

Driving diversity in recruitment for NZIC

NZIC

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Background

Diversity in the workforce is critical to ensure we expand our thinking, grow our people and reflect New Zealand's changing population.

The NZIC (including GCSB & NZSIS) play an important role for New Zealand and New Zealanders.

These agencies help plan and protect our nation in an increasingly complex world. At the heart of the NZIC, it is people who power the intelligence and protection of our interests and solve the tough problems – therefore a relentless focus on attracting the right people is paramount.

In 2018, GCSB and NZSIS launched their diversity and inclusion strategy outlining some key targets including women across NZSIS and also driving the ethnic diversity of NZIC up by 3% by 2020.

There are a range of initiatives set up to achieve these targets, with a key milestone being understanding the current audience targeted for recruitment.

The objectives

**The core business objective was to:
Gain a deeper understanding of the Māori, Pacific Island, Asian and the female core audience in New Zealand to drive future recruitment and retention initiatives.**

The specific insight objectives were to:

1. Explore career decision-making amongst these key audiences.
2. Understand the key drivers of choice on their career.
3. Explore specific perceptions of NZSIS & GCSB.
4. Understand in detail the 'agency proposition'.
5. How might we communicate and position our agencies to drive relevance and consideration as a career of choice.
6. Bring it all together to form a foundation of understanding of the audiences which will help support the development of the wider diversity and recruitment strategy.

Methodology

33x in-depth interviews

	Interview Mix
Māori	6x interviews
Pacific Island	7x interviews
Asian	5x interviews
Muslim	5x interviews
Women (Non Māori/Pacific Island, Asian)	3x interviews
Existing staff	7x interviews
Total	33 interviews

1.5 hour in-depth interviews

Locations:

- 70% Auckland face-to-face
- 30% Rest of the country over Skype or phone (Lower Hutt, Hamilton, Palmerston North, and Christchurch)

Backgrounds

- 65% from a broad range of backgrounds
- 20% from existing protective roles (i.e. Armed forces, Police, Security)
- 15% from STEM backgrounds
- 21% overall were internal interviews

Experience

- Spread of students, early career and mid career

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Report overview

Setting the context

While New Zealand is known to be a progressive, multi-cultural country, it is one with a history of colonisation and majority white population that is grappling with its own issues of equality amongst ethnicities, religions, classes and women. Although all consider it a generally positive place in which we are blessed to live in and many are adept at navigating different cultures, often being "on the backfoot" because of ethnicity or gender is simply the water we swim in.

Around the world, heightened calls for equality and self-reflection are making people examine their own and others' behaviour and biases in a new light. Alongside this, we are demanding purpose and balance in our careers. These shifts set the context within which NZIC is searching to understand how they can attract a more diverse workforce.

Understanding how NZIC can attract a more diverse workforce requires:

1. Understanding the interdependent–independent cultural framework
2. Understanding career motivations amongst Māori, Pacific Island, Asian (Chinese and Indian), Muslim and women
3. Understanding perceptions of NZIC among these groups
4. Understanding the career pathway
5. Understanding how to create that connection – "Humanised connection"

1. A cultural framework

The interdependent–independent cultural framework allows us to make sense of the experiences of the people we spoke to and understand how to strengthen connection on a cultural level.

Interdependent – such as Māori, Pacific Island, Asian and Muslim cultures, women, and lower socio-economic classes are **Relational: Similar, Adjusting, Rooted, Ranked**.

Independent – such as Western cultures, including New Zealand, men and higher socio-economic classes are **Individual: Unique, Influencing, Free, Equal (yet great!)**.

These tendencies result in subtly different ways of thinking and behaving in certain situations, and can be the source of misunderstanding between cultures.

2. Understanding career motivations

Across all groups, people who are interested in protecting New Zealanders share the same career motivations:

- **Intrinsic motivations:** Giving back, self-growth, belonging, career progression
- **Extrinsic motivations:** Work-life balance, competitive salary

3. Understanding perceptions of NZIC among these groups

Positive perception alignment of NZIC with motivations occur with:

- **Giving back** – "giving back" in the sense of protecting New Zealand is strongly rooted in duties associated with kaitiakitanga, whānau and cultural identity
- **Competitive salary**

Perceptions that did not connect with motivations:

- **Elite, Formal, Secretive, Dominated by older white men** – do not align with *belonging or career progression*
- **Dull** – does not align with *self-growth and passion*
- **Demanding** – does not align with *work-life balance*

NZIC can genuinely address perceptions that do not align to motivations of *giving back, self-growth, career progression, salary and work-life balance* with, for example, the rewarding work and benefits they offer.

