



Career Services

Statement of Intent

1 July 2004 to 30 June 2007

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Vision

All New Zealanders will value and use the best career information, advice and guidance to achieve their life goals, which will enhance their contribution to our society.

Mission

To be New Zealand's leader in career information, advice and guidance through the delivery of innovative services and high quality policy advice.

Core values

Integrity in all aspects of our organisation
Quality and excellence through continuous improvement, creativity and innovation
Responsiveness to Maori/Iwi aspirations
Mutually beneficial relationships
Respecting diversity

Strategic positions

High quality, innovative service deliverer;
Influential sector leader.

Overview from Board Chair

I am pleased to present Career Services' Statement of Intent for 2004/05.

Career information, advice and guidance (CIAG) is becoming increasingly important and topical in New Zealand and overseas. Recent OECD, World Bank and European Union reviews of career guidance have provided valuable information on careers policy and delivery. The results of these reviews are currently being analysed to determine what learning can be applied in the New Zealand context.

CIAG provides a link between education, the labour market and the skills, interests and abilities of New Zealanders. It provides a key plank to assist students, unemployed people and those looking for a career change to make informed decisions about their future. The value of this was highlighted in the recent OECD review which reinforced that career planning is a key contributor to economic and social well-being.

As New Zealand's leading provider of quality, independent career information, advice and guidance, Career Services has an important role in maximising people's and the country's potential in a knowledge-based society and rapidly changing labour market. Through this we contribute to New Zealand's social and economic growth.

Career Services makes a significant contribution to government policy across a wide range of areas. It provides quality policy advice to government on tertiary decision-making, the knowledge economy and lifelong learning. This advice is based on the strong knowledge of the careers industry and extensive national and international networks. Our advice is underpinned by ongoing research that demonstrates the contribution career planning makes to economic and social goals.

This document is presented to the Minister of Education pursuant to Section 41 of the Public Finance Act 1989. It provides information on the following:

1. The objectives of Career Services;
2. The nature and scope of the activities to be undertaken;
3. The performance targets by which Career Services may be judged in relation to its objectives;
4. A statement of accounting policies; and
5. Information on internal capability, including risk management.

In addition, this document provides information on Career Services' strategic direction, framework and strategies and ensures alignment with the outcomes desired by Government.



Patricia McKelvey
Board Chair

PART A – STRATEGIC OVERVIEW

Legislative Framework & Governance

Career Services is a Crown entity established on 23 July 1990 under the provisions of the Education Act 1989, and the Education Amendment Act 1993, to assist in the achievement of government education, training and employment goals through the provision of high quality information, advice and guidance services. These services, designed to assist people to make informed career choices, include:

- The production, dissemination and interpretation of up-to-date, neutral, accurate and accessible career information through a variety of media;
- Liaising with, and assessing the needs of, people who use career information;
- The provision of training and support in the application and use of this information;
- The provision of support for career education across the secondary school curriculum;
- The provision of career guidance.

Career Services is governed by a Board which reports to the Minister of Education. The Board is responsible to the Minister for governing the organisation and setting the strategic direction for Career Services. The Board operates under a robust set of policies and procedures and meets on a monthly basis. The Board includes representatives from the school and tertiary education sectors, business and industry, and community development organisations and includes Maori representation.

Career Services Board takes cognisance of the State Services Commission guidelines on Board Appointments and Induction. In addition it has access to best practice information from the Institute of Directors. The Board is committed to effective and efficient practices and also undertakes an annual self-review.

In addition, the Board has appointed a Finance and Audit Sub Committee (BFAC) which has an external audit/financial agent as a member. All significant expenditure proposals are reviewed by BFAC as are the monthly financial reports and financial strategy/budget papers

External Environment

Career Services is the government agency responsible for making available career information, advice and guidance to all New Zealanders. This key role enables us to make an important contribution to New Zealand's social cohesion and growth in the global economy.

Our role as crown agent under the recently introduced Crown Entity legislation has strengthened our position close to the core public service. There is increased momentum and demand for a greater contribution from Career Services to government strategies and initiatives. We are clear about the important and impartial role we play for government in the work we do.

Career information, advice and guidance is a public good which enables people to achieve their potential within society through enhancing their ability to make links between the education system and the labour market. Our work, in association with active labour market policies that promote sustainable employment, contributes to social equity, especially when made accessible to all New Zealanders at all stages of life.

Changes in the economic, political, social and technological environment mean the importance of access to impartial career information, advice and guidance is increasing. New Zealand's economy, riding on a wave of strong domestic growth and low levels of inflation, is forecast to remain in good shape in the near future. Unemployment has trended down since 1999 and has recently hit a 16-year low at 4.4%.

While these are indicators of a well performing economy, a lack of capability has been highlighted within New Zealand businesses and serious skill shortages exist within several sectors of the labour market. In coming years these issues will be of heightened importance as our aging population and low birth rate result in a shrinking labour force.

These factors reinforce the need to ensure our workforce has the innovation, skill and knowledge to compete in the future global economy, and that all our citizens have the opportunity to be the best they can be. Tomorrow's labour-force needs easy, relevant access to information and skills that will equip them for the future, regardless of where they live and work. Particular attention needs to be paid to people whose presence and success in the labour market will become increasingly important, or who are socially disadvantaged and do not realise their potential. This includes Maori, Pasifika, migrants and third age workers.

Operating Environment

Who do we provide services to?

Career Services is the leading provider of career planning services in New Zealand. The market for career planning services comprises the following major groups:

- **Schools:** approximately 400 secondary schools and over 1000 schools delivering to Year 7 and 8 students. Careers advisors and teachers are the main focus in this market, although Maori and Pasifika students are a particular client group for school delivery.
- **Tertiary education sector:** government funded tertiary institutions and private training providers.
- **Government organisations:** predominately the Ministry of Social Development (Work and Income) and the Accident Compensation Corporation (ACC).
- **Career industry professionals:** Career Services is active in the career industry profession and works closely with a range of career industry professionals. This includes small private careers practitioners, careers advisors in schools and tertiary institutions and international companies such as TMP Worldwide.
- **Individual clients:** all New Zealanders are able to access information, advice and guidance from Career Services. There is a charge for intensive career guidance from some clients.

How do we reach our clients?

Career Services aims to provide a highly accessible, seamless service to all New Zealanders and assist more people to make informed learning and career decisions. Over recent years we have established a comprehensive platform from which to achieve this. New Zealanders can access Career Services in three main ways:

- Internet - through KiwiCareers.
- Phone - CareerPoint freephone service.
- Face to face - CareerCentres in 16 locations.

In addition, Career Services will be introducing a web-based guidance service from 1 July 2004 via the KiwiCareers website.

What products and services do we provide?

Due to the diverse nature of Career Services' cliental it has been necessary to develop a variety of products and services. These range from Government-funded intensive career planning, to providing careers resources for schools to selling careers products commercially.

Our recent years we have focussed on increasing public awareness of our products and services. In addition to raising awareness of the availability of our services and products, we continue to support a range of influencers to increase awareness of the value of using these throughout the whole lifetime. Our services and products can be broken down by market segments as follows.

Individuals, the general public, schools and tertiary education providers can receive:

- Career information and advice through the CareerPoint freephone number and local CareerCentres
- Career information through the KiwiCareers website
- Local up-to-date labour market information
- Information on tertiary education decision making
- Assistance setting career, job and training goals
- CV preparation
- Job search strategies and coaching.

Government organisations can receive:

- Work capacity assessment and vocational assessment procedures for workplace injury clients
- Specialist career planning work with clients
- Change management workshops
- Staff development.

