



Dear [REDACTED]

On 2 July 2019, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- 1. Has your organisation established any goals or priorities around workforce development?*
- 2. What is the strategy or initiatives that support workforce development?*
- 3. If you have any specific information or documentation around workforce development can you share this?*

The Ministry has a wide range of goals and priorities that support workforce development. These are driven off our strategic direction or specific change initiatives where there are capability and people implications, for example Welfare Reform initiatives. As described below, significant focus is being placed on our operating environment and leadership and people capabilities.

The Ministry's Statement of Intent sets out what the Ministry wants to do and achieve. It is available on the Ministry's website: www.msd.govt.nz/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/index.html.

In the 2018-2022 Statement of Intent the Ministry introduced a new strategic direction called Te Pae Tawhiti – Our Future. An essential foundation for the success of Te Pae Tawhiti is a strong and diverse organisational culture at the Ministry. To support this, the Ministry has a Diversity and Inclusion work programme led by the Ministry's People, Culture and Strategy team.

Te Pae Tawhiti, the Ministry's strategic direction and Te Pae Tata, our Māori strategy and action plan set the scene for workforce development. Te Pae Tawhiti has recently been released and is being used to shape the next level of planning and design in respect of the way we will build people capability. Te Pae Tata will embed a Māori world view into the DNA of the Ministry with a focus on partnership, protection, and participation.

Please find attached a copy of Te Pae Tawhiti which provides much of the context and positioning for the development of our people. Te Pae Tata is being released as soon as possible this year. When this information is published, it is likely to be available at this link: www.msd.govt.nz/about-msd-and-our-work/newsroom/2019/te-pae-tata-maori-strategy-and-action-plan-consultation.html.

The Ministry is currently developing its People Strategy. This will recognise the wider range of strategies and networks already in place that support workforce development.

Below are some of the Ministry's strategies and networks which develop and support our workforce (existing or in development):

- Pacific Strategy,
- Maori Responsiveness Work Programme including Te Pae Tata – our Māori Strategy and Action Plan,
- Lead Toolkit for Employing Disabled People developed by the Ministry's Principal Disability Advisor and published by the State Services Commission,
- Diversity networks for employees include: Pasefika Helava, Women's Network, Proud@MSD (for LGBTQI+ staff) and Disabled Network,
- Service Delivery hold Regional Maori Staff Development Hui annually,
- Gender Pay Gap Action Plan which outlines areas of focus for the next 12 months under four key areas; Equal Pay, Flexible Working, HR Practices and Gender Balanced Leadership.
- Learning provided to employees and managers to better understand mental health conditions and how best to respond in a caring and effective way (e.g. Mental Health-101, Responding to Mental Health, Suicide Awareness, Re-thinking Mental Health).
- A 'psychological safety' module in our New Manager Programme which is ensuring that all voices feel comfortable at saying what they really think.
- Strengths development is a major focus for our employees and managers with a variety of workshops delivered to help people appreciate and leverage the differences there are in all of us, recognising and demonstrating that there is strength in diversity.
- Mindset training and unconscious bias features alongside empathy as critical training programmes for our client facing teams (e.g. Lives Like Mine, Lives Like Mine Outtakes, Stress and Stressors, Mindset).
- The Ministry offers a range of NZQA Qualifications which include modules that position diversity for our people, such as engaging with people, family and whānau in a manner which respects their socio-cultural identity, experiences and self-knowledge. (e.g. New Zealand Diploma in Health and Wellbeing).