Perceptions of *eliteness, formality, secrecy and prevalence of older white men* distance NZIC from our ethnic groups. While this does not deter the more confident, we can make NZIC more attractive to more people and widen our recruitment funnel by targeting those who are discouraged by perceptions and self-discount by transforming perceptions to communicate *attainability, openness, approachability, diversity and trust*. In short, we need "humanised connection." This is a more complex equation which requires us to use our interdependent-independent cultural lens to diagnose and discover opportunities to connect.

4. Understanding the career pathway through a cultural lens

The career pathways of Māori, Pacific Island and lower socio-economy groups tend to differ from those of Asians and Muslims. It is common for the latter to have role models and an experienced support network around them to nurture their success. They feel confident about applying for more elite-sounding jobs. Māori and Pacific Islanders, who over-represent in the lower socio-economic spectrum, may not have grown up with access to the same advantageous networks, making the traditional path to success harder to succeed at. They therefore tend to self-discount more and have comparatively less self-belief when it comes to certain careers.

We need to counter self-doubt and self-discounting and boost confidence along the career pathway.

- At every touchpoint, demonstrate that diversity of background, pathways, ways of thinking, experiences, values and models of leadership are valued and accommodated for.
- Use a tone and approach that is encouraging, non-intimidating, and committed.
- Expect long-term return on investment for targeting candidates at high school and other formative times.
- Emphasise that support is available, from the application process and hiring process.

Additionally, NZIC needs to invest into optimising the NZIC website for recruitment, ensuring we authentically convey "human connection" with our specific demographics.

Significantly, NZIC needs to back up its promises of inclusivity by addressing the shortcomings in its own internal culture. Responsibility for this does not lie with specific groups or women but every person in the organisation, at all levels.

5. Understanding how to create "humanised connection"

Based on our knowledge of interdependent-independent cultures and values, career motivations, and perceptions of NZIC that cause disconnect, *humanised connection*, which ultimately informs our EVP, needs to capture four key principles:

- We are everyday people
- Diversity is a power
- We support and develop
- We do great things together

The tone needs to be encouraging, rewarding, committed.

6. An EVP for NZIC

At NZIC, everyday Kiwis do great things together to protect New Zealand and New Zealanders.

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Setting the context

While New Zealand is known to be a progressive, multi-cultural country, it is one grappling with its own issues of equality

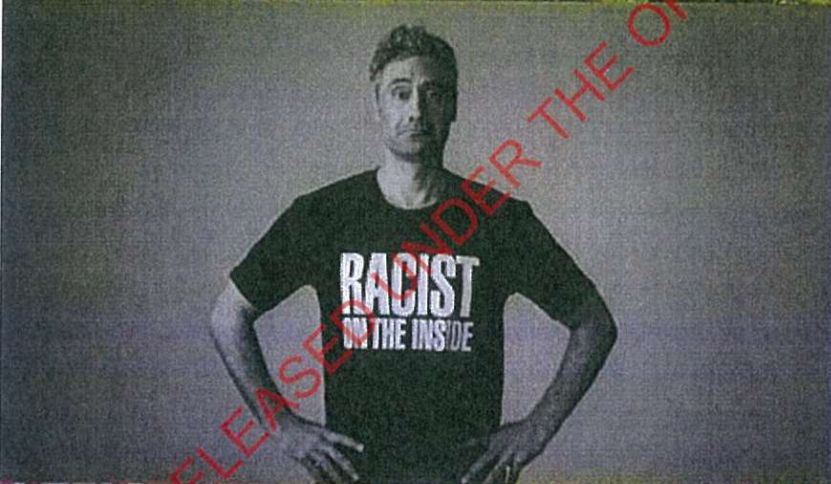


Colonisation of New Zealand, history of injustices and impact on Māori

Most recently, the fight to keep Ihumātao, a land of cultural significance to Māori and instance of historical land ownership injustice, from being turned into a housing development.

New Zealand is 'racist as'

Taika Waititi's controversial 'Give Nothing to Racism' campaign for Amnesty International brought awareness to the prevalence of casual racism in New Zealand.



Islamophobia

A 20-year longitudinal 'The New Zealand Attitudes and Values Study' has indicated that Muslims experienced higher levels of prejudice than other ethnic groups, and lower levels of "warmth".