Students and influencers can receive:

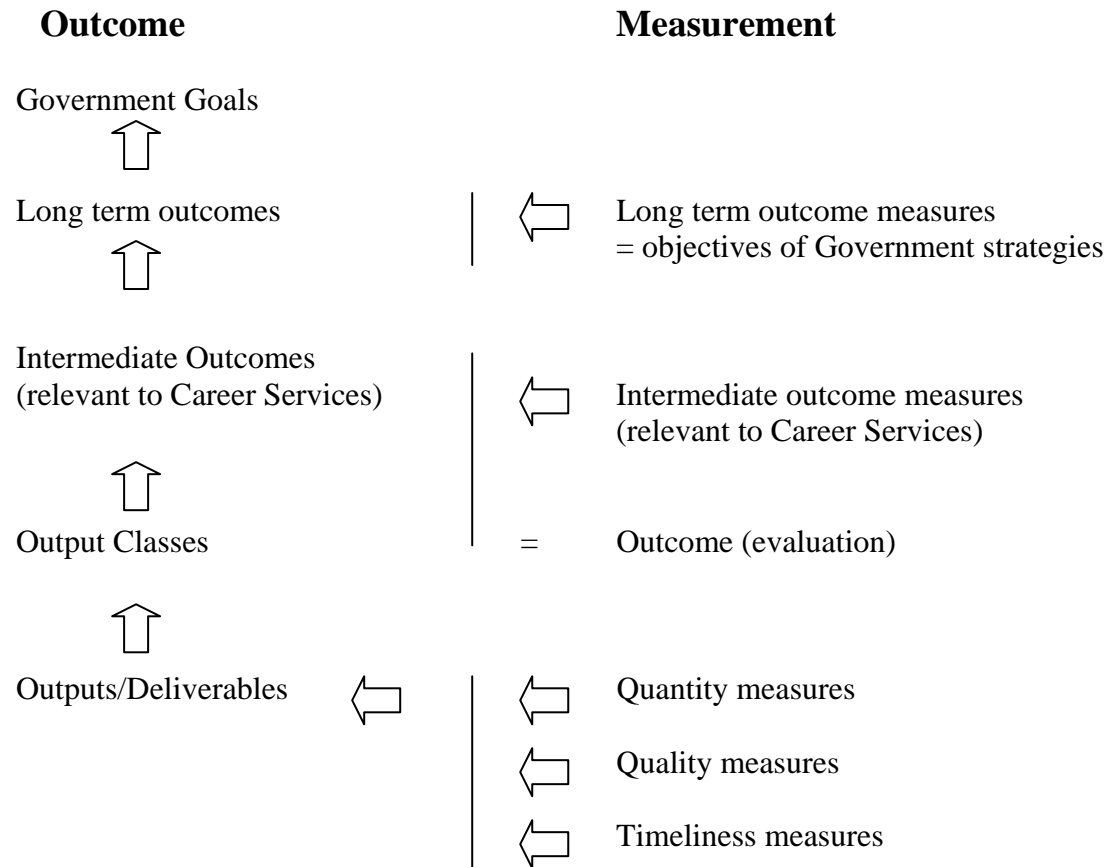
- Career workshops for senior and junior Maori and Pasifika secondary school students
- Workshops for Teachers As Career Educators (TACE) and Parents As Career Educators Workshops (PACE)
- Skill and knowledge enhancement workshops, including a focus on Maori teacher/educator roles
- Induction training for new career advisors
- School consultation visits
- Community outreach visits
- Career resources and associated training for schools, including CareerQuest and The Real Game.

Strategic Context

Career Services has continually developed its strategic framework over the past few years. This section demonstrates how the services Career Services provides links to government's outcomes and goals. Career information, advice and guidance are an important part of Government's education, labour market, social equity and economic wellbeing goals.

This year Career Services begins moving to an outcomes focus in its Purchase Agreement. The traditional output approach is replaced with a more flexible outcomes-based service. This will provide real benefit to our clients through enabling them to receive tailored, individualised service.

Career Services' Strategic Framework



Government Goals	<ul style="list-style-type: none"> • Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi • Grow an Inclusive, Innovative Economy for the Benefit of All • Maintain Trust in Government and Provide Strong Social Services • Improve New Zealanders' Skills • Reduce Inequalities in Health, Education, Employment and Housing 			
Long Term Outcomes	Labour Market <ul style="list-style-type: none"> • Improve matching of skills and talents to labour market and reduced skill shortages by improving tertiary and vocational decision making • Minimise persistent disadvantage in the labour market and enhance sustainability of employment 	Education <ul style="list-style-type: none"> • Provide all NZders with strong foundations for future learning • Ensure high levels of achievement by all school leavers • Ensure that NZders engage in learning throughout their lives and develop a highly skilled workforce • Make a strong contribution to our knowledge base, especially in key areas of national development 	Social Equity <ul style="list-style-type: none"> • Improve quality of people's working lives • Address barriers to employment to reduce exclusion • Ensure all ethnic groups able to utilise skills and talents in workplace 	Economic <ul style="list-style-type: none"> • Improved per capita income • Higher economic growth
Long Term Outcome Measures	<ul style="list-style-type: none"> • Increased percentage of working age population involved in training and achieving qualifications, including through industry training • Increased graduates in skill areas identified as aligned to national priorities and labour market needs • Lower unemployment • Increased productivity and wage growth • Increased stable employment 	<ul style="list-style-type: none"> • Stronger professional practice and improved focus on generic skills at all levels of the education system • More school leavers participating and succeeding in high quality tertiary education and training pathways • Increased use of ICT as a teaching and learning tool • Increased retention to senior secondary school, and all students leaving school with upper secondary qualifications and making successful transitions to further education, training and education 	<ul style="list-style-type: none"> • Better participation by mature workers, migrants, Maori, Pasifika • Healthy work-life balance 	<ul style="list-style-type: none"> • Improved per capita income • Higher economic growth

Each intermediate outcome contributes, either directly or indirectly, to all long term outcomes

Intermediate Outcomes	Students make successful transition from school to tertiary study or work	New Zealanders make informed study and career decisions based on impartial information, advice and guidance	Minister has heightened awareness of careers work and career work included in wider government policies
Outputs	Output 1: Successful Transitions	Output 2: Informed study and career decisions	Output 3: Policy advice to Minister and wider government
Deliverables	<ul style="list-style-type: none"> • Junior/Senior Maori workshops • Junior/Senior Pasifika workshops • Secondary schools receive support (including year 10 plans budget pending) • Year 7 & 8 schools receive support • TACE • Secondary teacher workshops • CareerQuest/The Real game resources 	<ul style="list-style-type: none"> • Enhance KiwiCareers website • Provide Information and Advice • Provide career guidance and planning 	<ul style="list-style-type: none"> • Advice to Minister • Contributions to policy work of other agencies

Strategic Direction

The Career Services Board have agreed two strategic positions with supporting strategies. These are:

1. **High quality, innovative service deliverer**

Strategies

- To continually revitalise our career industry products and services so they remain leading edge.
- To actively engage in sustainable relationships that enhances delivery and outcomes for clients.
- To maximise use of our services through integrated delivery channels that recognise and meet different levels of client needs.
- To increase the quality, scale and scope of services through managed growth focused on existing relationships.

2. **Influential sector leader**

Strategies

- To expand our influence by providing high quality policy advice based on national and international evidence and practical industry experience.
- To left all New Zealanders' understanding of the value of informed career decision-making in improving their lives, socially and economically.
- To build the capability of key influencers, and support the careers sector by continually modelling and delivering best practice.

Career Services' strategic positions are designed to create an environment which increases people's awareness of the importance of career development in their lives and provides them with ready access to high quality career information, advice and guidance. Our future will be built around a range of high quality products and services backed up by strong financial management and leadership.

A period of growth

Career Services primary focus is to meet the expectations of government by delivering high quality products and services that meet the diverse needs of New Zealanders. The increasing demand for Career Services' participation in government strategies and initiatives provides the opportunity to expand the quality, scale and scope of our services and products. This will occur in a managed way focused primarily on our existing relationships with government agencies, and remaining consistent with our mission and vision. We will ensure the rate of expansion does not compromise our ability to deliver quality services.

Improving Access

Career Services aims to encourage all New Zealanders to access and use career planning and information services and products, through its three main access channels: KiwiCareers, CareerPoint and CareerCentres.

These access channels will be further supported by the addition of an online career guidance and planning tool from 1 July 2004. Career Services will also continue to deliver community-based workshops that promote the value of effective career information, advice and guidance to Iwi and community organisations.

CareerPoint aims to continue delivering accessible careers information and advice by providing a telephone service that extends beyond normal office hours. A wide cross section of New Zealanders including those from remote locations, the disabled, those who do not have access to the internet as well as those who for whatever reason find it difficult to access one of our 16 offices, have greater access options under this service. This service will play an increasingly strong role in enabling all New Zealanders to access high quality career information and advice.

Using High Quality Research

Career Services believes strongly in the value of high quality research and development and has an active programme of outcomes based research and evaluation for its purchase agreement deliverables. The findings of this research programme are routinely incorporated into product and service enhancement and new product and service development. Career Services is committed in its leadership role within the careers industry to promote and engage in outcomes based research. We will investigate options for becoming involved in research by collaborating with other government agencies.

Based on this research programme and our practical knowledge of the careers industry, Career Services will continue to provide high level policy advice to Government on the economic, social and educational benefits of career information, advice and guidance services and its contribution to the achievement of government objectives.

Improving Outcomes for Maori

Career Services is committed to improving outcomes for Maori. A range of high quality programmes are delivered to students and communities throughout New Zealand, including career decision-making presentations and interactive workshops involving over 3400 secondary age Maori students annually. KiwiCareers provides over 900 web pages of content in Te Reo and CareerPoint records 15% of all incoming calls as originating from Maori clients.

