

# Statement of Intent

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2006 – 2009

*seek the path that's right for you  
rapua te ara tika mou ake*





## **Career Services**

Statement of Intent

2006 – 2009

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## Preamble

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This Statement of Intent has been prepared in accordance with the requirements of sections 141 and 142 of the Crown Entities Act 2004.

It describes the three-year vision and strategies of Career Services, as the Crown Agent assisting in the achievement of government education, training and employment goals through the provision of high quality career information, advice and guidance services.

The Statement of Intent is supported by an Output Agreement with the Minister of Education.

Signed on behalf of the Board of Career Services.



**Patricia McKelvey CNZM, M.B.E.**  
Board Chair



**Brent Kennerley**  
Deputy Board Chair

## Overview from the Board Chair

I am pleased to present Career Services' Statement of Intent for 2006/09.

The role of career information, advice and guidance is an important component in developing and strengthening a productive workforce for New Zealand now and in the future. Career Services is uniquely placed to assist all New Zealanders to make informed decisions about their careers, jobs and study at any time, age or stage of their life. By assisting people to make decisions that best match their skills, knowledge and interests and take into account the importance of a healthy work-life balance, people gain satisfaction and motivation which leads to increased labour market efficiency.

The government's priorities of economic transformation, families young and old, and national identity are at the forefront of our work. We are proud of how we assist New Zealanders to maximise their potential and through these individual decisions maximise New Zealand's potential. We deliver services and resources to people across their life span and assist influencers - parents, caregivers, community leaders to understand how they can guide others in their career and learning decision-making. Career Services continues to promote our national identity through developing resources and delivery styles that suit New Zealand audiences.

The recognition of the work we do and the role we play in contributing to government's goals is expressed through the continued investment made in Career Services. The most recent example is our role in developing a publicly-funded 'one-stop-shop' of career information and advice for people considering or undertaking tertiary or trade training.

We are constantly monitoring and evaluating our performance to ensure that we provide high quality professional services and resources. We improve our services by using lessons learned and challenge ourselves to think creatively and innovatively to expand the evidence of the effectiveness of good career planning. This continuous cycle of improvement is reflected in our projected work for the life of this Statement of Intent. Career Services will take a "refreshed" approach to its work over this period as a result of:

- The introduction of a new strategic plan that refocuses our energies on positioning Career Services as a national and global leader for improved work in life decision-making through new and existing strategic alliances with our stakeholders.
- Additional funding that will strengthen our career planning services in schools and greatly enhance our web-based information and personal assistance services to help New Zealanders to become better at self-managing their career goals.
- A new-look identity that lifts our profile and provides better access to our services under a common brand.

This document is presented to the Minister of Education pursuant to Section 141 of the Crown Entities Act 2004. 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. Information on internal capability, including risk management; and
5. A statement of account policies.

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 CNZM, M.B.E.**  
Board Chair

## Career Services' Strategic Plan

The Career Services' Board undertook a major review of strategic direction last financial year. As a result, a new Strategic Plan was developed with new vision, mission, values and strategic positions.

### Vision

- Maximise New Zealand's potential through quality work in life decisions

### Mission

- We encourage and support people living in New Zealand to make quality decisions about work in the context of the life they wish to lead.
- We will ensure that people will be able to navigate confidently their own pathways to success.
- We will use our experience and expertise to work alongside other people to build this environment in our schools, communities, workplaces and families.
- We will be determined in our focus, confident in our leadership, and creative in our relationships to improve work in life outcomes for everyone living in New Zealand.

### Core values

- Resilience
- Manaaki me te tiaki tangata
- Work in life balance

### Strategic positions

- An influential leader for improved work in life decision making and a valued partner with all our critical stakeholders including government and our communities.
- Forge new alliances with businesses, employers and unions.
- Realign and re-shape our services and resources to ensure that they are integrated and provide the full life context for work and learning decision-making.
- Lead thinking, nationally and internationally, on the contribution of career services to improve social and economic outcomes.
- Increase the visibility and awareness of Career Services.

## Strategic Direction

This strategic plan builds on our own learning along with national and international research and developments over recent years.

As a country, New Zealand will be inspired by people thinking about their future, using quality information and professional advice to shape their first and next work in life decision.

We see the outcome of better work in life decisions as being a more skilled, focused and satisfied workforce resulting in greater productivity and better social outcomes for everyone living in New Zealand.

We will raise awareness of work in life issues, both internally and externally, and be recognised as a leader in advocating the contribution that work in life decisions can make to New Zealand's economic and social wellbeing.

We will work to embed the work in life concept through the implementation over time of five strategies.

Strategy	Measures of Success
Establish ourselves as an influential leader for improved work in life decision-making and a valued partner with all our critical stakeholders including government and our communities.	<ul style="list-style-type: none"> <li>• Recognition and evidence of our role in raising awareness of work in life decision-making and influencing policy and practice in this area.</li> <li>• Evaluations attest to improved work in life decisions.</li> <li>• Stakeholders report active and appropriate contribution and participation.</li> </ul>
Forge new alliances with businesses, employers and unions.	<ul style="list-style-type: none"> <li>• Evidence of successful liaison with business, employers and unions.</li> </ul>
Realign and re-shape our services and resources to ensure that they are integrated and provide the full life context for work and learning decision-making.	<ul style="list-style-type: none"> <li>• Efficient and effective delivery of high quality services and resources.</li> <li>• Services and resources are integrated.</li> <li>• Services and resources include the full life context information.</li> </ul>
Lead thinking, nationally and internationally, on the contribution of career services to improve social and economic outcomes.	<ul style="list-style-type: none"> <li>• Research project scoped in partnership.</li> <li>• International leadership demonstrated.</li> </ul>
Increase the visibility and awareness of Career Services.	<ul style="list-style-type: none"> <li>• Evidence of increased awareness of Career Services and what we do.</li> </ul>



## 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.

Our relationship with government and the wider state sector has been strengthened and formalised with the introduction of the Crown Entities Act<sup>1</sup>. The main aims of the Act are to improve the quality of governance, clarify the relationship between the Minister, the Board and the organisation, and to increase the discipline relating to choice of organisation form and governance regime.

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 Risk Committee (BFaRC). All significant expenditure proposals are reviewed by BFaRC, as are the monthly financial reports and financial strategy/budget papers. The Committee also monitors the performance of Career Services and the management of significant risks facing the organisation.

<sup>1</sup> The Public Finance (State Sector Management) bill was enacted on 16 December 2004 and came into effect on 25 January 2005. This bill included the creation of the Crown Entities Act.

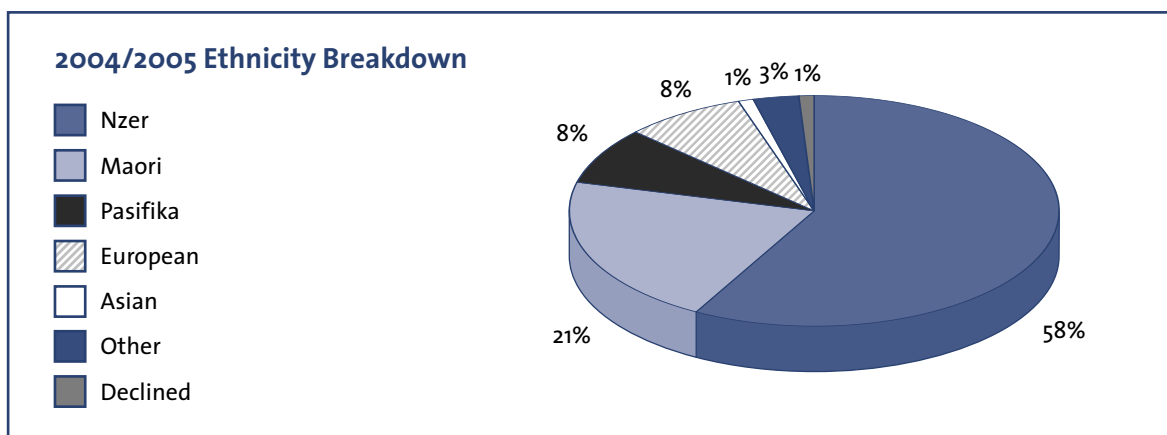
## Who we are

Career Services is the government agency responsible for providing career information, advice and guidance to assist New Zealanders to think about their career goals and how to achieve them. We are well positioned to maximise New Zealand's potential by encouraging and supporting people to make quality decisions about work in the context of a productive life. Our primary focus is delivering services to individual people and encouraging them to become fully self-managing with less need for public or private interventions at a later date.