Source: NZ Herald





Anti-Asian sentiment

■ New Zealand has a long history of Anti-Asian sentiment, fuelling itself more recently through the lens of economic competition.



Women

■ Although the first to give women the vote, New Zealand is still seeking gender equality and trying to balance the power dynamic.

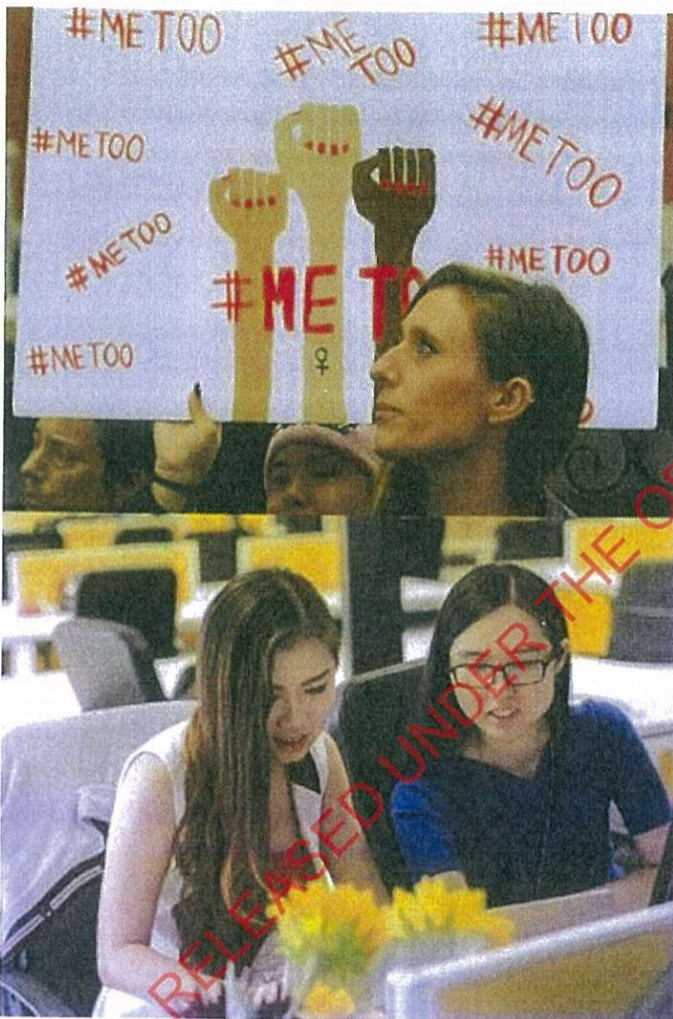


Dawn raids

■ Following the economic crash, the 1970's early morning raids of Pacific Island immigrant family homes and profiling by police, intended to send overstayers home, caused outrage and smacked of racism.



Regardless of cultural background, we New Zealanders are influenced by the same global cultural shifts



Globally, a more socially aware society

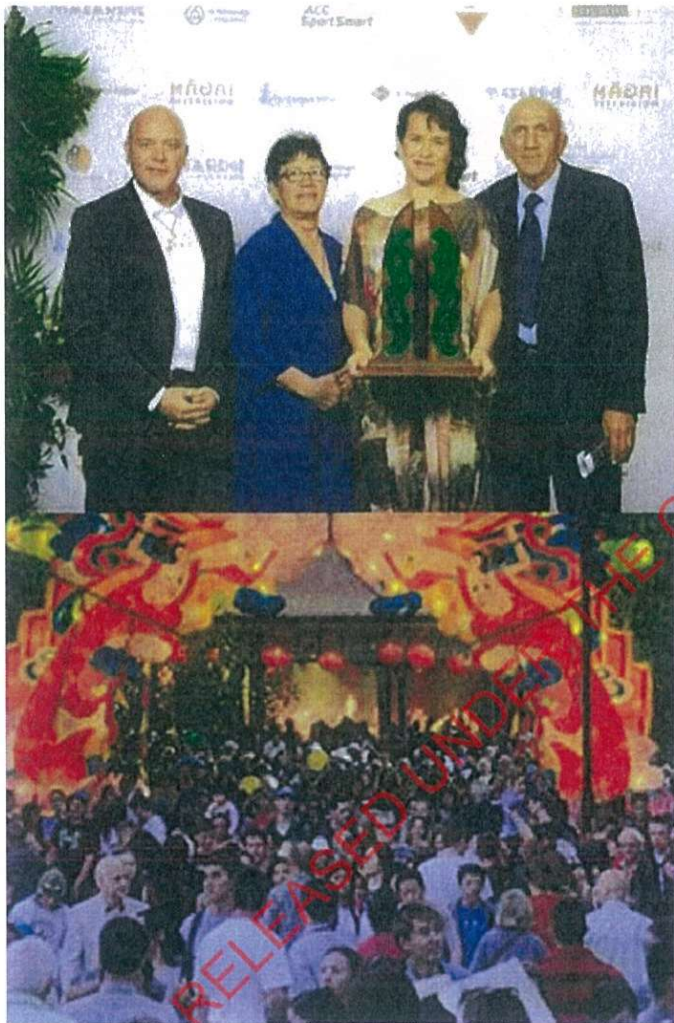
- Changing attitudes around all types of prejudice and double standards around the world #metoo #blacklivesmatter
- Growing knowledge of unconscious bias