Career Services is committed to continuing its strong history of providing quality products and services to Maori in a culturally appropriate manner. Ensuring access

for Maori to effective and appropriate services is inherent in all that we do. Career Services will work to improve the capability of Maori organisations to deliver career information, advice and guidance services to Maori.

Improving Outcomes for Pasifika

Career Services is committed to improving outcomes for Pasifika clients. Staff work with a variety of Pasifika organisations and communities throughout New Zealand and deliver career decision-making presentations and interactive workshops to over 900 secondary age Pasifika students annually. Career Services is committed to strengthening Pasifika people's understanding and use of our services.

Maximising the skills and qualifications of Pasifika people will improve New Zealand's capability and assist in the reduction of disparity within our society.

Marketing Our Services

We intend to increase the knowledge that currently exists about the value of career information, advice and guidance by effective marketing. A three year Marketing Strategy will be developed in the 2003/04 year to improve our ability achieve this.

Contributing Internationally

Career Services also actively contributes to international best practice and this is reflected by membership of the Chief Executive on the Board of the International Association of Educational and Vocational Guidance (IAEVG). Recent contributions by Career Services to the international careers industry include development of the careers industry in South East Asia, involvement in OECD country reviews as part of a major OECD project and hosting a highly successful careers industry conference in Wellington last year.

Development Strategy

Career Services primary focus is to meet the expectations of government by delivering high quality services and products that meet the diverse needs of New Zealanders. The increasing demand for Career Services' participation in government strategies and initiatives provides the opportunity to expand the quality, scale and scope of our services and products. This will occur in a managed way focused primarily on our existing relationships with government agencies, and remaining consistent with our mission and vision.

We will ensure the rate of expansion does not compromise our ability to deliver quality services. Any proposed expansion to our services and products will be assessed in the context of the total package we deliver. This will allow us to identify whether we can achieve the best results by growing in size or by changing what we already offer.

A key objective of this development strategy is to lift New Zealanders' understanding of the value CIAG adds to career decision-making, and of the practical benefits this can have on their economic and social circumstances. Strong relationships with other agencies and organisations, and the people we serve, will be pivotal to us achieving this strategy.

Framework for Working Towards Goals

All government agencies work towards common goals, but each operates within a different framework. A framework is useful to set targets and measure success in achieving these against the key government goals. For instance, the Tertiary Education Commission works within the Tertiary Education Strategy (TES) framework, and uses the milestones in the TES to measure its success in achieving government goals.

Career Services regards the OECD review as a useful and reliable international benchmark and intends to work within the framework established by this review. The first step towards this will be a benchmarking exercise in the 2004/05 financial year, which will compare the career system in New Zealand with 14 other OECD countries.

Career Services will ensure that strong linkages are made between the OECD review framework and other existing frameworks such as the Tertiary Education Strategy.

Risks

A review of Career Services strengths, weaknesses, opportunities and threats shows we are in an excellent position to sustain a period of growth, but also highlights risks associated with our development strategy.

There is a risk that the pace of growth will place stress on our infrastructure, including our ability to recruit and train enough staff to respond to demand, and increased expectations on our information technology systems. We will mitigate these risks by managing the rate of growth to ensure it does not compromise our capacity to deliver quality services.

Collaborative Relationships

Career Services works in collaboration with other government agencies and career industry professionals. We engage in these relationships with a shared vision of enhancing the expertise of others, and growing the quality and range of services and products. We are committed to developing sustainable, long-term relationships because these add the best value to the delivery and outcomes for mutual clients.

People Focus

Career Services contributes to the achievement of government's goals by aligning our services and products to the differing needs of all New Zealanders. Our primary focus is on those groups who are identified as being of key importance to New Zealand's future, or of particular need. This is consistent with the recent OECD review, which noted ease of access, capacity to meet differing client needs, attention to key transition points and flexible, innovative service delivery among 10 key features of successful lifelong guidance systems.

Youth and Schools

Development of career awareness and informed decision making in all young people is critical to ensure a successful transition from school to tertiary education and working life. Career Services will grow our role as an effective, quality provider of career information and advice to school students and their influencers. To achieve this we will ensure that the new career education guidelines are implemented to best effect and work with the Ministry of Education to enhance delivery of services in schools.

Third Age Workers

Career Services is committed to assisting people to make career choices at every age and stage of life. The career decisions of mature workers will become more important to New Zealand's economy and society in the future. Demographic blips mean the average age of the labour market will rise and smaller numbers of people will enter the labour market in the future. There will be more demand for mature workers, and the labour market will need to become more flexible to meet the needs of these workers. Career Services has an important role in helping match the skills and interests of mature workers with appropriate opportunities.

Tertiary Sector

Career Services plays key role in relation to the Tertiary Education Strategy. Particularly relevant to our work is the objective to equip learners to make informed choices about career and learning options. Our Informed Tertiary Education Decision Making Initiative is a vital plank in government's provision of career and training information and advice to intending tertiary students.

We will expand this initiative to continue to improve peoples' decision making on their training investment. Increasing our profile in the tertiary sector and working closely with stakeholders to enhance our role as New Zealand's independent tertiary information and advice provider will also improve the value of government's investment in this sector.

Migrants

Migrants from various ethnic groups, particularly those from Asia, are also likely to increase as a proportion of the workforce.¹ Career Services recognises the increasing importance of delivering effective and appropriate career information, advice and guidance to new migrants. In many cases migrants have skills needed in the labour market, but lack the language skills and/or localised cultural knowledge of what is expected by the labour market. This can act as a barrier to their ability to enter the labour market. Migrants' employment rates take on average 10 years to equal that of New Zealand born workers. We will continue to tailor our service delivery to better meet the needs of migrants.

¹ According to current projections, the percentage of Asians in the workforce will increase from 6.7% in 2001 to 12.5% in 2021. However, the accuracy of this projection is dependent on immigration flows.

Linking strategies with success measures

The strategies adopted by the Career Services Board are set out in the Strategic Plan, built into our National Business Plan and reported on quarterly to the Minister of Education. The Board has approved a number of Critical Success Factors to measure success in achieving these strategies. These are also stated in the Strategic Plan and form the basis of specific measurable targets developed by individual business units for inclusion in their individual business plans and the National Business Plan.

1. High Quality, Innovative Service Deliverer

Strategy	Measures of Success
a. To continually revitalise our career industry products and services so they remain leading edge.	<ul style="list-style-type: none"> Capacity and quality matches increased demand for products and services Products and services are up-to-date, relevant and produce desired outcomes. Clients and stakeholders are satisfied. Financial viability is maintained and annual Board and Government targets met.
b. To actively engage in sustainable relationships that enhances delivery and outcomes for clients.	<ul style="list-style-type: none"> Active participant in key social, economic and labour market policy development. Sustainable relationships with key stakeholders, including Iwi/Maori, further developed and maintained. New Zealand career industry professionals recognise Career Services as key ally essential to their success. Products and services are up-to-date, relevant and produce desired outcomes. Clients and stakeholders are satisfied.
c. To maximise use of our services through integrated delivery channels that recognise and meet different levels of client needs.	<ul style="list-style-type: none"> Capacity and quality matches increased demand for products and services Increased Maori and Pasifika participation in and use of career information, advice and guidance services. Increased awareness of Career Services services and products. Products and services are up-to-date, relevant and produce desired outcomes.
d. To increase the quality, scale and scope of services through managed growth focused	<ul style="list-style-type: none"> Products and services are up-to-date, relevant and produce desired outcomes. Capacity and quality matches increased

within existing relationships.	<p>demand for products and services.</p> <ul style="list-style-type: none"> • Sustainable relationships with key stakeholders, including Iwi/Maori, further developed and maintained. • Financial viability is maintained and annual Board and Government targets met.
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2. Influential Sector Leader

Strategy	Measures of Success
a. To expand our influence by providing high quality policy advice based on national and international evidence and practical industry experience.	<ul style="list-style-type: none"> • Active participant in key social, economic and labour market policy development. • Policy advice of high quality. • Increased awareness of Career Services services and products. • Sustainable relationships with key government stakeholders further developed and maintained. • Input on key issues regarding the career industry is actively sought by media. • Leading role in international policy development. • New Zealand career industry professionals recognise Career Services as a key ally essential to their success.
b. To lift all New Zealanders' understanding of the value of informed career decision-making in improving their lives, socially and economically.	<ul style="list-style-type: none"> • Increased awareness of Career Services services and products. • Capacity and quality matches increased demand for products and services • Increased Maori and Pasifika participation in and use of career information, advice and guidance services.
c. To build the capability of key influencers, and support the careers sector by continually modelling and delivering best practice.	<ul style="list-style-type: none"> • Products and services are up-to-date, relevant and produce desired outcomes. • Client and stakeholder satisfaction. • Increased Maori and Pasifika participation in and use of career information, advice and guidance services.