Career information, advice and guidance helps people connect to, choose and manage education, training and work options which line up with their interests, talents and sense of purpose. It therefore leads to people making the vital link between education and learning and tangible labour market outcomes appropriate not only to their own needs and desires, but also to the needs of the national economy and wider society. There is evidence to suggest that when personal goals are realised, career development services can have an impact on broader social and economic goals, "such as raising community quality of life, increasing opportunities, lowering social barriers to inclusion and economic independence, and generally maintaining a vibrant social and economic order"<sup>2</sup>. Our services and resources are designed to meet the differing needs of all New Zealanders and aim to help people and groups develop career management skills that can be applied throughout their working life.

Access to impartial and independent career information, advice and guidance that results in informed decision-making is becoming increasingly important as our economy and society change in a rapidly evolving and inter-connected global labour market. New Zealanders, regardless of where they live and work, need access to a level of career information and assistance, when required, that meets their needs and equips them for the future. This will help maximise the potential of New Zealanders, as well as government's investment in education, social development, the labour market and the wider economy.

We maintain an ethnically diverse staff workforce and our relatively high proportions of Maori and Pasifika staff reflect the efforts we have made in previous years to build our capability to serve Maori and Pasifika populations in New Zealand.



<sup>2</sup> The Canadian Career Development Foundation, *The State of Practice in Canada in Measuring Career Service Impact: A Canadian Research Working Group Report*, December 2005, p.1.

# The External Environment

New Zealand faces a number of challenges now and in the future in terms of meeting its labour market needs while also catering to the rising aspirations of its people. Career information, advice and guidance plays an important role in assisting individuals to make successful transitions over their working life from education to work, and in and out of the labour market.

## The International Context

In common with other developed countries, New Zealand faces acute skill and labour shortages and gaps exacerbated by the following international trends:

- a global market for skills that are in high demand internationally;
- an increase in the rate of technological change, which is resulting in people's existing skills becoming outdated; and
- an ageing population due to increased longevity and a lower birth rate, which may reduce the number of people available for work in the future.

## The National Context

New Zealand currently has the lowest unemployment rate in the OECD at 3.6 percent (as of December 2005). The consequent shortage of labour remains a constraint on economic growth in the current tight labour market while the skill shortages that are apparent across most industries and regions are likely to remain with us for some considerable time.

New Zealand also faces the following trends:

- a high number of hours worked but low productivity (by OECD standards),
- a significant number of people in the workforce with low levels of literacy, numeracy and language,
- significant out-migration of people, of working age, particularly to Australia,
- although labour force participation rates are above the OECD average, there is a low rate of paid work among some groups, such as mothers of young children, and
- increasing ethnic diversity.

A further challenge is posed by the changing demographics that will increasingly impact on the size and composition of New Zealand's working age population and labour supply, including:

- an ageing population, with the median age in New Zealand projected to rise from 35 in 2005 to 40 in 2020;
- increased Maori and Pasifika peoples due to higher birth rates for these groups<sup>3</sup>, which currently translates into large proportions of young Maori and Pacific students entering the education system; and
- an expected high rate of net Asian migration coupled with natural increases. The Asian share of the population is expected to rise from 7% in 2001 to 13% in 2021.

This ever evolving environment will require striking the right balance between equipping people with the specific skills needed today and providing the generic competencies to enable people and organisations to adapt to future needs. We need simultaneously to maintain an awareness that we are not dealing with one homogenous group of people.

All these factors are combining to change our attitudes towards work as well. There is increasing recognition by individuals, employers and government of the importance of maintaining a healthy work-life balance. Recent research indicates that New Zealanders rate quality of life as being more important to them than other factors that influence career decision-making, such as wages and salaries, and potential to increase personal wealth.<sup>4</sup> Other research has shown that while paid work is clearly a contributor to any perceived imbalance between work and life, there were also many factors outside the workplace that were seen to have an impact on work-life balance<sup>5</sup>. The same study revealed that even though

<sup>3</sup> According to the Ministry of Social Development's Social Report 2005, while the average New Zealand fertility rate was 2.01 births per woman in 2004, the fertility rates of Maori and Pasifika women are 2.65 and 2.94 (2000-2002), respectively. In 2001, Maori composed 14.7% of the New Zealand population and Pasifika peoples 6.6%.

<sup>4</sup> Growth & Innovation Advisory Board, *Summary of Research on Growth & Innovation, April 2004*, p3.

New Zealanders believe that managing a work-life balance is the responsibility of the individual, both employers and employees have a strong belief that the implementation of work-life balance initiatives would have a positive and noticeable impact on their working lives. For employers, attracting and retaining quality staff are both issues of concern in the current buoyant labour market. Other perceived benefits are higher productivity, happier workplaces, more motivated staff, a closer relationship between staff and management, and a trickle down effect that would lead to happier communities.

Government direction and policies are consistent with this trend, emphasising balancing work, family, recreation and personal development, and recognising the social and economic benefits of doing this. Career Services itself has made “work in life” issues an explicit focus of its Strategic Plan for 2006-11 to assist in achieving this balance<sup>6</sup>. As well as using the concept in the approach we take to our services, we will model “work in life” internally. As a result, Career Services will be better positioned as an employer of choice as per the development goals of the State Services Commission (SSC)<sup>7</sup>. According to the SSC, an employer of choice provides a satisfying workplace where people are prepared to take risks and get the job done. A good workplace attracts and retains the best staff.

Contributing to this rapidly changing environment is yet another factor – the daunting and bewildering number of choices that New Zealanders face, especially the younger generation, not only in selecting education and training programmes and a career appropriate to their abilities and desires, but also in wider life and lifestyle decisions. Whereas in the past the amount of information available to people in order to make informed decisions was limited by space in newspapers or time in television and radio broadcasts, the advent of the Internet permits an unlimited amount of information to be disseminated globally. Assuming access to the technology, the only limiting factor is the time a person has to search information, but without help in filtering information, collecting the most appropriate data to make important life decisions can be seemingly insurmountable.

5 Department of Labour, *Perceptions and Attitudes Towards Work-Life Balance in New Zealand. A Qualitative Study*, October 2003, p.8 (<http://www.dol.govt.nz/PDFs/WLB%20UMR%20research.pdf>).

6 The ‘work in life’ concept has a different meaning to work-life balance: rather than simply promoting the idea of a work-life balance by enhancing workplace cultures and practices, “work in life” is more about providing practical advice and information on how people can make choices about work with an understanding about how the work will fit in their life now and in the future.

7 State Services Commission, *State Services Commission Interventions and Development Goals* in State Services Commission Statement of Intent 2005, <http://www.ssc.govt.nz/display/document.asp?docid=4998&pageno=7>.

# What we do

Career Services is the leading provider of career information, advice and guidance services in New Zealand. We aim to provide a highly accessible, seamless service to all New Zealanders who wish to access our services and assist more people to make informed learning and career decisions. To assist us in delivering this service to New Zealanders, we have developed and implemented a strategy that promotes a common identity for the organisation by subsuming the three access points for information, advice and guidance under the banner Career Services. This one identity is designed to be client-centred by promoting what we can do for clients rather than how to access our services. In practice, this means that from 1 July 2006 the access points formerly known as KiwiCareers, CareerPoint and CareerCentres will no longer be known by their current sub-brands, but instead will reflect the one identity, Career Services.

## Service Delivery

Over recent years we have established a comprehensive platform from which New Zealanders can access services. Our services are delivered in three ways:

**Self-help** which assists people to understand themselves and the New Zealand labour market, explore training and career opportunities, and development career plans.

The Career Services website is New Zealand's most comprehensive range of career information. It contains over 650 general job outlines, industry overviews, labour market information, course and training information and links to other useful websites. A key feature is Pathfinder, an online career guidance programme. Use of web-based tools help people to develop career self-management skills and clarify their future career plans.

**Personal assistance** which helps people to interpret and contextualise career and labour market information in their own work in life context. This assistance is provided via phone, online through chat or email, or through customised career planning assistance either in a group setting or one-on-one.

**Education and awareness:** Education and awareness activities will raise the profile of career information, advice and guidance (CIAG) amongst key stakeholders (including government) and influencers and the wider community, as well as developing the knowledge and skills for career education and planning in schools.

This will lead to a greater appreciation of the way in which CIAG contributes to better economic, education and social outcomes. Key stakeholder and influencers will, in addition, be able to signpost others to appropriate CIAG services.

## Outcomes of our work

Career Services contributes to government goals by focusing on establishing and developing individuals' career planning skills to achieve positive effects for New Zealand's development as a whole. While the overarching strategic framework for Career Services is contained in its Strategic Plan 2006-11 (see above), its goals and outcomes are aligned with the Government's current priorities.

