- % increase of diverse employees (e.g., disabled) attracted and recruited to NZQA.

Hei ngā rā anamata In the future we will:

- Develop an early careers talent program to attract greater representation of Māori, Pacific, and other diverse groups
- Refresh our employee value proposition and refresh all attraction channels (e.g., careers page)
- Review recruitment processes and policies to align with the NZQA Recruitment approach
- Review our position descriptions to represent our employer brand, ensuring they are outcome focused and aligned with our cultural and leadership capability framework.

FOCUS AREA

Te āta whakarite i ngā kaimahi How we onboard our people



Te pae tawhiti We want to be ...

An organisation committed to providing a great employee experience through our onboarding and induction program that help people understand how we do things at NZQA and feel a sense of belonging and personal connection to Ngā Mātāpono.

Te pae tata In the short term we will:

- Review and refresh the first 90 days with an employee experience lens.

Ngā tohu angitu Measures of success:

- New starter survey: % of employees who are satisfied or extremely satisfied with their onboarding experience
- % of new starters who understand role accountabilities and have the tools to do their job
- % of employees and Māori and Pacific employees who we retain beyond 12 months of employment.

Hei ngā rā anamata In the future we will:

- Develop an interactive pre-start module linked to Ngā Mātāpono giving new starters a sense of who we are and how we do things at NZQA
- Ensure EVP key messages are consistent from attraction through the employee lifecycle
- Update the Code of Conduct to embed Ngā Mātāpono and Te Kawa Mataaho (PSC) expectations
- Develop role specific induction examples for leaders and managers
- Increase the level of exposure new starters have with each Division.



FOCUS AREA

Te tautoko me te whakawhanake tāngata How we support and develop our people



Te pae tawhiti We want to be ...

An organisation committed to the development, growth and aspirations of all our people acknowledging our specific focus on development and growth of Māori and Pacific employees through the actions in Te Kōkiritanga and Takiala Pasifika. We want to be an employer of choice who supports the lifelong learning of employees of our organisation.

Te pae tata In the short term we will:

- Build and rollout a Leadership Development Programme with strong focus on developing leadership capabilities of Māori and Pacific employees including support for networking, mentoring and supervision.
- Implement the management and leadership competency framework in line with PSC's leadership success profile and the Māori Crown Relations Capability Frameworks
- Review development and education needs to meet our Papa Pounamu plan
- Review secondment and internal promotions processes to ensure opportunities are equitable, open and transparent and available to all employees
- Review and implement additional support required for Māori and Pacific employees to progress to other roles.

Ngā tohu angitu Measures of success:

- Pulse survey: % of employees satisfied or highly satisfied with the development opportunities they have received at NZQA disaggregated by ethnicity
- % of employees, including Māori and Pacific employees participating in stretch opportunities, secondments and acting opportunities
- % of employees, including Māori and Pacific employees promoted internally aligned to Te Kōkiritanga and Takiala Pasifika.

Hei ngā rā anamata In the future we will:

- Work with the DCE Māori team to develop Equity, Cultural Intelligence and Te Reo Māori training as e-learning modules
- Work with the DCE Pasifika team on Cultural Intelligence training
- Develop career paths for non people leaders
- Implement the Learning and Development Strategy, to lead the internal organisational learning and development across NZQA.

FOCUS AREA

Te whakanui me te whakarangatira i te tangata

How we celebrate, recognise and reward our people



Te pae tawhiti We want to be ...

An inclusive organisation that celebrates and acknowledges success and recognises and rewards people for their contribution. A remuneration framework that is fair, equitable, affordable and meets the Government expectations for pay, as well as supporting our people leaders to attract and retain talent and capability.

An organisation committed to closing the gender and ethnic pay gap.

A recognition approach that highlights individual and team contribution along with wider contribution to leadership groups, employee network groups, building equity and cultural competence, and leveraging Te Mahi Ngātahi and relationships to support NZQA to achieve its goals.

Te pae tata In the short term we will:

- Build out our approach to supporting employees to be successful at NZQA
- Review the remuneration system to ensure it's fit for purpose and flexible enough to attract and retain required talent.
- Progress Kia Toipoto action plan.