Internal Capability

Continually to strengthening our internal capability is an area of focus for Career Services. This is about ensuring we are able to deliver our planned outputs and achieve our desired outcomes. The key areas of internal capability focus for 2004/05 are people, information technology, Maori responsiveness and risk management.

Human Resources Management

Career Services is committed to being good employer in terms of the State Sector Act, Employment Relations Act and Education Act. The Board and management recognise the critical influences human resources policies and activities have on the service's development and success.

Career Services human resources policies support the achievement of organisational outputs by:

- Recruiting and retaining staff with the appropriate knowledge, skills and experience to deliver high quality services;
- An active policy of recruiting and retaining staff from Maori and Pasifika communities to ensure appropriate delivery to those communities while at the same time contributing to the wider organisational context. Currently over 29% of the Career Services workforce is of Maori and Pasifika origin with a robust recruitment and retention strategy operating to attract appropriately qualified Maori and Pasifika staff into the organisation;
- Providing regular performance feedback to staff in achievement of their annual performance agreements and work plans;
- Staff remuneration systems which actively support the organisation's direction and goals.
- Reviewing management performance and style by staff and peer managers
- Completing an organisational climate survey every second year

All human resource policies are regularly updated and available to all staff in both paper based and electronic format.

Equal employment opportunity (EEO) guidelines are contained within the HR manual with an EEO plan developed annually by the CEO and approved by the Board. Staff turnover, ethnicity and gender are included in an annual report to the Board.

Health and safety in the workplace will not be compromised in Career Services. Career Services continues to seek ways to minimise health and safety issues in the workplace and has established an employee participation programme. An employee

assistance programme is also in place for all staff to access on a confidential basis and trends are monitored by management.

The changes brought about by the Holidays Act 2003 have been implemented with new Individual Employment Agreements and HR documentation updated to reflect the changes.

Career Services allocates at least 3% of total personnel costs to staff training and development and an induction programme for new staff is held twice a year.

Maori Responsiveness

Career Services recognises its responsibility to ensure that the needs of Maori, as both a priority client group and a Treaty partner are being adequately identified and addressed. Career Services acknowledges the disparity between Maori and non-Maori in education achievement, labour market participation and other social and economic indicators. Career Services is committed to delivering effective career development outcomes for Maori and its business and strategic planning process will:

- Take account of the Treaty of Waitangi, and in particular the Crown's position on Treaty issues;
- Contribute to the Government's strategic goals to reduce disparity between Maori and non-Maori with respect to educational achievement and labour market participation;
- Require collaboration with other organisations delivering outputs for Maori;
- Ensure Career Services provides quality programmes that deliver positive outcomes for Maori clients;
- Review and monitor performance measures to assess progress towards strategic goals, objectives and outputs and changes in outcomes for Maori; and
- Contribute towards building the capacity and knowledge of Māori providers to achieve positive outcomes in education, training and employment through Maori lead and managed initiatives;

Strategic Marketing

Career Services will effectively market its products and services to new and established clients. A three-year Strategic Marketing Plan will be implemented in the coming financial year to set a clear direction in relation to this. Marketing emphasis will continue to include:

- Raising the profile and awareness of Career Services among the general public and business audiences;
- Raising the awareness among Maori and Pasifika of the agency in general, the services available and how to access these services;
- Demonstrating a strong industry leadership role;
- Promoting career information, advice and guidance to targeted markets;
- Ensuring that all marketing and promotion of the organisation is aligned and incorporates all products, services and delivery arms as seamless parts of Career Services.

Strategic Information Technology

Career Services supports its role as leader in the careers industry with investment in appropriate technology. Funding was appropriated in Budget 2003 to upgrade the career information management system that supports the KiwiCareers career information website, to ensure its ongoing operation and to widen its functionality to include the development of skills sort and online career guidance and planning components. This investment is designed to maximise the effectiveness of internal systems and processes while providing an information technology platform which enables access for all New Zealanders to high quality career information and planning services.

In addition to the major upgrade of KiwiCareers in 2004/05, IT will be focussing on ensuring the alignment of information systems direction with core business requirements.

Financial strategy

Career Services has had a period of sustained growth with additional funding being received in the 2004/05 budget.

The financial parameters focus on the following key areas:

- Absorb the new budget initiatives and consolidate the existing products
- Target a breakeven position in the medium term
- Reinvest working capital in asset capital replacement maintaining operating capacity
- Concentrate on contractual revenue that contributes to the strategic aims.

Career Services has a comprehensive system of financial reporting and monitoring.

The Board has appointed a Board Finance and Audit Sub Committee (BFAC) which has an external audit/financial expert as a member. Significant expenditure proposals are reviewed by BFAC as are the monthly financial reports and financial strategy/budget papers.

The reporting to the Board is supported by an extensive monthly internal reporting and monitoring of individual managers, who then feed back variance/outturn analysis to their executive managers.

Risk Management

Career Services aims to remain a high quality pro-active and responsive financially viable organisation recognised as the industry leader.

A review of risks was conducted in the 2002/03 year to gain a clear understanding of risks which could hinder organisational and business development opportunities.

The review resulted in an improvement in alignment between the risks identified in the Statement of Intent and those identified in the business plans. While some differences between strategic and operational risks can be expected, an improvement in the alignment of the risks between these documents will ensure better risk management reporting. A process to facilitate this has been developed and implemented for the 2003/04 year.

Risks are divided into five categories:

- Strategic: affects Career Services' ability to achieve its goals
- Financial: may result in a loss of assets or income
- Operational: affects an ongoing management process
- Compliance: relates to compliance with laws, regulations and internal processes
- Reputation: relates to damage to Career Services' external reputation and profile

The Risk Management Strategy identifies the risk category, and aligns it with likely results and mitigation strategies.

See Appendix IV for full details of the risks identified and managed by Career Services.

PART B – FORECAST STATEMENTS

Overview of output classes/services 2004/05

Government Funding

Career Services is funded by the Government through Vote Education – Non-departmental output class 05 - Provision of information and advisory services. The purchase of outputs within this output class is solely by the Minister of Education and is detailed in the Purchase Agreement between the Minister of Education and the Board of Career Services.

Total income via the purchase agreement with the Minister of Education in 2004/05 is \$xx.

Commercial Funding

Career Services also delivers products and services purchased directly by other parties on a commercial basis.

Career Services will maintain the level of business secured from these markets. Activity will be based primarily on continuation of existing key contracts at existing levels.

The Ministry of Social Development (Work and Income), through its regional contracts, is expected to remain a major commercial client in 2004/05. In addition, the Accident Compensation Corporation (ACC) will continue to be a significant client.

At a local level, a range of contract work will be undertaken for public and private sector organisations, as well as individual fee-paying clients. All commercial revenue will be based on the sale of products and services that comply with the legislated functions of Career Services.

Summary of Outputs

		Cost GST Incl.
Output Class	Provision of Information & Advisory Services (Vote Education: Non-Departmental Output Class 05)	\$13.047
Outputs		
05: 1	Successful Transitions Students make successful transitions from school to tertiary study or work.	\$3.405
05: 2	Informed Study and Career Decisions New Zealanders make informed study and career decisions based on impartial information, advice and guidance	\$9.283
05: 3	Policy Advice to Minister and Wider Government Minister has heightened awareness of careers work and career work is included in wider government policies	\$0.359

Output schedule

Non Departmental Output Class 05: Provision of Information and Advisory Services

Cost \$13,047,000 (inclusive of GST)

The key deliverables arising from this Output Class are:

1. development and provision of an independent career information system;
2. promotion within training and employer organisations of the development and accessibility of career information;
3. advice and guidance to individuals on how to best use career information;
provision of tailored career guidance services to people who meet the criteria for delivery of the service;
4. supporting and updating school staff and other influencers of career decision making in the use and application of career information;
5. responding to information requests from government and its agents and providing advice on policy development.