### Economic Transformation

Working to progress our economic transformation to a high income, knowledge-based market economy, which is both innovative and creative and provides a unique quality of life to all New Zealanders

#### **Innovative and productive workplaces, underpinned by high standards in education, skills and research.**

We contribute to this goal by providing individuals with the ability to plan a career path appropriate to their abilities and desires. Learners transitioning between school, tertiary study, trade training and the labour market who can clearly identify a pathway for themselves and are aware of the outcomes of their personal decision-making, are likely to be better motivated and self-directed learners. Such learners are more likely to achieve better grades and complete their qualifications within the minimum allotted time, which will result in them:

- entering the labour force sooner,
- repaying any outstanding student loans more speedily, and
- progressing on to become more productive workers.

In this respect, Career Services plays an important role in supporting the tertiary education reforms. Through increased funding from July 2006, access to comprehensive, up-to-date and user-friendly tertiary education and trade training options will be enhanced, which will help fast-track learners into relevant careers and jobs. Our information and advice will help to provide clearer options for learners and other stakeholders, such as employer and industry groups, regarding education and training that is relevant to their needs and provides a better return on their investment. By helping to make learners successful we indirectly contribute to:

- improving provider retention and completion rates
- supporting more cost effective and impartial marketing of qualification and course content in contrast to the questionable cost-effectiveness of "branding exercise" marketing tactics employed by individual TEOs
- enhancing data integration with key education agencies to support delivery of high relevance, high quality and value-for-money education provision, and alignment with a national and regional network of tertiary education provision
- increasing general workforce skill levels that lead to improved labour force productivity
- greater workforce retention.

Given the broad contribution we make to economic transformation via the tertiary education reforms, Career Services has an important role to play in making an impact on the outcome indicators in the Planning and Performance Framework developed by the Ministry of Education, the Tertiary Education Commission and the New Zealand Qualifications Authority. This framework is based on a shared view of the goals for tertiary education and senior secondary transition. It can be reasonably argued that seven out of the eleven outcome indicators are relevant to the work Career Services does:

### **Increased Educational Success for All Learners**

- level of attainment
  - highest level of educational attainment of the adult population
  - qualification completion rate of tertiary system
  - the percentage of school leavers entering the tertiary education
  - the proportion of the population aged 15 and over participating in tertiary education

### **Delivers/produces Learning and Knowledge to meet the Economic and Social Goals of the Government and other Stakeholders**

- economic gain
  - graduate income premium
- social gain
  - the employment, study and unemployment rates of the 15-24-year-old population

### **Maximise the Outcomes of Education and Expenditure**

- total tertiary investment
  - the productivity of the New Zealand tertiary education providers in producing qualification holders

In addition, contributions to economic transformation are further enhanced through our support for the Department of Labour's *Productive Work and High Quality Working Lives* outcome. In particular, we provide support for the following goals:

#### **Long-term goals**

- Improved labour market outcomes for sectors, regions and firms through effective partnerships and strategies
- People's skills match the current, and respond to the future needs of the labour market

#### **Medium-term goals**

- Labour market participants use their knowledge and understanding of labour market dynamics and drivers
- Migrants and refugees settle well and contribute to the economy and social cohesion
- Education and workplace learning support positive employment outcomes, and appropriate skill development and utilisation
- New Zealand workplaces effectively balance employers' and employees' needs and interests

## Families - young and old

All families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge-based economy.

<b>Strong families</b>	<p>Career development services have an impact on broad social goals, such as raising community quality of life, increasing opportunities, lowering social barriers to inclusion and economic independence, and generally maintaining a vibrant social order. There is a reduction in social exclusion as people become empowered to explore and act upon the things that are meaningful to them. People with identified career pathways are less likely to become marginalised in society and more likely to make positive family and community contributions.</p> <p>We also contribute to strengthening families through our focus on a “work in life” approach to career planning, which in turn contributes to the Department of Labour’s Work-Life Balance Project<sup>8</sup>. But rather than simply promoting the idea of a work-life balance by enhancing workplace cultures and practices, “work in life” is about providing practical advice and information on how people can make choices about work with an understanding about how the work will fit in their life now and in the future. The services we provide are about taking a wider view of people’s lives in their entirety and helping them to find employment that will enable them, for example, to keep studying without pressure, maintain friendships, spend quality time with partners and family, play sport, pursue hobbies and be an active member of the community.</p>
<b>Healthy confident kids</b>	<p>Providing resources and professional development for careers advisors in schools and dedicated career planning services for at-risk students contributes to the Government’s goal of having, by 2007, all 15 to 19 year olds in work, education or training, or other activities that contribute to their long term economic independence and wellbeing. Our work in schools with students and careers advisors on planning careers also contributes to essential self-managing skills, which is likely to be included as one of the foci of the schools curriculum resulting from the current curriculum review.</p>
<b>Better health for all</b>	<p>A cumulative impact of people become motivated learners and workers through the harnessing of their talents, interests and passions through career development services is a more vibrant, equitable workplace where workers enjoy improved levels of mental health. Improved mental health in the workplace reduces levels of stress and hence reduces health care costs.</p>
<b>Positive ageing</b>	<p>By using a work-in-life approach to career guidance and planning, we help mature workers considering a career change or looking to re-enter the labour market to identify, value and utilise their skills. These skills may have been gained through previous employment, parenting or work in the community. As well as improving their labour force participation rate, such assistance helps mature workers to feel valued as part of their families and communities.</p>



## National Identity

All New Zealanders to be able to take pride in who and what we are, through our arts, culture, film, sports and music, our appreciation of our natural environment, our understanding of our history and our stance on international issues.

### **The New Zealand way. Who we are and what we do**

We contribute to a better understanding of who we are and what we do as New Zealanders in a number of ways. As noted above, Maori and Pasifika will make up a greater proportion of the main working-age population in coming years. Maximising the skills, qualifications and potential of Maori and Pasifika will improve New Zealand's capability and economy, and reinforce a New Zealand identity strongly rooted in the culture of indigenous Maori and wider Pacific Island peoples. Career Services is committed to continuing its strong history of working with Maori and Pasifika to provide quality products and services in a culturally appropriate manner.

Moreover, by recognising that New Zealand is a complex heterogeneous and multicultural society made up of far more than its traditional European, Maori and Pasifika communities, we understand the need to tailor our messages and delivery for our various target audiences so that our clients are able to make optimum use of the services provided. This is especially so in respect of our new migrant and refugee communities. Not only will this lead to positive labour market and social outcomes for individual clients, but it will also help in moving New Zealand toward the common goal of greater national prosperity and the attainment of a sustainable lifestyle aspired to by all New Zealanders.

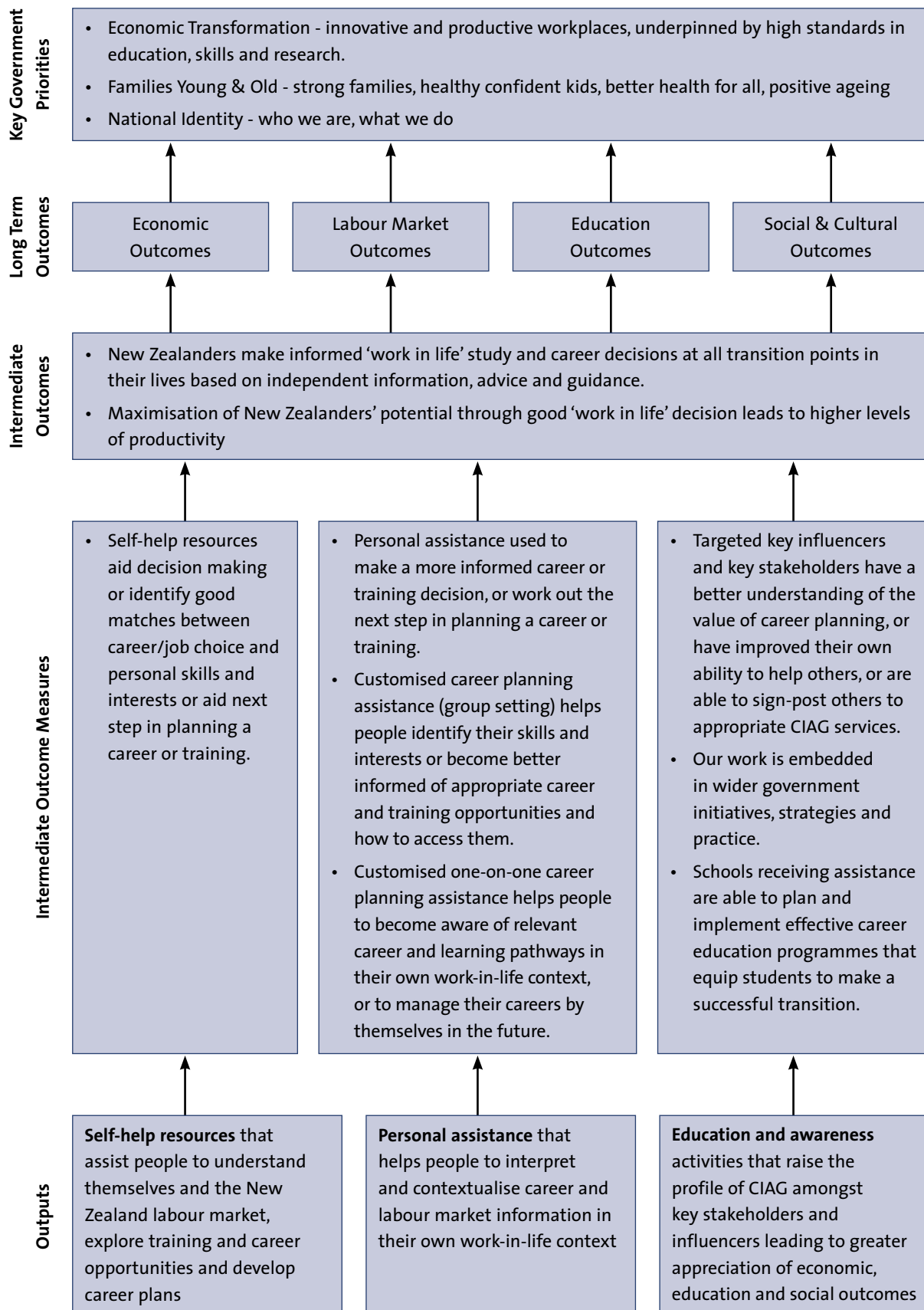
In taking a holistic work-in-life approach to our services we also take into account the distinct attitudes towards work and life that New Zealanders have developed as a result of living in relative isolation from the rest of the world, while maintaining an outward focus, international linkages and a willingness to learn from other cultures. While wishing to work in fulfilling and satisfying jobs, and taking pride in those jobs, New Zealanders also want to have time to enjoy their physical environment and the recreational opportunities that this country affords and that are a mark of the New Zealand character. Career Services provides information, advice and guidance that helps people to plan for a career that strikes an appropriate balance between work and life.

