



# New Zealand Intelligence Community

## LEADERSHIP

**MEDIUM-LARGE ORGANISATION WINNER**

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VIDEO**



### THE STORY

As threats to our national security increase, our intelligence community needs people with a variety of different skills, experience and ways of thinking to help solve the challenges we face.

The New Zealand Intelligence Community includes the Government Communications Security Bureau (GCSB) and the New Zealand Security Intelligence Service (NZSIS). GCSB is New Zealand's lead organisation for signals intelligence and also provides cyber security and information assurance services to organisations of national significance. NZSIS is New Zealand's domestic security and intelligence agency, and lead organisation for human intelligence.

The leaders of GCSB and NZSIS Andrew Hampton and Rebecca Kitteridge say New Zealand faces a rapidly changing and challenging security outlook and threats to national security will continue to intensify.

“Recommendations from the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019 also reinforced the need for all Public Service agencies, particularly those involved in the counter terrorism effort, to continue focusing on diversity and attracting talent from Aotearoa's diverse communities. Diversity and inclusion is essential for better decision making and a key contributor to improving public trust and confidence in the work we do.”

One of the challenges the intelligence community faces in recruitment is that the nature of the work means it can't overtly talk about what it does, and the identities of staff members need to be protected.

"This brings forth challenges when we're wanting to engage externally to attract diverse talent pools. Regardless of our challenges, we know we need diversity to achieve our mission and our leaders play a critical part in making this happen," Andrew and Rebecca say.

In March 2018 a joint Diversity & Inclusion (D&I) Strategy 2017-2020 was launched between the GCSB and the NZSIS in response to workforce data showing low representation of women in technical/operational and middle management roles, and limited ethnic diversity across the board. The aim was to attract, retain, develop, progress, and increase the number of women, Māori, Pasifika, and other ethnic groups, at all levels of the agencies.

This was followed up by a refreshed D&I Strategy 2021-2025 in July 2021 which had a particular focus on growing consistent diversity and inclusion capability across all people leaders from team leaders through to executive level. A commitment was made to two key objectives; continuing to build capability through advanced training, education and external networks; and enabling leaders to practice inclusive leadership.

One specific initiative was the development of a targeted D&I learning programme for leaders and staff across four core domains; language and culture, health and wellbeing, values and ethics, and inclusion. While the programmes for leaders and staff vary slightly, each programme is aligned to the organisation's diversity and inclusion goals, includes essential and recommended learning, and is comprised of online and face-to-face offerings.

"We focused on D&I learning for both leaders and staff because we're all leaders when it comes to creating a diverse and inclusive workplace."

**"We need diversity to achieve our mission and our leaders play a critical part in making this happen."**

## **THE AIM**

In order to respond to threats to National Security, the New Zealand Intelligence Community needed to attract people from different backgrounds with different ways of thinking.

## **STRATEGIES FOR SUCCESS**

- A joint D&I Strategy was launched between the GCSB and the NZSIS in response to workforce data that showed a low representation of women in technical/operational and middle management roles, and limited ethnic diversity
- This was followed up by a refreshed strategy in July 2021 which had a particular focus on growing consistent D&I capability across all people leaders, from team leaders through to executive level
- A targeted D&I learning pathway for leaders and staff covered four core domains: language and culture, health and wellbeing, values and ethics, and inclusion
- Leaders openly encouraged staff to build their own employee-led networks, with seven networks empowered to drive their diversity and inclusion agendas



## RESULTS AND BENEFITS

- Over the four domains of learning, 30 different learning programmes have been delivered, with 4298 completions across the workforce. Broken into each domain, and representative of both the GCSB and NZSIS:
  - 83.1% have completed Health & Wellbeing learning
  - 79.7% have completed Inclusion learning
  - 53.2% have completed Language & Culture learning, and
  - 73.6% have completed Values & Ethics learning
- Since the first D&I strategy launched in 2018, GCSB has increased ethnic diversity from 12.5% in June 2018 to 24% at 1 April 2022. Representation of women in senior management roles has predominantly remained 50% or above, and the gender pay gap has reduced from 11.7% in 2016 to 4.9% in June 2022
- From June 2018 to 1 April 2022 NZSIS has increased representation of women from 42.4% to 46.3% and now has 50% representation of women in senior leadership (an increase of 17%). Ethnic diversity has also increased from 12.7% to 22%, and the GPG has reduced from 11.5% in 2016 to 8% at 30 June 2021
- In 2021 the GCSB and NZSIS participated in Te Kawa Mataaho Public Service Commission's Public Service Census and ran their own internal Kōrero Mai Tell Us survey. Kōrero Mai findings showed strong results in the areas of psychological safety and inclusion. The statement 'I feel supported in the workplace when I am dealing with personal or family issues' rated 79% for the GCSB and 81% for NZSIS - the second highest scoring statement for each agency. 'I feel included in my team' was the third highest rated score for both agencies scoring 76% for GCSB and 80% for NZSIS. The Public Service Census scores in relation to 'agency supports and actively promotes an inclusive workplace' were significantly higher than the average of 78%, with 92% for GCSB and 86% for NZSIS.

## KEY LEARNING

Diversity and inclusion learning is most valuable when it's provided for both leaders and staff, recognising that we're all leaders when it comes to creating a diverse and inclusive workplace.

**DO WORKPLACE DIVERSITY AND INCLUSION WELL  
AND DO WELL BECAUSE OF IT.**

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