Output 05: 1 Successful Transitions

Students make successful transitions from school to tertiary study or work

Cost \$3,404,915

Objectives	<p>Career influencers in selected secondary and year 7 & 8 schools receive the information and support they need to assist students make successful transitions by delivering a career education programme that meets the standards set by the National Administrative Guidelines</p> <p>Students with differing needs have access to an appropriate level of career information, advice and guidance to improve their likelihood of making a successful transition.</p>
Key Outputs	<p>Support selected schools to deliver career education programmes to National Administration Guidelines standard by providing services to school students, teachers and management, both individually and as groups.</p> <p>Provide advice and assistance to school management and career educators, to support the development and implementation of career education programmes being delivered appropriately and effectively in the curriculum</p> <ul style="list-style-type: none">• Provide school career educators with professional development assistance, so they have the skills, knowledge and support to correctly and appropriately provide career information, advice and guidance to others• Provide schools participating in the <i>Designing Careers</i> pilot with support to develop individual learning and career plans for year 10 students• Provide professional development to staff in pilot schools in relation to individual learning and career plans and the management of year 10-13 students at risk of not making a successful transition from school. <p>Provide targeted assistance to students identified as needing additional career information, advice and guidance, by:</p> <ul style="list-style-type: none">• Providing customised career awareness workshops to meet the needs of Maori and Pasifika students• Support schools participating in <i>Designing Careers</i> to manage year 10-13 students who have been identified as at risk of not making a successful transition from school. <p>Provide and promote leading edge career education resources to support delivery of school career education programmes, including providing:</p> <ul style="list-style-type: none">• Paper and electronic resources to support teacher and student planning• All state funded secondary schools with an updated version of CareerQuest

<ul style="list-style-type: none"> • Training of career educators in use of The Real Game and other resources where required • Promotion and information about available resources, including two promotional updates of The Real Game and a Career Education Resource Catalogue, linking resources with relevant outcomes in the National Assessment Guidelines 	
Key Deliverables	<i>Performance Measures</i>
<p>Support school career influencers and management to deliver career education programmes to National Administration Guidelines standard, by providing:</p> <ul style="list-style-type: none"> • advice and assistance to school management and career educators to support development and implementation of career education programmes and policies • professional development assistance to career educators • <i>Designing Careers</i> pilot schools with assistance to develop plans for year 10 students • training, in collaboration with external contractors, on implementation of the career education guidelines. <p>Provide targeted assistance for students identified as needing additional career information, advice and guidance, by providing:</p> <ul style="list-style-type: none"> • Identified Senior and Junior Maori secondary students with career awareness assistance • Identified Senior and Junior Pasifika secondary students with career awareness assistance • one-on-one assistance to identified at-risk year 10-13 students in pilot schools <p>Provide and promote leading edge career education resources to support delivery of school career education programmes. This includes:</p> <ul style="list-style-type: none"> • The Real Game 	<p>Quantity</p> <p>300-350 schools</p> <p>220-250 schools</p> <p>75 schools</p> <p>15 events</p> <p>3400-3800 students</p> <p>900-1100 students</p> <p>75 schools</p> <p>2 promotional updates produced and distributed</p>

<ul style="list-style-type: none"> • CareerQuest • Online and paper resources to support teacher and student planning and support • Online and paper resources to support teacher and student development of individual learning and career plans. 	<p>1 CareerQuest update produced and distributed</p> <p>1 catalogue produced and distributed</p> <p>Resources developed and made available</p>
<p>Quality</p>	
<p>CareerCentres quality assurance processes, including peer review and staff training, documented and adhered to</p>	<p>Internal audit completed</p>
<p>Client and stakeholder feedback processes in place for services and resources</p>	<p>Feedback received and acted on appropriately</p>
<p>The Real Game meets contracted standards</p>	<p>Any changes reviewed and accepted by contractor</p>
<p>Timeliness</p>	
<p>All services delivered in the timeframes agreed with schools</p>	<p>100%</p>
<p>Outcomes Measures</p>	
<p>External evaluations will be commissioned to assess the contribution of output one deliverables to the following outcomes:</p>	
<ul style="list-style-type: none"> • 75% of school career influencers and management receive services and resources that meet their needs and expectations • 75% of schools receiving assistance from Career Services have an improved capability to plan and implement a career programme that equips students to make a successful transition 	<p>Evaluations undertaken by 4th quarter reporting deadline</p>

Output 05: 2 Informed study and career decisions

New Zealanders make informed study and career decisions based on impartial information, advice and guidance

Cost \$9,283,169

Objective	Study and career decisions are made using impartial career, training and labour market information, made available on the internet, telephone, e-mail, fax and face-to-face
	New Zealanders have access to advice and guidance to help them interpret career, training and labour market information, delivered in a form appropriate to their needs
Key Outputs	<p>Develop and promote an internet-based national career information system (KiwiCareers) which is an independent and comprehensive source of career, training and labour market information, and appropriate to a wide range of people.</p> <ul style="list-style-type: none">• Provide relevant career related information by industry, employment training and funding organisations via the internet;• Integrate internet based career information produced by other organisations into KiwiCareers;• Ensure gaps in the provision of career information via the Internet have been addressed;• Promote the use of the national system (KiwiCareers) by career information providers and career information seekers;• Ensure users can access outlook projections for industry and occupational descriptions in KiwiCareers;• Ensure changes in the labour market and tertiary education sector are reflected by the career information system;• Prevent access to inappropriate or offensive material via the national system (KiwiCareers) by end users <p>Provide access to career information and advice, both inside and outside of working hours, through a range of delivery channels to meet differing client needs. These include an 0800 contact centre (CareerPoint), face to face (CareerCentres), email, fax and letter.</p> <p>Provide identified groups within the community with a session(s) or seminar(s) on the value and role of career information, advice and guidance and how to access services. These sessions and seminars aim to increase the knowledge of the participants and enhance as well as enabling them to pass this knowledge to others. They will focus on groups who are identified as being most at need of assistance. This will include:</p> <ul style="list-style-type: none">• Iwi groups• parent groups• migrant groups

Provide sessions, information and services to aid informed tertiary education decision making

Provide intermediate and high level career planning services. Intermediate level assistance will be provided via an online career guidance and planning tool on the KiwiCareers website. High level individualised, one-on-one, tailored career guidance will be provided by CareerCentres. The targeted groups for face-to-face tailored career planning services are (note that within these groups there is a focus on Maori and Pasifika people):

- Long term unemployed
- Those with low qualifications
- 'At risk' youth
- Displaced workers
- Those employed in 'at risk' industries or occupations
- Those returning to work after an extended period out of the workforce
- Low income earners
- Older workers who are under-employed
- Migrants and refugees
- People with disabilities who need to adapt to new work opportunities
- Those who have experienced major life crises and need to re-establish their careers

<i>Key Deliverables</i>	<i>Performance Measures</i>
<i>Enhance National Career Information System</i>	
Research, produce and publish on KiwiCareers website career, occupation, training and labour market information:	
• Career information items produced	900-1000
• Web pages or descriptions produced in Maori	900-1000
• Regional labour market items produced	550-650
• Three to five year occupational and industry outlook projections produced	650-750
• Development work for a skills sort capability progressed as per project plan	Update provided quarterly
Maintain databases, navigation, search engines and links that support the provision of occupation, training and labour market information on KiwiCareers website:	
• Central KiwiCareers web pages produced	1400-1500
• Programmes of study listed in KiwiCareers maintained	5000-6500

<ul style="list-style-type: none"> • Web links to external organisations maintained 	6000-8000
<i>Provide information and advice</i>	
People who receive career information/and or advice via CareerPoint contact centre or local CareerCentres	60,000 – 70,000
New Zealand users who receive career information via the KiwiCareers website	350,000-400,000
Provide session(s) or seminar(s) to target groups on the value and role of career information, advice and guidance and how to access services, including migrants and refugees.	270-310 events
Provide sessions, information and services to aid informed tertiary education decision making	Update provided each quarter
<i>Provide career guidance and planning</i>	
Career guidance and planning provided face-to-face to all New Zealanders, including migrants and refugees	5,900-6,300
Career guidance and planning provided on the KiwiCareers website	quarterly report
Quality	
Client and stakeholder feedback processes in place for CareerCentres, KiwiCareers and CareerPoint	feedback received and acted on appropriately
CareerCentre, KiwiCareers and CareerPoint quality assurance processes, including peer/supervisor review and training, documented and adhered to	Manuals updated, reviews completed, internal CareerCentre audit completed
Timeliness	
Percentage of time KiwiCareers can be accessed by users	99%
Percentage of time CareerPoint is available during its operating hours	100%
Timeframes for the continued development of a skills sort function for KiwiCareers, as defined in the project plan, will be met.	100%

<p>Information and advice services provided by CareerCentres delivered within agreed timeframes</p>	<p>100%</p>
<p>Outcomes Measure</p> <p>External evaluations will be commissioned to assess the contribution of output two deliverables to the following outcomes:</p> <ul style="list-style-type: none"> • 75% of NZers who received information and advice from Career Services used it as part of their training or vocational decision making process • 75% of participants of groups receiving career seminars/sessions place a high value on the importance of CIAG and are aware of service available to meet their level of need • 75% of influencers receiving career seminars/sessions have awareness of basic career information and advice and how to direct others to appropriate higher level assistance where needed • Year two evaluation of the impact of services aimed at improving tertiary education decisions • 75% of New Zealanders receiving tailored career planning gained improved career management skills and further clarification of their future career plans • 75% of people using online guidance gained further clarification about their future career plans 	<p>Evaluations undertaken by 4th quarter reporting deadline</p>

Output 05: 3 Policy advice to Minister and wider government

Minister has heightened awareness of careers work and career work is included in wider government policies.