# Career Services' Strategic Landscape

We have recently introduced a greater focus on outcomes to our Output Agreement. We will continue to refine this focus in 2006/07, to enable more flexible, outcomes-oriented services and resources that are tailored to our clients' needs.

We have progressively improved our strategic framework over the past few years to better demonstrate how our services and resources link to outcomes and government's goals. The diagram on the next page shows how our services and resources directly produce outcomes that in turn flow into long term benefits.

# Career Services' Outcomes Hierarchy



## Measuring Outcomes

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Career Services has an active programme of evaluation to measure the immediate effectiveness and outcomes of our work. These are conducted by an external evaluation company. As well as producing outcomes information, these evaluations are used to continuously improve our services and resources so they meet the needs of people they are being delivered to.

# Key Activities for Achieving our Strategies

## Establishing ourselves as an influential leader

To reinforce our role as an influential leader and thinker in the use of career planning information for improved work in life decision-making, we will define and adopt a best practice work in life model to be used internally at Career Services. That definition and adoption of an appropriate work in life model will also inform the approach we take with the people we work with.

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

We will develop a plan targeting these critical stakeholder groups to embed the concept of work in life and encourage them to work in partnership with us to ensure the people using our services are receiving the same messages from other agencies and individuals involved at some stage of career decision-making. We will establish ways to get feedback about our participation, contribution and results of our work with these stakeholders and build this into our reporting and evaluation.

## Forging new alliances

We will identify at a national level who we will establish strategic alliances with among employers, businesses and unions, and work with them to understand their needs and how our services can assist them. One of the goals will be to raise awareness of our work in life approach and how to increase workforce productivity by signposting career planning resources for workers. These alliances are intended to be reciprocal where information is shared, understanding of the needs of New Zealanders requiring career planning services enhanced, and appropriate responses developed.

## Realigning and re-shaping our services and resources

Career Services aims to encourage all New Zealanders to access and use career planning and information services and resources, assisted either through our website or via personal contact with a staff member by utilising our free-phone advice line, online chat, or face-to-face consultations. We will continue our work to integrate our information database to strengthen our services across all access channels to provide the most consistent service delivery possible.

Additional funding this year will enhance public access to our services still further. It will help us to improve our comprehensive, user-friendly and up-to-date information by freephone and website. The freephone service will also offer enhanced and personalised "wrap-around" support to help guide callers around the website. This will enable learners to better judge the quality and relevance of tertiary courses and qualifications on offer, and to assess for themselves the relative benefits of different types of tertiary study/trade training, such as its impact on income, employability and lifestyle.

## **Leading national and international thinking**

Career Services believes strongly in the value of high quality research and development. We are committed to promoting and engaging in outcomes-based research as part of our leadership role within the careers industry. In addition to evaluating our services and resources, we will continue to provide input and work collaboratively on research projects being conducted by government agencies and individuals in New Zealand.

We will also continue to share, contribute and learn from international research on the efficacy of career planning services, despite our limited research capacity. We are highly regarded internationally and have been recognised as one of the world's three leading career service providers along with our counterparts in Wales and Scotland. We are represented at a senior level within the International Association of Educational and Vocational Guidance, and the recently established International Centre for Career Development and Public Policy by our Chief Executive, Lester Oakes.

We will continue to develop an approach to gather longitudinal information on the impact of our services. This will help establish a future evidence base to reinforce the outcome measures that we seek to achieve. Given the dearth of longitudinal surveys internationally, this work will also help cement our position as a world leader and hopefully precipitate similar studies around the globe that will enhance understanding of career planning services.

## **Increasing visibility and awareness of Career Services**

Over the last year, we have carried out market research that has helped us identify how we should be profiling the organisation and targeting our services to our clients. This research will help us to shape our key messages and to ensure people understand how we can help them. Over the next few years we will improve how we promote and communicate our services to clients and stakeholders.

## Focus on People and Participation

Career Services contributes to the achievement of government's goals by aligning our services and resources to the differing needs of all New Zealanders.

We provide career information, advice and guidance directly to targeted individuals and under-represented groups to assist them to participate in the labour market, education sector and other parts of society. This helps them make choices that lead to better outcomes for them, their children and the wider community.

Our focus on differing groups and needs is consistent with the 2003 OECD international 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, particularly 'at-risk' youth, is critical to ensure a successful transition from school to tertiary education and working life. Access to independent career information, advice and guidance is becoming a more important part of this process, as the number of subject choices at school and post school continue to multiply. In this environment, we are expanding our role as an effective, quality provider of career information and advice to school students and their influencers. This will improve the ability of students to make informed career decisions that take into account all relevant factors, including changes to the qualification structure.

Our main focus is to raise the capability of career influencers and management within schools, by providing professional development and supporting them to deliver career education programmes that are consistent with standards in the National Administration Guidelines. This is the best way of ensuring that career education becomes ingrained in the school curriculum to promote essential self-management skills and that students of all ages receive career education that makes an impact and is appropriate to their age. In addition to this core work, we will be involved in delivering the Quality CIAG in Schools programme thanks to a successful Ministry of Education-led Budget 2006 bid that will enable us to offer a new programme to 100 schools in addition to the 75 schools that were part of the earlier Designing Careers two-year pilot.

We will also work to promote career planning with school principals and Boards of Trustees to ensure they understand and appreciate the value of careers education in schools.

### Improving Outcomes for Maori and Pasifika

A range of high quality programmes are delivered to Maori and Pasifika students and communities throughout New Zealand. Career decision-making presentations and interactive workshops are delivered to around 4,500 secondary age Maori and Pasifika students annually. A number of workshops are also delivered to Maori and Pasifika groups and organisations, aimed at improving their capability to deliver career information, advice and guidance services. People identifying as Maori and Pasifika currently make up more than 20 percent of information and advice inquiries to our 0800 advisory line and face-to-face consultants<sup>9</sup>. Our website provides information in te reo and other languages as appropriate and some of our paper resources are also in te reo.

### Mature workers

We have signaled our intention to develop our role in helping to match the skills and interests of mature workers with appropriate opportunities. Research by Department of Labour is exploring the potential role of targeted career guidance services for those aged over 45 and, once completed, we will be in a better position to consider how we respond to the needs of people in this age group. The need to work with mature workers is consistent with OECD findings that found that no country has yet developed a systematic approach to career guidance for the third age and that "a much closer integration between

<sup>9</sup> 23% of people making information and advice enquiries to Career Services' offices and our 0800 freephone during 2002/03 and 2003/04 identified as Maori or Pasifika.

financial planning and career guidance, as part of overall retirement planning, could assist people to put together more flexible mixes of temporary employment, part-time work and self employment during the transition to retirement.”<sup>10</sup>

### **Migrants and refugees**

Career Services contributes to the New Zealand Settlement Strategy by providing tailored career planning and labour market information for migrants and refugees. In some cases migrants and refugees have the skills needed by the labour market but lack localised knowledge which then acts as a barrier for the effective utilisation of their skills and expertise. In other cases, existing qualifications or expertise gained overseas may not be recognised by industry or professional registration bodies or are deemed to be not relevant to the New Zealand labour market. Through our migrants and refugees we are better able to see how their previous work experience and qualifications fit into the New Zealand context, enabling them to become work-ready and confident about entering the New Zealand labour force.