Ngā tohu angitu Measures of success:

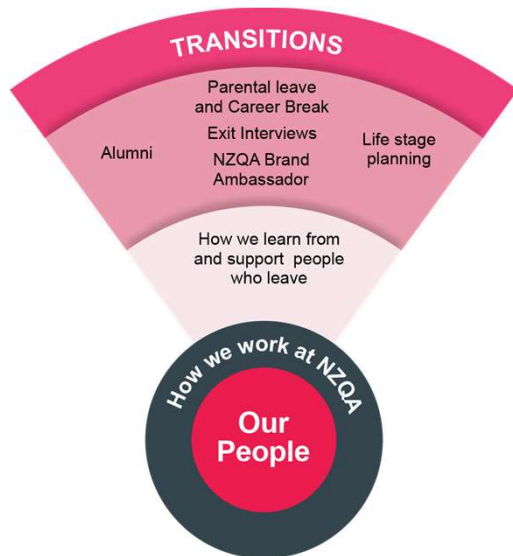
- % of employees who agree or strongly agree achievements are celebrated in their team
- % of employees who agree or strongly agree the remuneration they receive for their position is fair disaggregated by gender and ethnicity
- Year on year reduction of the gender and ethnic pay gap
- Development plans in place for all staff
- Successors identified for key positions, including solutions for succession gaps.

Hei ngā rā anamata In the future we will:

- Implement career pathways and development opportunities for our people
- Review and implement a rewards and recognition program
- Review staff survey/feedback approach to include more feedback touch points to effectively measure employee experience
- Develop an approach to talent management and succession planning.

FOCUS AREA

Te āwhina putanga How we transition our people



Te pae tawhiti We want to be ...

An organisation recognised for best-in-class transitions. Whether it is offboarding and exiting for another organisation, parental leave, career break or life stage transitions. Be known for providing the best employee experience to those transitioning. Increasing our employer brand reputation through building lifelong brand ambassadors.

Te pae tata In the short term we will:

- Improve our exit survey process and use insights to inform initiatives on the people plan.

Ngā tohu angitu Measures of success:

- % of leavers who would recommend NZQA as a great place to work score on exit survey
- % of leavers who would want to return to NZQA in the future exit survey scores.