Changing ideal of work

- People seek work with meaning and purpose
- Demanding flexibility and work-life balance
- Rethinking the value of tertiary education and the burden of student debt
- Don't expect to stay at job forever

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And shared experiences that affect us as a nation



We see a changing NZ population

- Elevation of Māori

- More identifying as ethnic minorities, becoming a significant demographic force and influence in the future

The Christchurch mosque terror attack has also had a major impact on us as a nation



A stronger New Zealand identity – New Zealand as a special place; Kiwis as inclusive, compassionate, kind



Increased sensitivity around accepting others and being inclusive



Increased sensitivity around how safe we really are, greater awareness of extremism and out-groups.



All leading to questions around how this happened, endorsement of stricter gun control laws and greater openness to discussing these issues and what should be tolerated.



This context, and the changing cultural narratives within, influence the career motivations, workplace ideals and interpretations of what protecting New Zealand means of people we spoke to.

By acknowledging, responding to and anticipating how these shifts will evolve, NZIC can ensure that their proposition remains relevant to the experiences, concerns and hopes of New Zealanders.

IMPLICATION

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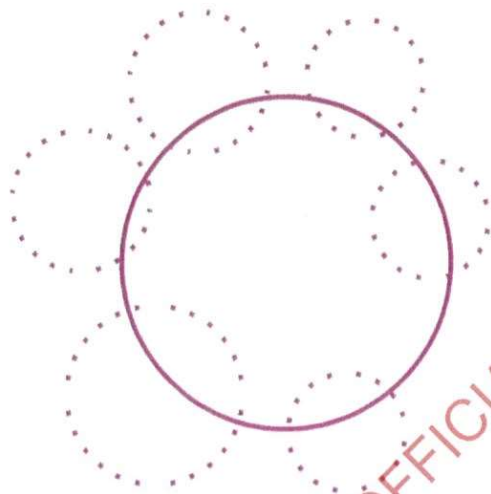
An interdependent- independent cultural framework

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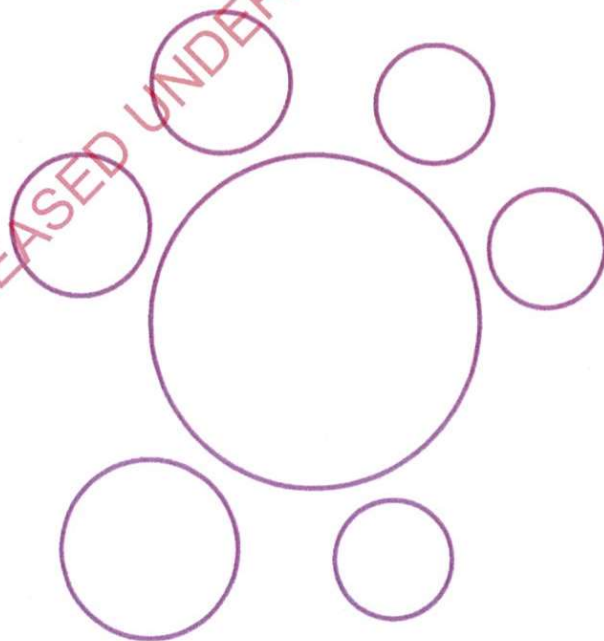
Interdependent and independent cultural forces shape and are shaped by our society, interactions and selves

Interdependence



- Relational
- Similar
- Adjusting
- Rooted
- Ranked
- Māori, Pacific Island, Asian and Muslim cultures
- Women
- Lower socio-economic classes

Independence



- Individual
- Unique
- Influencing
- Free
- Equal (yet great!)
- Western cultures, including New Zealand
- Men
- Higher socio-economic classes

Understanding these two types of outlooks helps us to understand the experiences of the people we spoke to, most of whom come from interdependent cultural backgrounds.