### **Key stakeholders in the workplace and influencers in the community**

We will build strategic regional alliances with key workplace stakeholders such as employers, businesses and unions to promote the concept of work in life and also to make them aware of our services, and signpost and help others where appropriate. Career Services will strengthen the work it undertakes with influencers in the community such as parents, families and iwi so that they understand the value of informed career decision-making, are aware of services available and able to signpost and help others where appropriate.

### **Tertiary Sector**

Career Services plays a key role in relation to the Tertiary Education Strategy and will be closely involved in the drafting of the next Strategy 2008/2013. Particularly relevant to our work is the objective to equip learners to make informed choices about career and learning options. We will build on our tertiary work, which will be significantly enhanced by the successful Budget 2006 bid to strengthen our website and personal advice capacity to assist better tertiary and training decision-making.

During 2006/07 we will provide support to the three key education agencies – the Ministry of Education, the Tertiary Education Commission and the New Zealand Qualifications Authority – as they collaborate on work to achieve greater quality, relevance and value-for-money in tertiary education provision. Career Services will maintain a watching brief on the information it provides relating to tertiary education providers and courses and qualifications as the results of qualification and quality assurance reviews and funding system changes become available. Furthermore, we will strengthen our networks with education agency officials to cement their understanding of our role in supporting the tertiary education reforms. One example is reducing the churn and wastage in the tertiary education system, thereby increasing provider completion and retention rates by making sure that as many learners as possible have made well-informed career plans that motivate them to expedite their studies and enter the workforce.



# Internal Capability

Continuing to strengthen our internal capability is an area of focus for Career Services to ensure we are able to deliver our planned outputs and achieve our desired outcomes. The key areas of internal capability focus for 2006/07 are people, Maori and Pasifika potential, strategic marketing, information technology, our financial strategy, and risk management.

## People

The Career Services Board and management recognise that our future success depends on the capability of our people. Our human resources strategy aims to ensure that we have the workforce capability to support New Zealanders to make quality decisions about work and training. To do that we will continue our efforts to develop and maintain a skilled, focused, productive and satisfied workforce. We will “walk the talk” by aligning our human resources initiatives, policies and practices with our new strategies and ideals. In turn these support development goals for State Services and wider Government goals for workplaces, families and national identity.

In the next year we are further developing our human resources reporting mechanisms to monitor progress against strategic indicators as well as managing risk. In 2006/7 we are enhancing our biennial organisational climate survey to include measures of staff engagement.

## Building capability

In the 2006/7 year our capability initiatives focus on building capability to:

- support new and existing service delivery initiatives
- provide joined up services under the one identity brand
- equip staff to use a new client relationship management system designed to support integrated service delivery

We are progressively developing and implementing staff capability frameworks in our major occupational groups. The frameworks identify capability elements required for success in specific roles and provide stepping stones for internal career pathways. In the 2006/7 year, two new occupational groups will be added.

Our capability initiatives for Career Consultants/Kaitohutohu include a qualifications strategy as one mechanism for quality assurance in service delivery.

We are expanding our learning and development frameworks for capability development, linking where possible with existing public sector frameworks such as public sector unit standards.

## Culture, safety and wellbeing

We continue to maintain a safe, healthy, supportive and empowering workplace. We monitor health and wellbeing, promoting work in life balance, and maintaining a positive work environment. Our health and safety in employment programme will be enhanced in line with ACC work safety management guidelines and we are introducing systems to better monitor workplace safety practices.

We are incorporating Career Services’ ideals and values into our human resources systems to align “how we do things around here” with our values. We continue to encourage and support our people to live balanced lives, and measure our success in the staff survey in the 2006/7 year. We are also participating in the EEO Trust work-life balance survey to benchmark our progress and identify areas for development.

### **Equal employment opportunities**

We aim to be a good employer to build a diverse workforce capable of meeting the needs of New Zealand's increasingly diverse population, and to create a work environment where all our people can flourish. Our EEO plan in the 2006/7 year is to be based on an analysis of our workforce profile of EEO target groups. In addition we will engage with our employees through the survey to identify areas where unintended barriers, or perceptions of barriers, to fairness and equity exist. Our plan will include actions to address barriers and perceptions, and to evaluate future success. We will continue our active and successful policy of recruiting and retaining staff from Maori and Pasifika communities.

### **Maori and Pasifika potential – navigating success**

We will continue to implement our recently adopted Maori and Pasifika strategies to ensure that our services and resources are offered in ways that reflect the differing needs of those two communities, whose presence and success in the labour market and society will become increasingly important to New Zealand's economy and social equity now and in years to come. We recognise the critical role that Maori and Pasifika play in the economic, social and cultural fabric of Aotearoa/New Zealand. This requires us to provide career resources that meet the diverse needs of Maori and Pasifika individuals and communities so that they can confidently navigate their own pathways to success. We will do this by:

- Recognising Maori as the indigenous people of Aotearoa/New Zealand and the obligations and responsibilities of Career Services rapuara, as a crown agent, under the Treaty of Waitangi.
- Recognising and affirming the diversity of Pasifika communities.
- Ensuring high quality advice, delivery of culturally affirmative services and availability of resources that reflect Career Services' commitment to fulfilling Maori and Pasifika potential through career development and enhancement.
- Developing meaningful relationships with Maori and Pasifika organisations and communities that extend our reach, service and resource offering to them.
- Building collaborative relationships with stakeholders, particularly government agencies that work on related Maori and Pasifika projects and policy.
- Increasing Maori and Pasifika understanding of, and the number of Maori and Pasifika who use our services and resources.
- Strengthening organisational capability to better meet the needs of Maori and Pasifika.
- Developing a genuine commitment to understanding the needs, realities and aspirations of Maori and Pasifika.

### **Strategic Marketing**

Our primary focus within strategic marketing is the ongoing implementation of One Identity. This project is derived from the Future Proofing Career Services project that signaled the need to align and profile our services under one name to avoid confusion for clients regarding our three previously separate access points.

Over the last year we have carried out market research that has helped us identify how we should be profiling the organisation and targeting our services to our clients. This research will help us to shape our key messages to ensure people understand how we can help them. Over the next few years we will improve how we promote and communicate our services to clients and government departments.

What will come from the project is one name, one website, and one 0800 number - making it easier for our clients to understand how to access our services. With the refreshed branding our energies will be on how we increase awareness and how we market effectively to specific client groups through their preferred medium.

## Strategic Information Technology

Our investment in Information Technology 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.

The Information Systems group will focus on the internal processes by which it operates. We will be implementing IT management tools from the COBIT and ITIL frameworks, in order to provide the best possible services to the end users. Focus will also be placed on creating a Client Relationship Management tool for Career Services, so that any client who interacts with Career Services can be recorded.

Career Services contributes to the cross sector integration of ICT investment, and the effective and efficient use of the data held, by actively participating in the E-Government and E-Education forums, working parties and projects.

## Financial strategy

We have experienced a period of sustained growth over recent years and this is set to continue. Our financial parameters focus for 2006/07 will be on the following key areas:

- Integrate new funding arising from our successful budget initiatives and consolidate the existing services and resources
- Target a breakeven position in the medium term
- Reinvest working capital in asset capital replacement maintaining operating capacity
- A commercial revenue target of between 10 and 20 percent of total revenue

We have a comprehensive system of financial reporting and monitoring and further enhancements to the financial reporting framework to the Board and senior management will be implemented this year. The financial models for output costing, budgeting and revenue recognition have been reviewed and enhancements made for 2006/07.

We are also preparing to implement the NZ IFRS, and there will be a focus on integrating finance systems wherever possible and practical. Significant expenditure proposals are reviewed by the Board Finance and Risk Committee (BFaRC), as are the monthly financial reports and financial strategy/budget papers.

Reporting to the Board is supported by extensive monthly internal reporting and monitoring by individual managers, who then feed back variance and/or a revised forecast analysis to their managers.

## Risk Management

We aim to remain a high quality, pro-active, responsive and financially viable organisation recognised as the sector leader in our field.