Cost \$358,917

<p>Objectives</p>	<p>Minister and Ministers agent are informed with up-to-date and relevant information</p> <p>Agencies are made aware of career related implications of policies while they are being developed</p> <p>All responses and contributions are provided in a timely manner, based on national and international evidence and practical industry experience.</p>
<p>Key Outputs</p>	<p>Respond to requests for information, advice and/or correspondence from the Minister or agent of the Minister</p> <p>Respond to requests for information, advice and/or correspondence from other agencies or individuals, including drafting answers to parliamentary questions, responding to Official Information Act enquiries and to requests from parliamentary committees.</p> <p>Collaborative work with other government agencies in the education, labour market and social development sectors, in particular the Ministry of Education, Tertiary Education Commission, Department of Labour, Ministry of Education of Social Development, Te Puni Kokiri and Ministry of Education of Pacific Island Affairs in the provision of policy advice.</p>
<p>Key Deliverables Quantity</p>	
<p>Quantity</p>	
<p>Policy advice services to Minister and Ministry actioned</p>	<p>50</p>
<p>Contributions to development of wider government policy actioned</p>	<p>60</p>
<p>Quality</p>	
<p>Regular feedback received from the Minister’s office and Ministry of Education regarding their satisfaction with advice and correspondence provided.</p>	<p>Feedback received and acted upon</p>
<p>All policy advice will meet the quality characteristics as described in the Cabinet manual.</p>	<p>100%</p>

Timeliness Measures Requests for advice and/or correspondence drafted actioned within the specified timeframes.	100%
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Forecast Financial Statements

Career Services

Summary Financial Statements

	Actual		\$000			
	2001/02	2002/03	Estimated Actual 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07
Financial Performance						
Revenue						
Contractual Revenue	3,469	3,710	4,087	3,677	3,827	4,371
Direct Gov Purchase	7,140	7,972	8,785	11,597	11,515	10,273
Interest	122	119	152	107	109	111
Total Revenue	10,731	11,801	13,024	15,381	15,450	14,755
Expenditure						
Personnel	6,151	6,576	7,474	8,557	8,756	8,562
Depreciation	487	548	581	1,124	1,243	1,243
Provisions	3	-	-	-	-	-
Other	4,187	4,674	4,969	5,760	5,451	5,271
Total Expenditure	10,828	11,798	13,024	15,442	15,450	15,077
Profit	(97)	3	-	(60)	0	(321)
Financial Position						
Cash	1,519	2,053	1,900	1,928	2,292	2,175
Receivables	455	459	480	480	484	489
Term Assets	1,369	1,211	2,444	2,701	2,353	1,967
Total Assets	3,343	3,723	4,824	5,109	5,129	4,630
Current Liabilities	1,342	1,719	1,622	1,661	1,681	1,504
Term Liabilities	36	36	30	32	32	32
Closing Equity	1,965	1,968	3,172	3,417	3,417	3,095
Total Liabilities	3,343	3,723	4,824	5,109	5,129	4,630
WC	\$632	\$793	\$758	\$747	\$1,095	\$1,160
WC Ratio	1.47	1.46	1.47	1.45	1.65	1.77
Equity Ratio	59%	53%	66%	67%	67%	67%
Profit	(\$97)	\$3	\$0	(\$60)	\$0	(\$321)
CashFlows						
Operations						
Operating Receipts	10,824	11,840	12,886	15,381	15,446	14,551
Operating Payments	(10,326)	(10,923)	(12,429)	(14,277)	(14,187)	(13,811)
Net Operating	498	917	457	1,104	1,259	740
Investments						
Fixed Assets	(783)	(383)	(1,814)	(1,381)	(895)	(857)
Investments	-	-	-	-	-	-
Net Investment	(783)	(383)	(1,814)	(1,381)	(895)	(857)
Financing						
Crown Capital Injection	-	-	1,204	305	-	-
Net Change	(285)	534	(153)	28	364	(117)
Opening Cash	1,804	1,519	2,053	1,900	1,928	2,292
POBOC Movements	-	-	-	-	-	-
Closing Cash	1,519	2,053	1,900	1,928	2,292	2,175

Additional Key Financial Performance Indicators

	\$000			
	Estimated Actual 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07
Total Operating Income/Expenses	100%	100%	100%	98%
Return on Total Assets	0%	(1%)	0%	(7%)
Return on Net Assets (Taxpayers Funds)	0%	(2%)	0%	(10%)
Return on Income	0%	(0%)	0%	(2%)
Liquid Assets	15%	14%	16%	16%
Salaries to Cost	57%	55%	57%	57%
Government Purchases To Total Income	67%	75%	75%	70%
Capital Expenditure to Depreciation	312%	123%	72%	69%
Cash Cover	1.04	1.08	1.09	1.05

Accounting policies

Reporting Entity

Career Services is a Crown entity formed under the Education Act 1989.

The forecast financial statements which follow comprise the forecast activities of Career Services for the years ended 30 June 2004 to 30 June 2007.

The statements have been prepared in accordance with the Public Finance Act 1989 and the Financial Reporting Act 1993.

The trading name is Career Services rapuara and is referred to in this report as Career Services.

Measurement basis

The measurement base is historical cost.

Accounting policies

Revenue

Revenue is recognised when earned and is reported in the financial period to which it relates.

Cost allocation

Direct costs are charged to specific outputs based on the productive hours recorded on staff weekly timesheets. Indirect costs are allocated to output classes on the basis of forecast staff output activity.

Receivables

Receivables are stated at expected net realisable value, after providing for doubtful and uncollectable debts.

Inventories

Publications inventories are valued at the lower of cost or net realisable value.

Investments

Investments are all bank term or on call deposits and are recorded at the lower of cost of market value.

Leases

Career Services leases office premises. As all risks and ownership are retained by the lessor, these leases are classified as operating leases. Operating lease costs are expensed in the period in which they are incurred.

Fixed assets

All fixed assets are recorded at cost less accumulated depreciation.

Depreciation

Depreciation is provided on a straight-line basis at rates, which will write off the cost of the assets less the estimated residual values over their estimated useful lives, which range from 3-10 years.

Provision for Employee Entitlements

Provision is made in respect of Career Services liability for annual leave, long service leave and retirement/resigning leave. Liability for annual leave has been calculated on an actual entitlement basis at current rates of pay, while the other provisions have been calculated on an actuarial basis based on the present value of expected future entitlements.

Financial instruments

Career Services is party to financial arrangements as part of its every day operations. Revenue and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance. All financial instruments are recognised in the Statement of Financial Position when a contractual obligation has been established. All foreign exchange transactions are recorded at the spot rate prevailing at the transaction date. No off-balance sheet instruments have been entered into.

Goods and Service Tax (GST)

All monetary values are stated exclusive of GST except receivables and payables.

Cash

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which Career Services invests as part of its day-to-day cash management. Operating activities includes cash received from all revenue sources of the Career Services. Investing activities are those activities related to the acquisition and disposal of non-current assets.

Changes in Accounting Policies

There have been no changes in accounting policies. All accounting policies have been applied on a basis consistent with those used last year.

Other Financial Information

Crown Capital Injection

Career Services received capital funding of \$1.2m in 2003/04 and will receive \$0.3m in 2004/05 for the redevelopment of KiwiCareers. Career Services and the Ministry of Education (on the Minister's behalf) will agree a funding schedule based on the project plan prior to 1 July 2004. Career Services will report on this project as part of its quarterly reporting.

Borrowing policy

Borrowing is governed by the Seventeenth Schedule, Section 15 of the Education Act 1989.

Pricing strategies

All products and services delivered by Career Services are sold on a commercial basis. For the current Purchase Agreement and other products and services delivered in the commercial sector prices are set on either time based, product or project pricing. Commercial services are sold in a contestable market. Non-contestable services, as supplied via the Purchase Agreement, are delivered on the basis that the Crown as purchaser may have access to full disclosure of costs.

Projected surplus/deficit

The contract for Crown purchase has been calculated on the basis of cost.