It provides a framework to decipher why misunderstandings and misperceptions occur, and how to enable better, stronger connection in a multi-cultural workplace.

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Viewing cultures and genders through the lens of interdependence and independence helps us to understand how misperception and disconnection occur

These different selves often have subtly different thoughts, feelings and actions in response to the same situations.

Individual vs. Relational

Māori, Pacific Island, Asian, Muslim and women place more emphasis on relationships. This means they may be on the backfoot in more individualistic, competitive environments.

"We don't throw each other under the bus to get a role."

Assertive vs. Humble

Māori, Pacific Islander, Asian, Muslim and women are brought up to be humble and put others first.

"We're not a showy people. We're taught to be humble."

Equal vs. Ranked

Māori, Pacific Island, Asian, Muslim and women tend to be more aware of their social standing in any situation and may defer to rank, status and age.

These tendencies contrast with the individualistic meritocratic values system of the New Zealand workplace, where assertiveness, confidence and putting yourself forward is more likely to be valued and rewarded.

While all cultures are fans of New Zealand's egalitarianism, it can be hard to intuitively adapt to for interdependent cultures. Nor do New Zealanders always live up to our ideals of egalitarianism and giving everyone an equal chance.

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The framework guides us in understanding how to adapt behaviour and communications to resonate at a values level

To summon...

Interdependence

- Listen
- Think about how you are similar to others
- Remember that adjusting to others doesn't mean that you are weak
- Consider how each action affects others
- Assume that others have more authority than you

Independence

- Speak up
- Think about how you are different from others
- Remember that asserting yourself doesn't mean you're selfish
- Consider each action a choice
- Assume that you have as much authority as others

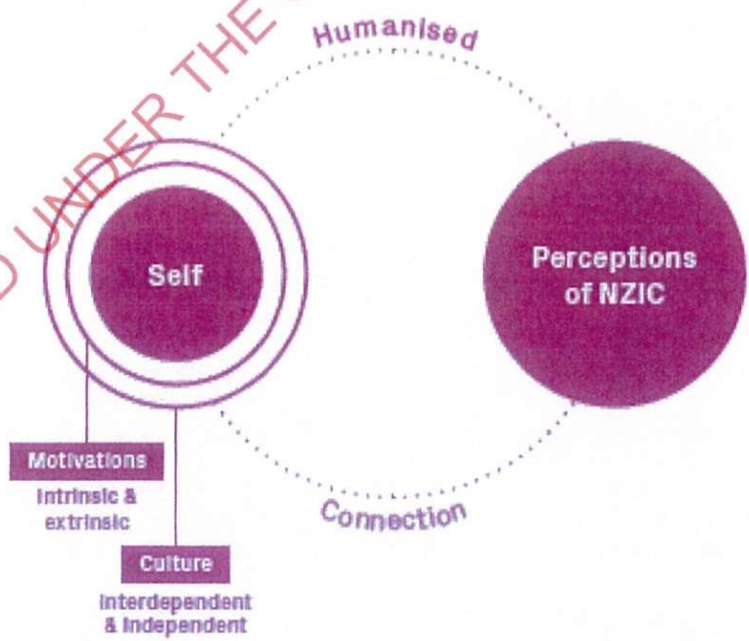
"We completely have to disconnect from our home, cultural environment – purely Tongan – and deny it when we get into a Western model school or work environment... we have to fit into this Western model "box."

Understanding how NZIC can attract a more diverse workforce

Understanding how NZIC can attract a more diverse workforce required, put simply:

- Understanding career motivations amongst specific ethnic groups and women
- Understanding perceptions of NZIC among these groups
- Diagnosing where disconnect lies through understanding career pathway experiences
- Understanding how to create that connection
 - "Humanised connection"