Our Board and management will continue to monitor and manage any risk posed to our organisation and the services we deliver. The Board Finance and Risk Committee has substantially reviewed its Terms of Reference. These now include a redefined purpose to identify, monitor and review organisational performance and risk and recommend appropriate action to the Board of Career Services in the following areas:

- Financial result and policy
- Systems/Technology
- Service delivery
- Human Resources
- Internal and external audit
- Property
- Legislative Compliance
- Strategic alignment (including monitoring against strategic plan and wider government goals)
- Governance Documents
  - Output Agreement
  - Statement of Intent
  - Annual Report

A Risk Management Strategy has been developed and will be monitored, updated and reported regularly. Specific 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 is attached as Appendix IV.

## Overview of Output Classes/Services 2006/07

### 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 Output Agreement between the Minister of Education and the Board of Career Services.

Total income via the Output Agreement with the Minister of Education in 2006/07 is \$17.118 million.

### Commercial Funding

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

We 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 2006/07. 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 services and resources that comply with the legislated functions of Career Services.

### Summary of Outputs

	Price \$000s GST Incl.
<b>Non Departmental Output Class 05: Provision of Information &amp; Advisory Services</b>	<b>\$17,118</b>
1. <b>self-help resources</b> – which assist people to understand themselves and the New Zealand labour market, explore training and career opportunities and develop career plans;	<b>\$4,326</b>
2. <b>personal assistance</b> – which assists people to interpret and contextualise career and labour market information in their own work-in-life context; and	<b>\$8,991</b>
3. <b>education and awareness activities</b> – which raises the profile of career information, advice and guidance (CIAG) amongst key stakeholders (including government) and influencers (the wider community) leading to greater appreciation of the way in which CIAG contributes to better economic, education and social outcomes, as well as developing the knowledge and skills for career education and planning within schools.	<b>\$3,801</b>

# Career Services Output Agreement 2006-2007

## Output 5.1 Self-help

Self-help resources, including web-based assistance (information and tools), will assist people to understand themselves and the New Zealand labour market, explore training and career opportunities and develop career plans.

This output consists of one deliverable which has a quality, quantity, timeliness and outcome measure.

### Deliverable

1. All resources, including the website, will contain up-to-date, comprehensive and accurate information, which will reflect New Zealand's national identity.

### Measures

#### • Quality

- Content reflects New Zealand's national identity and meets the needs of a diverse audience.
- Information provided on courses encourages users to check the quality of the course and provider by clearly linking to external quality assurance sources (such as NZQA's KiwiQuals).

#### • Timeliness

- All information is up-to-date, comprehensive and accurate

#### • Quantity

- Number of New Zealand based people who access web-based career information and tools (including Pathfinder).

### Outcome Measure

75% of people using self-help resources including web-based assistance (information and tools), were, as a result, either:

- aided in their decision making, or
- able to identify a good match between career/job choice and personal skills and interests, or
- able to work out the next step necessary in planning their career or training.

### Performance measures for 06/07

Quality assurance processes in place to ensure that information for targeted groups is presented in an appropriate format and style and users' needs and expectations are captured and fed into resources and website development.

Update provided quarterly.

Quality assurance processes in place to ensure that information is continually reviewed and updated.

500,000-600,000.  
(2005/06 performance measure: 350,000-400,000).

75%.

## Output 5.2 Personal Assistance

Personal assistance will assist people (through phone, email, online chat or in person) to interpret and contextualise career and labour market information in their own work in life context. Personal assistance will be in the form of information, advice or customised career planning either one-on-one or in a group setting.

This output consists of several deliverables which are encompassed by quality, quantity, timeliness and outcome measures.

### Deliverable

2. Personal assistance is provided to people to assist with information or advice requests.

### Measures

- **Quality**

- Service provided is of a high quality and is adapted to respond to individuals' personal needs and expectations.

- **Timeliness**

- Responses to requests for personal assistance (information and advice) are timely.

- **Quantity**

- Number of people who receive personal assistance e.g. by phone, online (chat or e-mail) or in person.

### Outcome Measure

75% of people receiving personal assistance (information and advice) found it useful and, as a result, have either:

- made a more informed career or training decision, or
- worked out the next step in planning their career or training.

### Performance measures for 06/07

Quality assurance processes in place to ensure quality service and to monitor client satisfaction and timeliness.

60,000-70,000  
(unchanged from 2005/06).

75%.

**Deliverable**

3. Customised career planning assistance in a group setting is provided to those who are identified as being most at risk of not making a successful transition.

People who receive customised career planning assistance in a group setting include:

- At risk secondary students (including Maori and Pasifika students),
- Migrants and refugees, and
- Prospective tertiary students.

**Measures**

• **Quality**

- Service provided is of a high quality and is adapted to respond to groups' personal needs and expectations.

• **Timeliness**

- Responses to requests for customised career planning in a group setting are timely.

• **Quantity**

- People who receive customised career planning assistance in a group setting include:
  - At risk secondary students (including Maori and Pasifika students).
  - Migrants and refugees.
  - Prospective tertiary students.

**Outcome measure**

85% of people receiving customised career planning assistance (group setting), as a result, have either:

- identified their own skills and interests or
- are better informed of appropriate career and training opportunities and how to access them.

**Performance measures for 06/07**

Quality assurance processes in place to ensure quality service and to monitor client satisfaction and timeliness.

4,300-4,900 students.  
(unchanged from 2005/06).

50 group events.  
(unchanged from 2005/06).

Update provided quarterly.

85%.



<p><b>Deliverable</b></p> <p>4. Customised one-on-one career planning assistance is provided to those who are identified as being most at risk of not making a successful transition.</p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• <b>Quality</b> <ul style="list-style-type: none"> <li>- Service provided is of a high quality and is adapted to respond to individuals' personal needs and expectations.</li> </ul> </li> <li>• <b>Timeliness</b> <ul style="list-style-type: none"> <li>- Responses to requests for customised one-on-one career planning are timely.</li> </ul> </li> <li>• <b>Quantity</b> <ul style="list-style-type: none"> <li>- Number of people who receive customised one-on-one career planning assistance.</li> </ul> </li> </ul> <p><b>Outcome measure</b></p> <p>75% of people receiving customised one-on-one career planning assistance, as a result, are either:</p> <ul style="list-style-type: none"> <li>• aware of relevant career and learning pathways in their own work-in-life context, or</li> <li>• are able to manage their careers by themselves in the future.</li> </ul>	<p><b>Performance measures for 06/07</b></p> <p>Quality assurance processes in place to ensure quality service and to monitor client satisfaction and timeliness.</p> <p>5,900-6,300 (unchanged from 2005/06).</p> <p>75%.</p>
<p><b>Deliverable</b></p> <p>5. Career Services will progressively roll out a suite of services and resources for prospective tertiary students as part of the "Better Tertiary Education and Trade Training Decisions" initiative.</p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• <b>Quality, Timeliness and Quantity</b> <ul style="list-style-type: none"> <li>• Initiative is currently being developed.</li> </ul> </li> </ul>	<p><b>Performance measures for 06/07</b></p> <p>Update provided quarterly.</p>

### Output 5.3 Education and awareness

Education and awareness activities will raise the profile of career information, advice and guidance (CIAG) amongst key stakeholders (including government) and influencers (the wider community) as well as developing the knowledge and skills for career education and planning within schools. This will lead to a greater appreciation of the way in which CIAG contributes to better economic, education and social outcomes. Key stakeholder and influencers will, in addition, be able to signpost others to appropriate CIAG services.

This output consists of several deliverables which are encompassed by quality, quantity, timeliness and outcome measures.

#### Deliverable

6. Key stakeholders and influencers are provided with information sessions.

Key stakeholders include:

- Business groups, employers and unions, and
- Government agencies.

Influencers include:

- Parents, caregivers and family,
- Iwi, and
- Leaders and key contacts within migrant and refugee communities.

#### Measures

##### • Quality

- Appropriate networks and contacts at the national and regional levels are maintained and monitored.

- Service provided is of a high quality and is adapted to respond to key stakeholders and influencers' needs and expectations.

##### • Timeliness

- Responses to requests for information and advice sessions are timely.

##### • Quantity

- Key stakeholders and influencers who receive information sessions.

#### Outcome measure

85% of key stakeholders and influencers provided with information sessions have, as a result, either:

- a better understanding of the value of career planning, or
- have improved their own ability to help others, or
- are able to sign-post others to appropriate CIAG services.

#### Performance measures for 06/07

Processes in place to prioritise needs of key stakeholders and influencers in line with strategic direction of Career Services.

Quality assurance processes in place to ensure quality service and to monitor client satisfaction and timeliness.

270-310 events.

85%.