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response regarding workforce development, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours sincerely



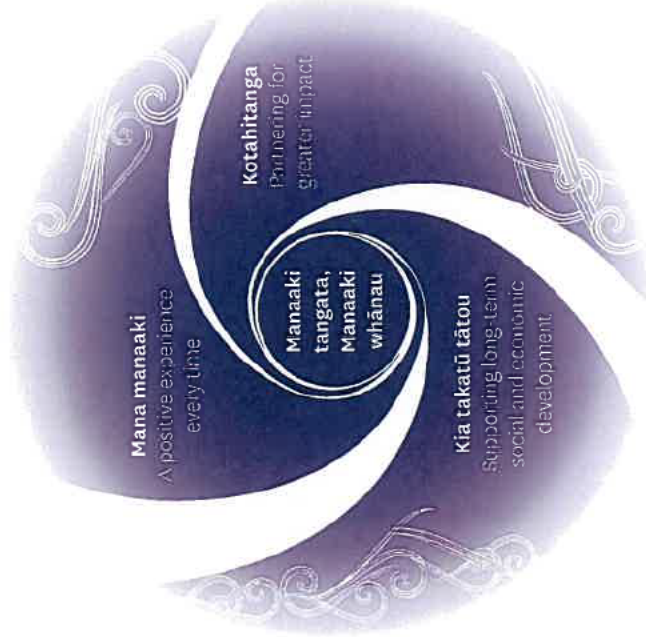
Andrea Lawton

Deputy Chief Executive, People, Culture and Strategy

Te Pae Tawhiti – Our Future

We want to become a trusted and proactive organisation, connecting clients to all the support and services that are right for them, to improve the social and economic wellbeing of New Zealanders.

Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaua kia tina.
Seek out the distant horizons, while cherishing those achievements at hand.



Mana manaaki

A positive experience every time

We will be warm and welcoming to all New Zealanders. We will listen with respect and compassion and be open and fair.

- People will be aware of all the support available to them and confident they will receive it.
- We will build trusted relationships with people, whānau, families and communities. We want them to feel comfortable dealing with us and empowered to have great choices about their future. We will encourage open discussion and engagement with our clients.
- We want all people, whānau, families and communities to feel they can be open and tell us about their experiences; they will feel confident they will be listened to and that we care about them and their future.
- We will work with people so they get the support that's right for them and their situation – taking into account the whānau and family environment they live in.
- We will use the data we collect responsibly, including the voices of clients and providers as well as evidence about what works.
- New technology will help people to connect with us in ways that are people-centred and that they have helped us to design.

Kotahitanga

Partnering for greater impact

We are stronger when we work together. Strength comes from working collectively with others – government agencies, whānau, families, hapū, iwi, providers and communities.

- We will invest in trusted partnerships to harness the knowledge and expertise of others who are best placed to meet the needs of the people we serve.
- People will be able to connect directly to our network of trusted partners for services – whether that's a job, skills and training, or a safe and secure home.
- We'll strengthen our connections with other agencies, and our network of partners to reduce barriers and make it easier for clients, whānau and families to access social services. We will build mutually respectful and trusting relationships with our partners and will operate with integrity and good faith.
- Technology will enable partners across the social system to access and share the information each holds to better support clients. Information will always be treated with care and stored in a secure and responsible way to maintain the trust and support of our clients.

Kia takatū tātou

Supporting long-term social and economic development

We will look to the future and ready ourselves in the here and now. We will take a long-term strategic approach to community, regional and economic development.

- We will use our regional network and local connections to provide greater opportunities for New Zealanders to contribute to economic and social development.
- We will work with employers and government agencies to understand and anticipate changes in current and future employment, community and housing needs. This is necessary to predict future trends and opportunities for the benefit and wellbeing of all the people, whānau, families and communities we work with.
- We will strengthen and broaden knowledge of our communities, environment and partners to maximise opportunities for people, whānau and families, so that they can become socially and economically independent.
- We will work to achieve positive wellbeing outcomes for New Zealanders, balancing a focus on employment with recognising opportunities for clients to participate in our communities through volunteering, training and skills development, and caring for whānau and families.

Our

foundations:

- Strong organisational platform – people with the right skills, technology capability, using data and evidence, investing for social wellbeing with a fit-for-purpose and agile operating model
- Strong organisational culture – MSD people connect to our purpose and are proud to serve New Zealanders