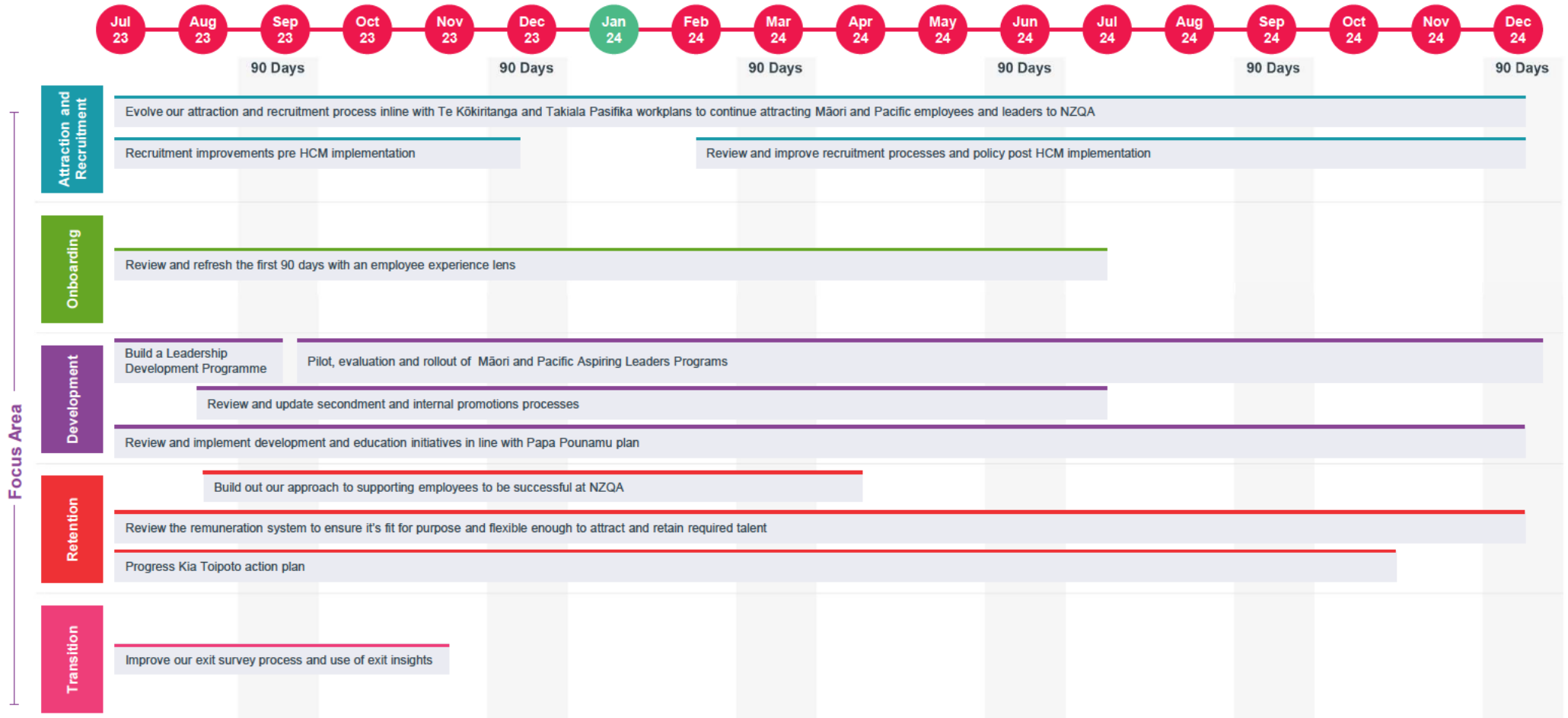
Hei ngā rā anamata In the future we will:

- Review and improve exit and offboarding process
- Develop a talent pool for Alumni employees
- Develop an Alumni engagement plan
- Develop a Life stage transitions plan
- Develop engagement plan guidelines for managers to manage engagement and connection of employees on career breaks and parental leave.



Roadmap and indicative timing of initiatives for each focus area

Below is the roadmap for the next 18 months for the focus areas linked to the Employee Lifecycle and indicative timeframes to complete each initiative. Detailed planning, resourcing, funding, change management requirements including dependencies with other projects, will be developed for each initiative in collaboration with key stakeholders.



Kia ora Thank you

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Mana Tohu Mātauranga o Aotearoa
New Zealand Qualifications Authority



Strategy



Mana Tohu Mātauranga o Aotearoa
New Zealand Qualifications Authority

Purpose

Trusted qualifications and credentials that enable people and communities to flourish.

Role

NZQA ensures that New Zealand's qualifications and credentials are credible and robust.

Outcomes

NZQA'S FOCUS ON:

Credible qualifications and credentials support equitable learner pathways and mobility, and New Zealand's economic and social development.

CONTRIBUTES TO THE WIDER EDUCATION SYSTEM OUTCOME:

New Zealanders and those studying in New Zealand gain the skills, knowledge, and capabilities that they need to fully participate in employment, society, and their communities.

Strategic objectives for 2024 - 2026

Perform core functions well, supported by strong corporate infrastructure.

TO DO THIS NZQA WILL PRIORITISE:

- Reviewing the operating model and business processes of NZQA's core delivery functions.
- Improving the maturity of our corporate functions.

Utilise right touch, right size regulation that balances the needs of all stakeholders.

- Reviewing and updating the regulatory framework.
- Reducing regulatory duplication and burden and enhancing system performance.

Improve stakeholder understanding of qualifications and credentials.

- Developing and implementing a plan to improve understanding of the NZQCF and qualifications, including NCEA.

Leverage digital solutions to increase business efficiency and quality.

- Implementing a focused number of digital initiatives to drive efficiency and improve customer experience.

Enabled by

Ngā Tāngata
Our People

Ngā Mātāpono
Our Values

NZQA is committed to honouring its Te Tiriti o Waitangi responsibilities, in accordance with legislation.