<p><b>Deliverables</b></p> <p>7. Assistance to schools under the “Quality CIAG in schools” initiative to develop and enhance their Career Education Programmes.</p> <p>8. Customised advice and professional development assistance to school governance, management, careers advisors and teaching staff to support development and implementation of career education programmes and policies that meet National Administration Guidelines.</p> <p>9. A range of online, electronic and paper resources to support career education in schools.</p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• <b>Quality</b> <ul style="list-style-type: none"> <li>- Range of resources produced for schools follow best practice and meet quality standards.</li> <li>- Service provided is of a high quality and is adapted to respond to individuals’ personal needs and expectations.</li> </ul> </li> <li>• <b>Timeliness</b> <ul style="list-style-type: none"> <li>- Services to schools and resource production are timely.</li> </ul> </li> <li>• <b>Quantity</b> <ul style="list-style-type: none"> <li>- Assistance with Career Education Programmes for 100 targeted schools.</li> <li>- Customised advice and assistance and professional development assistance will be made available to all remaining state and state-integrated secondary schools.</li> <li>- A range of online, electronic and paper resources support career education in schools are provided.</li> </ul> </li> </ul> <p><b>Outcome Measure</b></p> <p>85% of schools receiving assistance are, as a result:</p> <ul style="list-style-type: none"> <li>• able to plan and implement effective Career Education Programmes that equip students to make a successful transition.</li> </ul>	<p><b>Performance measures for 06/07</b></p> <p>Quality assurance processes in place to ensure this.</p> <p>Quality assurance processes in place to ensure quality service and to monitor client satisfaction and timeliness.</p> <p>Update provided quarterly.</p> <p>275-325 schools.</p> <p>Update provided quarterly on resource production.</p> <p>85%.</p>
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<b>Deliverables</b>	
10. Policy advice to Minister and Ministry of Education actioned as appropriate.	
11. Contributions to the development of wider government policy and practice both nationally and regionally, with Career Services recognised as a valued partner in careers-related initiatives.	
<b>Measures</b>	<b>Performance measures for 2006/07</b>
<ul style="list-style-type: none"> <li>• <b>Quality</b> <ul style="list-style-type: none"> <li>- Advice and contributions are informed by research and evaluative material.</li> </ul> </li> </ul>	100%.
<ul style="list-style-type: none"> <li>• <b>Quantity</b> <ul style="list-style-type: none"> <li>- Number of instances of policy advice to the Minister and Ministry.</li> <li>- Contributions to the development of wider government policy and practice nationally.</li> <li>- Contributions to the development of wider government policy and practice regionally.</li> </ul> </li> </ul>	30. 60. Update provided quarterly.
<ul style="list-style-type: none"> <li>• <b>Timeliness</b> <ul style="list-style-type: none"> <li>- Requests for policy advice and/or correspondence from the Minister or Ministry actioned within specified timeframes.</li> </ul> </li> </ul>	100%.
<b>Outcome measure</b>	
Career Services' work is embedded in wider government initiatives, strategies and practice.	Update provided quarterly.

# 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 2006 to 30 June 2009.

The statements have been prepared in accordance with the Public Finance Act 1989.

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. Significant accounting policies and assumptions have been applied on a basis consistent with those used last year.

## Other Financial Information

### Borrowing policy

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

### Pricing strategies

All services and resources delivered by Career Services are sold on a commercial basis. For the current Purchase Agreement and other services and resources 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 2005/06	Forecast 2006/07
Total Revenue (000's)	15,438	17,099
Total Cost (000's)	15,275	17,099
Surplus/Deficit (000's)	163	0
Working Capital (000's)	1,184	728
Working Capital Ratio	1.69	1.42
Equity Ratio	67%	67%
Profit (000's)	163	0
Cash Cover	1.01	1.07

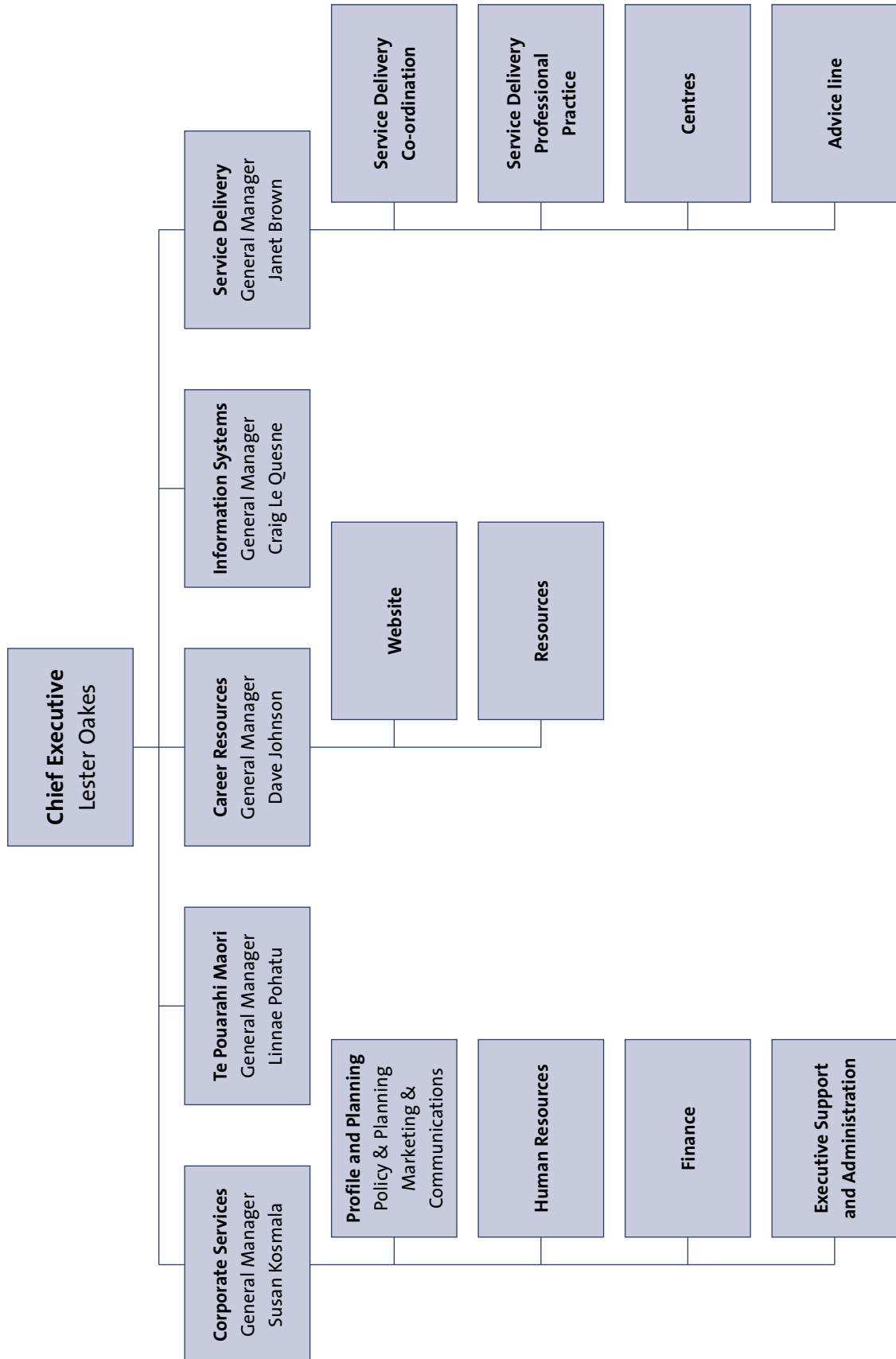
See Appendix V for full summary statements and associated notes.

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 V     Forecast Financial Statements



# 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 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

Career Services will provide the Minister of Education with a quarterly report which will contain:

1. the monitoring of progress for each deliverable against measures and standards specified in this document;
2. an explanation for any below standard performance; and
3. any explanation for any variances from target, including the proposed action to correct any variance.

The first, second and third quarterly reports will be brief highlights and exceptions reports. The fourth quarter report will be a full report. In addition, the following information will be provided as an appendix to the fourth quarter report:

4. age, gender, ethnicity profile and qualifying category of clients receiving customised one-on-one career planning assistance;
5. analysis of users of information and advice service by gender, ethnicity, and client type; and
6. financial statements with explanation of significant variances including:
  - Statement of Financial Position;
  - Statement of Financial Performance;
  - Statement of Cash Flows;
  - Statement of Income and Expenditure for each output with budget analysis provided;
  - Statement of Output Reconciliation;

The reports for each quarter will be produced by the following dates:

7. First Quarter by 27 October 2006
8. Second Quarter by 16 February 2007
9. Third Quarter by 27 April 2007
10. Fourth Quarter by 10 August 2007

The Ministry of Education will also receive a copy of the Quarterly Reports in order to fulfill their monitoring role on behalf of the Minister of Education.