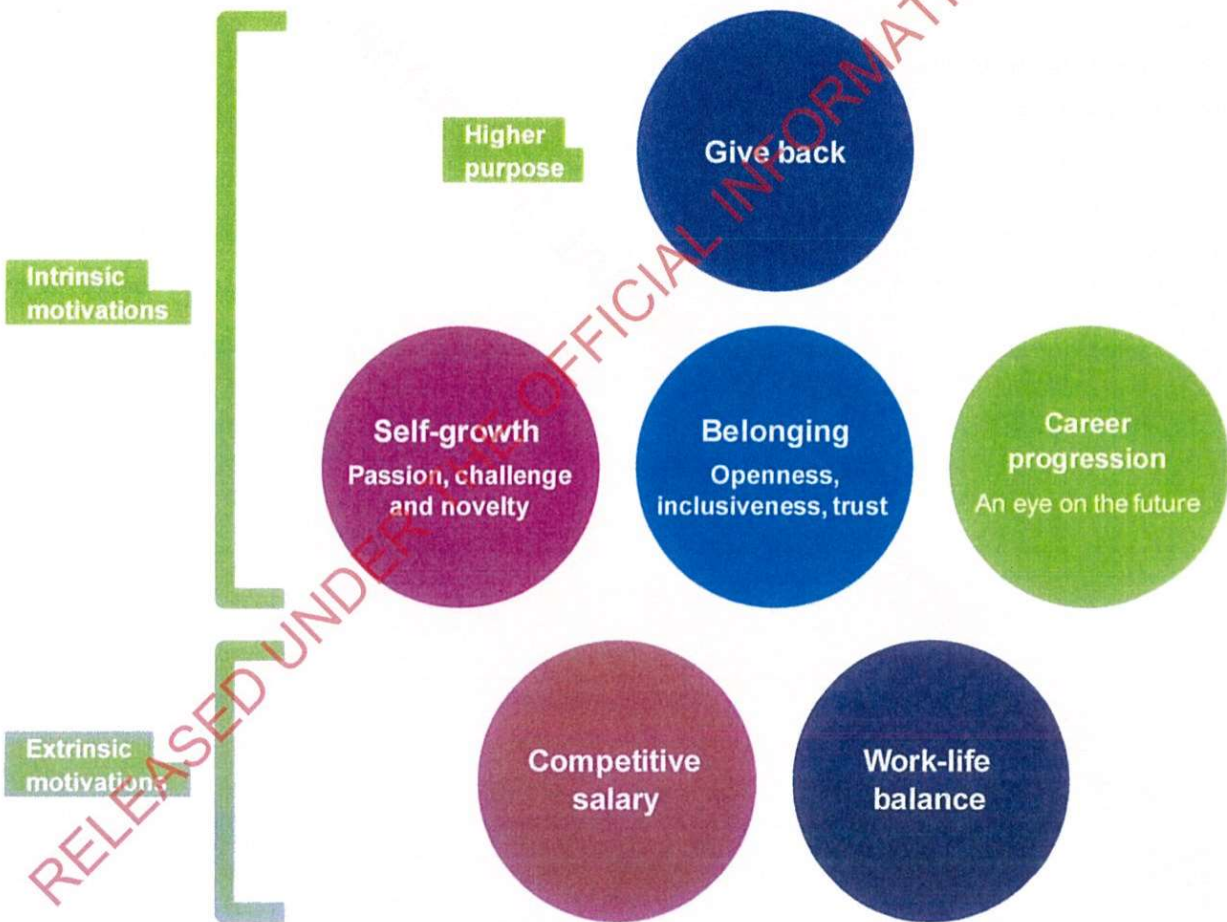
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Understanding career motivations

Across cultures, people who are interested in protecting New Zealand and New Zealanders share the same career motivations



Higher
purpose

Work that allowed people to “give back” gave a job much more value

Whether it was in a career that involved protecting New Zealanders and New Zealand or in a different field the opportunity to...

“give back”

“do something for the greater good”

“have a higher purpose”

“make a difference”

...made a job much more attractive and worthwhile.

Giving back is not the be all and end all, however – all the other motivators are necessary for full engagement.

Often, people will personally figure out a way that their job gives back to others in order to be motivated.

Upon learning about NZIC] “How is this work going to help me give back to my community?”

“In my mahi I get to help youth get a good start in life, to strive and be something. It's not a job, it's a pleasure.”

“After a while, I realised I was only in the job because I could help people but I was just doing the same thing every day.”

“Just turning up for the pay cheque won't work. You need a better reason than that - otherwise you will only be unhappy in the long-term.”