The majority of commercial revenue is derived from contestable contracts with other government organisations on a cost recovery basis. Continued focus will be on ensuring that the Crown delivery reflects key Government goals.

Financial Performance Indicators

GST exclusive	Estimated Actual 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07
Total Revenue (000's)	13,024	15,381	15,450	14,755
Total Cost (000's)	13,024	15,442	15,450	15,077
Surplus/Deficit (000's)	(0)	(60)	(0)	(-321)
Working Capital (000's)	758	747	1,095	1,160
Working Capital Ratio	1.47	1.45	1.65	1.77
Equity Ratio	66%	67%	67%	67%
Profit (000's)	(0)	(60)	(0)	(-321)
Cash Cover	1.04	1.08	1.09	1.05

The investment in KiwiCareers between 2003 and 2005 will result in a significant increase in depreciation in the subsequent years. The funds generated by the depreciation will be held to fund the future maintenance of the KiwiCareers system (which will occur after 2005/06).

Non-Trading Subsidiary Companies

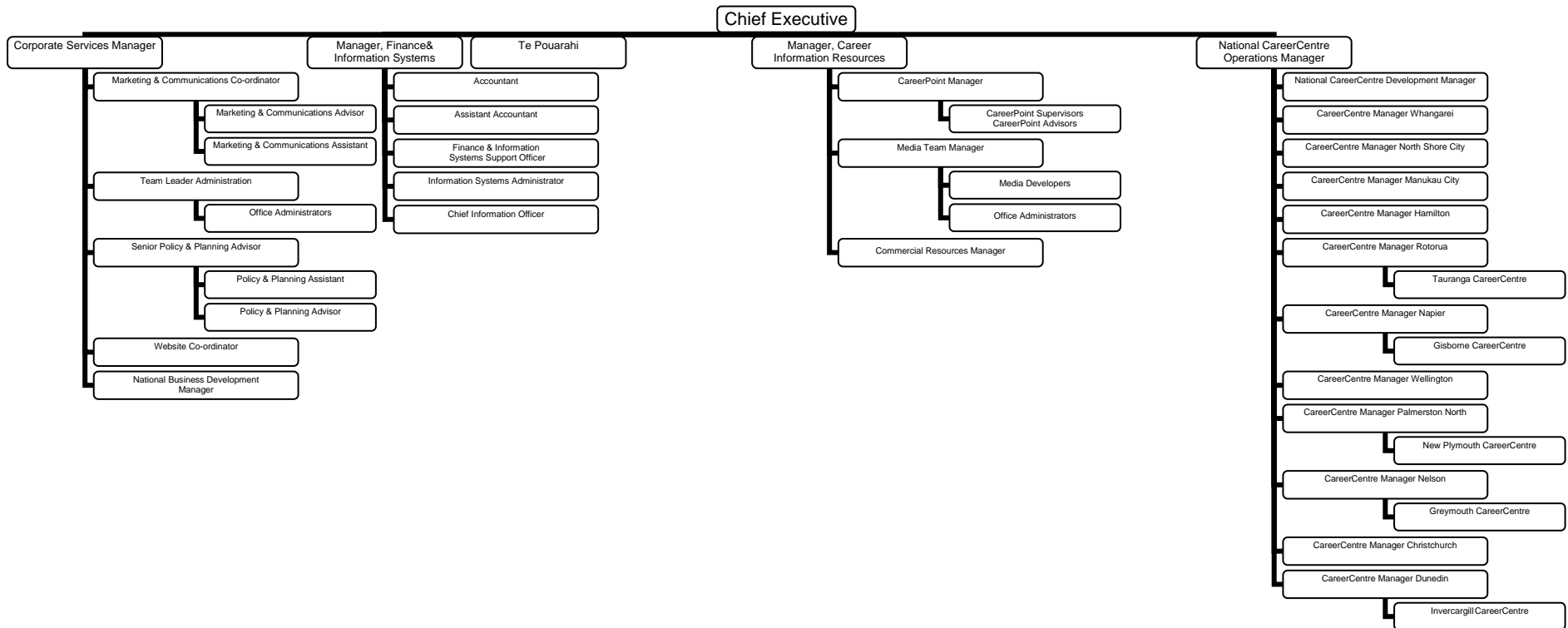
Career Services has registered two non-trading companies, Career Services Ltd and Career Services Rapuara Ltd. These companies have been registered for brand name protection purposes only and do not operate as trading entities.

PART C – OTHER INFORMATION

This section provides additional information to support this document. The following is included:

Appendix I	Organisational Chart
Appendix II	Career Services' Code of Conduct
Appendix III	Responsibilities of Parties
Appendix IV	Risks and Mitigation Strategies

Appendix I - Organisational Chart



Appendix II - Code of Conduct

1 Introduction

1.1 This Code of Conduct specifies the responsibilities of the employer and the employee arising from the employment relationship.

2 Employer Responsibilities

2.1 In all dealings with the employee the employer undertakes to act as a good employer. This means the employer will operate a personnel policy containing provisions generally accepted as necessary for the fair and proper treatment of employees in all aspects of their employment. This involves the provision of good and safe working conditions, an equal employment opportunities (EEO) programme, the impartial selection of suitably qualified persons for appointment, opportunities for the enhancement of the abilities of individual employees and recognition of:

- the aims and aspirations of Maori;
- the employment requirements of Maori;
- the need for greater involvement of Maori in Career Services;
- the aims and aspirations and the cultural differences of ethnic or minority groups;
- the employment requirements of women, and
- the employment requirements of persons who are differently able.

2.2 The employer undertakes to consult employees before decisions are taken which will have a significant effect on the employment relationship.

2.3 The employer recognises the value of a motivated staff and is committed to enhancing the relationship between employer and employee within Career Services. To this end the employer undertakes to provide the employee with:

- clear statements of performance requirements for the position
- appropriate feedback and communication on work performance and,
- fair rates of remuneration for skill, responsibilities and performance.

3 Employee Responsibilities

3.1 The employee shall:

- comply with all lawful and reasonable instructions and written guidelines of Career Services;
- comply with the principles of the New Zealand Public Service Code of Conduct;
- carry out duties for Career Services diligently, faithfully and honestly;
- exercise care and skill in performing all duties;
- use her/his best efforts to promote the interests of Career Services;
- effectively and efficiently meet the performance requirements of the position;
- maintain appropriate and professional standards of dress, presentation, speech and conduct;
- use Career Services' assets, property and facilities for business (not personal) use only;
- show courtesy and respect to colleagues and clients;
- not bring Career Services into disrepute through the conduct of private or work related activities;
- not be absent from work without good cause and without informing Career Services;
- consult Career Services before undertaking any secondary employment;
- not undertake any activity (including secondary employment) which, in the opinion of Career Services, may adversely affect Career Services or the performance of the employee's duties;
- not incur any liability on the part of Career Services without proper authorisation;
- ensure that the employee's activities do not create any conflict of interest (whether real or perceived);
- adapt to changes in organisational structure, work methods and procedures.

4 Training And Development

- #### **4.1**
- The employee shall maintain on a continuing basis the contemporary levels of knowledge and expertise needed to meet the performance requirements of the position. Career Services will apply its resources to assist the employee to maintain and upgrade the required levels of knowledge and expertise.

Appendix III - Responsibilities of Parties

Obligations of the Board

General - The Board shall carry out, to the satisfaction of the Minister, all of its statutory responsibilities as specified in the *Education Act 1989*, Section 282.

Dealing with losses - Where a loss occurs on Career Services statement of financial performance, it is to be met from Career Services financial reserves.

Where a loss is too large to be met from Career Services operating financial resources the Minister should be advised within 20 days of the identification of the loss.

Levels of operating funds - Within 30 days of the tabling of Career Services Annual Report an analysis will be provided to the Ministry, which identifies the level of accumulated operating funds held by Career Services, how these funds developed, and are to be utilised. The Ministry and Career Services will recommend whether or not an equity withdrawal is appropriate and if so the level of such a withdrawal. The Minister of Education will make any decisions regarding actioning an equity withdrawal.

Ministerial Relationships and Reporting

The Hon Trevor Mallard, Minister of Education, is the Minister responsible for Career Services. However, due to the nature of the activities of Career Services, there is a working relationship with other Ministers such as the Associate Minister of Education and the Ministers of Maori and Pacific Island Affairs.