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Higher
purpose

For Māori & Pacific Islanders, giving back is rooted in values of whānau and being collective

- Helping others
- Being collective
- Respecting my elders and ancestors
- Respecting values that have been passed down through the generations
- Making my family proud
- Contributing to make a better New Zealand but also a better Pacific (Pacific Island)

"It's really important to me that I live my life in a way that helps others as well as myself. That's what I've been taught by my whānau, and that's what I teach my kids. It's just the Māori way."

"We learn from day one to respect others - especially our family, our elders, our church."

"Upholding and enhancing my mana and that of my whānau."

"Honouring the sacrifice and hard work of my parents and grandparents who migrated here... Not squandering the opportunities they've created for me."

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Higher purpose

For Asian and Muslim New Zealanders, “giving back” means being a bridge between cultures. For newer migrants, it is an opportunity to contribute to their adopted home.

Being a bridge:

- For those established (whether for many years or many generations), being a bridge between the European New Zealand culture and their ethnic community

Repaying and contributing:

- Many feel proud and lucky to be able to live in New Zealand
- They feel they've been looked after and generally accepted
- A career protecting New Zealand would be an opportunity to repay and reciprocate the kindness, opportunities and way of life they and their families experience

Reaffirming identity:

- Being accepted in a government role would cement status as a “real Kiwi”
- Middle East: Being loyal to country is one of our values

For future generations

- Having come to NZ, protecting this way of life for future generations

“I'm so glad my parents sent me here to go to school. The people and this country have really looked after me and now I've brought the rest of my family over. I owe this country a lot for what they've given to us.”

“We feel accepted here. We feel like we are kiwis too as we share the same values. I'm willing to stand up and protect those values and this country too.”

“It's great that we live in a country that respects differences. I like to celebrate and share my culture to others - on the whole I've only experienced positives from doing this.”

Higher purpose

So “giving back” in the sense of protecting New Zealand is strongly rooted in duties associated with kaitiakitanga, whānau and cultural identity

Kaitiakitanga:

- Guardianship of whenua, people, culture, health and well-being
- Guardianship of a special way of life – New Zealand as a safe, peaceful, beautiful country

Future generations:

- Ensuring New Zealand remains a special place to live for our children and grandchildren

Collective identity:

- We are proud Kiwis *and* we are proud of our distinctive ethnic culture

“For my family and children, and grandchildren, they are New Zealanders and this is their home.”

“Its about looking after the people as well as looking after the land and our culture - we are only caretakers in the end.”

“What other countries can you go to where people get along so well together?”



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Higher
purpose

As we'll see, values around these duties will also be important in connecting with these cultures

relationships / collectivism / helping others / respect / family

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Intrinsic motivations

Key intrinsic motivations were self-growth, career progression and belonging



- Aligns with interests and passions
- Challenges me
- Constant learning
- Novelty

"I want to develop as much as possible right now."

"If I can be trained in it, I can learn anything."



- Trust
 - Openness, Inclusiveness, feeling welcome
 - Good staff relationships
 - Good leadership
- Culture is hard to discern from a job description so is relegated to secondary importance when seeking a job. Its importance rises once one has started working. People with more life experience will rank this higher than younger people.

"You can't tell [culture] until you are there."

"I want to be valued - not just a number."




- An eye on the future
- People these days don't expect to stay in the same career their whole lives; learning skills that are transferable is important.
- Opportunities for progression and career mobility are attractive.

"I don't want to be just stuck in the same role forever. I need to know what the next step is, where can I progress to."

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**Extrinsic
motivations**

Key extrinsic motivations were work-life balance and a competitive salary



Competitive salary

- Provide for family
- Stability of income



Work-life balance

- Flexibility
- Family-friendly
- Holistic well-being- social, physical, emotional, mental
- Safety (for those in protective roles)

"You still have to earn money... The main thing is to do my job. If it helps this country, why not do it?"

"Family is a real priority for me, so work-life balance is important. I will never put work in front of my family."

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NZIC can drive relevance on an emotional level by aligning with shared values.

- Emphasising how protecting New Zealand is an opportunity to give back
- Connecting protecting New Zealand and New Zealanders to **kaitiakitanga, whānau** and our **collective cultural identities**
- Emphasising shared values of **family, relationships, collectivism, respect and helping others**
- Emphasising how NZIC delivers to individual career motivations
 - giving back, self-growth, belonging, career progression, work-life balance, rewarded by a competitive salary

IMPLICATION

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Perceptions of NZIC

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Awareness of NZIC is low

NZIC is not top of mind when it comes to protecting New Zealanders.

Top organisations associated with “protecting New Zealand and New Zealanders”

- Police, Military/Armed forces – Army, Navy, Airforce
- Social work (protecting children), WINZ, Oranga Tamariki
- Emergency services – Fire, Ambulance
- Government agencies – MFAT, Fisheries, Customs, Immigration, Ministry of Justice, EPA
- Those in protective roles (armed forces, police, security) were more likely to mention intelligence agencies – but didn't name GCSB or NZSIS specifically.
- And those not in protective roles didn't have any association of protective roles with GCSB or NZSIS.

This shows that we are operating in a competitive environment - and against other organisations that are working hard around diversity, and driving strong awareness of this.

We also see that even if interested in NZIC, people are unlikely to look further into it as they believe it is a highly secretive sector and information is unlikely to be publicly available.

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Reputation is mostly neutral or slightly negative

Most people have not given much thought to New Zealand's security intelligence services.

Neutral:

- Government
- Part of PM's portfolio – PM has talked about collecting intelligence
- Five eyes
- "We don't really talk about it"

Negative:

- Failed to prevent the Christchurch mosque attack
- Kim Dotcom's arrest
- Not good at diplomatic relations
- Read people's emails
- A government agency so old-fashioned, lagging and lots of politics

Note: The Christchurch terrorist attack has made people reconsider New Zealand's immunity to such acts. They may wonder who and how we are being protected and what they can do, but will think of police and armed forces rather than intelligence.

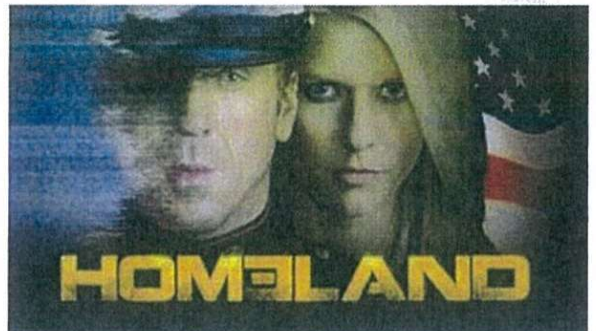
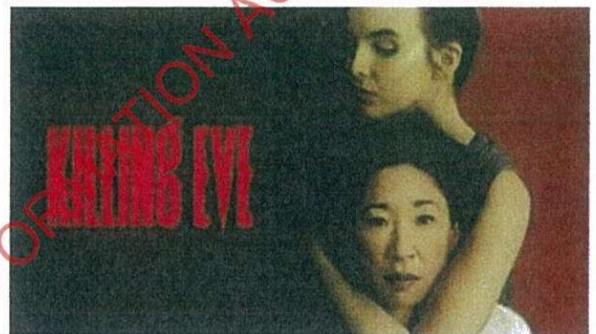
Cultural note:

Negative perceptions tended to come from people with overseas connections in places where police and intelligence are perceived as scary, not trusted, and to be avoided.

There was also the perception that New Zealand security was of less intensity or sophistication because we have a comparatively peaceful and trusting society.

Perceptions are filled in by TV and the movies

- Homeland – “Overthrowing governments”
- Killing Eve, James Bond
- NCIS – “Lots of computer geeks”
- West Wing – “Lots of paper work”
- CIA, KGB movies
- American SS
- Conspiracy stories, people sitting in room plotting overthrows and subterfuge, people being killed for what they know or who they are



Note: There is a latent sense that times are changing and New Zealand needs a strong protective intelligence service.

However, media-fuelled images of what this looks like don't gel with what we know about New Zealand. There is a sense that New Zealand is a place of good people that doesn't do that kind of espionage.

It's hard to reconcile foreign media with what New Zealand's version of security intelligence might be, let alone consider it as a career option.

IMPLICATION

- **NZIC needs to build its presence both as an organisation and as a career option.**

Lack of knowledge about its existence is NZIC's first barrier to widening the funnel of potential candidates.

- **NZIC needs to convey the variety of roles available.**

This will counter limited perceptions of what an intelligence agency does and resonate with a broader range of people.

- **NZIC needs to communicate where to go to find out more about working there.**

This will allow people to know that more information is easily and publicly available.

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Dominant perceptions of what it would be like to work for NZIC are largely uninviting for our audience



And in some cases we saw mixed opinions around their views of NZIC

NOTE: The size of the bubble represents a stronger perception with NZIC.

Perceptions of being highly secretive and elite discourage interest in finding out more about the NZIC