Career Services will provide quarterly reports to the Minister of Education, with a copy to the Ministry of Education as agent for the Minister, which as a minimum contain:

- cumulative data on all performance measures and targets identified within the schedule of output classes and outputs
- explanation of variances from anticipated progress, including significant variance between financial and non-financial performance for the same output
- general comments about the nature of the work associated with each output
- general comment on any other work performed by Career Services to meet its statutory requirements
- financial statements with explanation of variances and estimated outturn including:
 - income and expenditure against the budget for each output class from January onwards
 - a statement of financial performance for Career Services against the budget for the period
 - a statement of financial position for Career Services against the budget for the period on a 6 monthly basis
 - a statement of cash flows for Career Services against the budget for the period on a 6 monthly basis
 - an output reconciliation statement
 - an updated forecast for Career Services' statement of financial position for the year from December onwards.

Career Services will provide annual reports to the Minister of Education, with a copy to the Ministry of Education, in accordance with section 41 of the Public Finance Act 1989.

Career Services will also provide reports, as required, on its contribution to meeting Government's education objectives for Maori. These reports will relate to activities that have been developed specifically to focus on Maori and state why they were developed, the planned outcomes and Career Services progress towards these outcomes.

Maintenance of Organisational Capacity

The Board will ensure that employees are appropriately skilled and resourced to undertake the delivery of the services purchased in this Document or through other purchase arrangements. Performance against this objective will be reported annually with the final quarterly report.

The Board will be a good employer as defined in the State Sector Act 1988.

Maintenance of Organisational Viability

The Board will ensure the viability of Career Services in respect of the Crown's investment. The maintenance of organisational viability includes the following:

- Operating without deficit or with a negotiated short-term operating deficit based on a defined investment in the strategic direction and long-term viability of the organisation.
- Level of capital in organisation - The Board will ensure that positive Working Capital is maintained.
- Maintenance of taxpayer equity - The Board will ensure that the taxpayer's equity (Total Accumulated Funds/Total Assets) is maintained at a percentage of no less than 60% of total assets.

The maintenance of organisational viability will be established by the reporting of financial information against the projected financial statements contained in appendix four of this document.

Appendix IV – Risks & Mitigation Strategies

Risk Category	Risk	Result	Mitigation Strategies
Strategic (affects Career Services' ability to achieve its goals)	Career Services is subsumed into another government department	<ul style="list-style-type: none"> • Loss of organisational strategic focus. • Loss of expertise and knowledge in the careers area. • Loss of independent, cross-departmental focus. 	<ul style="list-style-type: none"> • promote the benefits of a stand alone government agency; • promote the benefits of a 'whole of life' careers service bridging/linking the worlds of education and work; • provide evidence of the value of careers work to economic and social outcomes for New Zealand.
	Career Services is unable to demonstrate measurable outcomes from CIAG	<ul style="list-style-type: none"> • Inability for Career Services to meet Government objectives. • Loss of funding from Government. 	<ul style="list-style-type: none"> • provide programmes which are capable of delivering positive career outcomes; • specify measurable outcomes for all these programmes; • have robust evaluation processes which are able to provide evidence of the value and effectiveness of all Career Services programmes; • debate with key stakeholders on what constitutes fair and reasonable outcomes in relation to level and cost of inputs.
	Increase growth in demand for services exceeds Career Services ability to deliver.	<ul style="list-style-type: none"> • Inability to maintain quality delivery. • Inability to maintain financial viability. 	<ul style="list-style-type: none"> • Monitor HR and financial information and trends • Targeted marketing campaigns • Negotiate increased Purchase Agreement price to maintain the level of outputs

Risk Category	Risk	Result	Mitigation Strategies
Financial (may result in a loss of assets or income)	Career Services is no longer financial viable.	<ul style="list-style-type: none"> • Service delivery failure • Inability to maintain quality delivery. • Political embarrassment to the Government. 	<ul style="list-style-type: none"> • Negotiate increased Purchase Agreement price to maintain the level of outputs; • Negotiate to deliver less Purchase Agreement outputs for the current level of funding; • Investigate the scope for any further efficiencies in delivery of Purchase Agreement outputs.
	Loss of commercial revenue.	<ul style="list-style-type: none"> • Inability to deliver services. • Inability to maintain quality delivery. • Inability to maintain financial viability. 	<ul style="list-style-type: none"> • Continue to delivery quality services; • Maintain strong relationships with commercial partners; • Demonstrate value from services.
	Reduced rate of return on commercial contract revenue.	<ul style="list-style-type: none"> • Inability to deliver services. • Inability to maintain quality delivery. • Inability to maintain financial viability. • Loss on commercial contracts are offset by Purchase Agreement funding. 	<ul style="list-style-type: none"> • Continue to delivery quality services; • Maintain strong relationships with commercial partners; • Demonstrate value from services.

Risk Category	Risk	Result	Mitigation Strategies
Operational (affects an ongoing management process)	Career Services' products do not meet the needs of New Zealanders	<ul style="list-style-type: none"> • Inability for Career Services to meet Government objectives. • Loss of funding from Government. • Loss of credibility (see Vision – NZ's leading provider of CIAG) 	<ul style="list-style-type: none"> • Do regular needs based assessment research • Modify existing or develop new programmes and services in line with the results of research into clients needs • Evaluate programmes to ensure they are meeting specified objectives

	Insufficient staff trained to meet demand and quality standards	<ul style="list-style-type: none"> • Reduction in quality service • Lack of timeliness in delivery • Reduction in staff satisfaction • Increased staff turnover. • Inability to meet operational and financial targets. 	<ul style="list-style-type: none"> • Recruitment and retention strategies in place • Training and development programme in place • Forecasting of demand and monitoring of workloads undertaken
	Inability to recruit and retain Maori and Pasifika staff	<ul style="list-style-type: none"> • our ability to deliver appropriate services to Maori and Pasifika clients would be compromised. 	<ul style="list-style-type: none"> • monitor staffing levels in direct delivery units to ensure that minimum staffing levels are maintained as outlined in the policy; • continue to implement the Maori traineeship policy; • Implementation of the Pasifika recruitment and retention policy; • establish a process of ongoing consultation with Pasifika staff around recruitment and retention.
	Information systems ‘fall over’ (internal and external systems)	<ul style="list-style-type: none"> • disruption to service continuity. • unforeseen cost increases due to organisation reliance on information technology. 	<ul style="list-style-type: none"> • planned upgrade of hardware on a three-year cycle to ensure reliability; • Development of in-house skills within the IT team; • Purchase of software upgrades which are tested and well supported rather than investing in ‘bleeding edge’; • Regular review of disaster recovery plan; • Maintaining relationships with a wide range of external providers familiar with the business that allows for support and back-up to key personnel.
	Engaging in activities at the very edge or outside key	<ul style="list-style-type: none"> • Lack of alignment with vision and mission. • Compromise other activity. • Loss of strategic focus. 	<ul style="list-style-type: none"> • Ongoing check of activity against mission and vision. • Sign off of activity as part of business planning.

	direction of the organisation.		
	Unplanned or unknown activity takes priority over planned activity.	<ul style="list-style-type: none"> • Inability to meet core services. • Inability to maintain quality delivery. 	<ul style="list-style-type: none"> • ensure that planned activity and associated budget provision is well linked to the achievement of Career Services strategic position • ensure that any new initiatives are well communicated and planned throughout the organisation
	Lack of long term planning with commercial clients.	<ul style="list-style-type: none"> • The annual contracting process with commercial clients does not provide for long term planning or effectively support the vision of Career Services. 	<ul style="list-style-type: none"> • Develop a stakeholder plan that acknowledges the direction and priorities for key partner agencies, in particular where those priorities will be delivered through a ‘whole of government approach’; • Continue to build strong relationships with stakeholders identified as critical at all levels of the organisation. • Ensure that marketing plans include a focus on key purchasers. • Market, promote and support career planning activities for the staff of key clients as an open part of the relationship. • Value and use outcome evaluation results and other data gathered as a way of improving and developing products and contract proposals.

Risk Category	Risk	Result	Mitigation Strategies
Compliance (relates to compliance with laws, regulations)	Failure to meet legislative requirements	<ul style="list-style-type: none"> • Sanctions or fines imposed • Pressure on financial performance and viability • Lack of credibility 	<p>Ensure compliance requirements are well understood</p> <p>Delegated responsibilities and accountabilities are clear</p> <p>Monitoring processes in place</p>

and internal processes)		<ul style="list-style-type: none"> • Loss of reputation • Increased activity on remedial/repair work 	
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Risk Category	Risk	Result	Mitigation Strategies
Reputation (relates to damage to Career Services' external reputation and profile)	<ul style="list-style-type: none"> • Career Services is no longer seen as an industry leader 	<ul style="list-style-type: none"> • Competitors advance more quickly than Career Services into new markets eg. web-based guidance solutions. 	<ul style="list-style-type: none"> • Effective strategic and business planning processes in place • Wider industry networks established nationally and internationally