### **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 severity and likelihood levels will be monitored and revised (where necessary) each quarter as part of the regular Statement of Intent quarterly reporting. The risk severity and likelihood levels below relate to an assessment of the risks undertaken on 1 June 2006.

Risk Category	Risk	Result	Severity	Likelihood	Mitigation Strategies
Strategic	We are unable to demonstrate to government and government stakeholders that our work adds public value.	<ul style="list-style-type: none"> <li>Government funding is reduced.</li> <li>Loss of credibility and lack of commitment from government stakeholders.</li> </ul>	High	Low	<ul style="list-style-type: none"> <li>Promote and maintain strong relationships with government and government stakeholders.</li> <li>Provide programmes which deliver positive career outcomes and specify measurable outcomes for these programmes.</li> <li>Have robust evaluation processes which can provide evidence of the value and effectiveness of all our programmes and the impact it has on economic and social outcomes.</li> </ul>
	Our strategic and organisational direction is not in line with clients and stakeholders needs.	<ul style="list-style-type: none"> <li>Lack of alignment between business activities and our Vision and Mission resulting in a loss of strategic focus.</li> <li>Vision and Mission of Career Services called into question.</li> </ul>	Medium	Low	<ul style="list-style-type: none"> <li>A clear and strong marketing focus and market research programme which both informs and reflects the strategic and organisational direction of the organisation.</li> <li>Planned business activities and associated budget provision is well-linked to the achievement of our strategic direction.</li> </ul>
Financial	We suffer a loss of government funding.	<ul style="list-style-type: none"> <li>Possible impact on financial viability.</li> </ul>	High	Low	<ul style="list-style-type: none"> <li>Promote and maintain strong relationships with government and government stakeholders.</li> </ul>
	We suffer a reduced rate of commercial revenue.	<ul style="list-style-type: none"> <li>Possible impact on financial viability.</li> </ul>	Low	Medium	<ul style="list-style-type: none"> <li>Promote and maintain strong relationships with commercial partners and keep informed of their strategic direction and key priorities.</li> <li>Have processes in place to capture feedback from commercial partners and the outcomes of their clients and adapt service delivery accordingly.</li> </ul>

Risk Category	Risk	Result	Severity	Likelihood	Mitigation Strategies
Operational (affects an ongoing management process)	Our services and resources do not meet the needs of New Zealanders.	<ul style="list-style-type: none"> <li>Government funding is reduced.</li> <li>Loss of credibility and lack of commitment from government stakeholders.</li> </ul>	High	Low	<ul style="list-style-type: none"> <li>Have processes in place to capture feedback from clients and modify existing or develop new programmes and services in line with the results of needs-based assessment research.</li> <li>Evaluate programmes to ensure they are meeting specified objectives.</li> <li>Work with other government agencies to ensure that key needs are being met.</li> </ul>
	There is insufficient staff trained to meet the needs of targeted client groups (including Maori and Pasifika) to appropriate quality standards.	<ul style="list-style-type: none"> <li>Reduction in quality service.</li> <li>Lack of timeliness in delivery.</li> </ul>	High	Medium	<ul style="list-style-type: none"> <li>Recruitment and retention strategies in place.</li> <li>Training and development programmes in place.</li> <li>Forecasting of demand and monitoring of workloads and staffing levels undertaken.</li> <li>Have processes in place to capture and respond to feedback from targeted client groups.</li> </ul>
	The demand for services exceeds our ability to deliver.	<ul style="list-style-type: none"> <li>Inability to maintain quality delivery.</li> <li>Inability to maintain financial viability.</li> </ul>	High	Medium	<ul style="list-style-type: none"> <li>Monitor demand of our services on a regular basis.</li> <li>Negotiate Output Agreement funding levels and modify marketing strategy and targeting of our services as appropriate.</li> </ul>
	Our information systems 'fall over' (internal and external systems).	<ul style="list-style-type: none"> <li>Disruption to service continuity.</li> <li>Unforeseen cost increases due to organisation reliance on information technology.</li> </ul>	High	Low	<ul style="list-style-type: none"> <li>Planned and implemented upgrade of hardware on a three-year cycle to ensure reliability.</li> <li>Development of in-house skills within the IT team.</li> <li>Purchase of software upgrades which are tested and well supported rather than investing in 'bleeding edge'.</li> <li>Regular reviews of disaster recovery plan.</li> <li>Maintaining relationships with a wide range of external providers familiar with the business that allows for support and back-up to key personnel.</li> </ul>

Risk Category	Risk	Result	Severity	Likelihood	Mitigation Strategies
Compliance (relates to compliance with laws, regulations and internal processes)	We fail to meet legislative requirements.	<ul style="list-style-type: none"> <li>Sanctions or fines imposed.</li> <li>Pressure on financial performance and viability.</li> <li>Lack of credibility and loss of reputation.</li> </ul>	High	Low	<ul style="list-style-type: none"> <li>Ensure that delegated responsibilities and accountabilities are clear and that reporting and monitoring processes are in place.</li> <li>Ensure that robust internal audit systems and practices are in place.</li> </ul>
Reputation (relates to damage to Career Services' external reputation and profile)	Our credibility is damaged through inappropriate behaviour or actions by staff.	<ul style="list-style-type: none"> <li>We are no longer seen as professional and competent.</li> <li>We lose business from government and from other fee-paying organisations.</li> </ul>	Medium	Low	<ul style="list-style-type: none"> <li>Code of Conduct and Performance Management processes in place to monitor staff.</li> <li>Ensure that careful recruitment practices are used.</li> </ul>

#### Risk Scale

Severity	High	Likelihood	High
	Medium		Medium
	Low		Low

Severity is an assessment of the seriousness of the effect of an adverse event or potential failure.

Likelihood is an assessment of the probability that the adverse event or failure will actually happen.



## Appendix V: Forecast Financial Statements

### Career Services

	Actual 2004/05	\$000 Estimated Actual 2005/06	Forecast 2006/07
<b>Prospective income statement</b>			
<b>Revenue</b>			
Commercial Revenue	2 932	2 755	1 760
Direct Government Purchase	11 597	12 404	15 216
Interest	225	229	123
Asset Profit	17	50	-
<b>Total Revenue</b>	<b>14 771</b>	<b>15 438</b>	<b>17 099</b>
<b>Expenditure</b>			
Personnel	8 504	8 918	9 780
Depreciation	793	820	1 118
Finance costs	-	-	-
Other	5 523	5 537	6 201
<b>Total Expenditure</b>	<b>14 820</b>	<b>15 275</b>	<b>17 099</b>
<b>Profit</b>	<b>(49)</b>	<b>163</b>	<b>(0)</b>
<b>Prospective balance sheet</b>			
Cash	2 827	2 200	1 758
Receivables	363	711	718
Current Investments	-	-	-
Term Investments	-	-	-
Term Assets	2 447	2 448	2 904
<b>Total Assets</b>	<b>5 637</b>	<b>5 359</b>	<b>5 380</b>
Current Liabilities	2 175	1 727	1 748
Non-current Liabilities	28	35	35
Closing Equity	3 434	3 597	3 597
<b>Total Liabilities</b>	<b>5 637</b>	<b>5 359</b>	<b>5 380</b>
	-	0	-
<b>WC</b>	<b>\$1 015</b>	<b>\$1 184</b>	<b>\$728</b>
<b>WC Ratio</b>	<b>1.47</b>	<b>1.69</b>	<b>1.42</b>
<b>Equity Ratio</b>	<b>61%</b>	<b>67%</b>	<b>67%</b>
<b>Surplus</b>	<b>(\$49)</b>	<b>\$163</b>	<b>(\$0)</b>

	Actual 2004/05	\$000 Estimated Actual 2005/06	Forecast 2006/07
<b>Prospective cash flow statement</b>			
<b>Operations</b>			
Operating Receipts	15 177	14 988	17 092
Operating Payments	(13 913)	(14 794)	(15 960)
<b>Net Operating</b>	<b>1 264</b>	<b>194</b>	<b>1 132</b>
<b>Investments</b>			
Fixed Assets	(1 022)	(821)	(1 574)
Investments	-	-	-
<b>Net Investment</b>	<b>(1 022)</b>	<b>(821)</b>	<b>(1 574)</b>
<b>Financing</b>			
<b>Crown Capital Injection</b>	<b>305</b>	-	-
<b>Net Change</b>	<b>547</b>	<b>(627)</b>	<b>(442)</b>
Opening Cash	2 280	2 827	2 200
POBOC Movements	-	-	-
<b>Closing Cash</b>	<b>2 827</b>	<b>2 200</b>	<b>1 758</b>
<b>Prospective statement of changes in equity</b>			
<b>Taxpayers equity as at 1 July</b>	<b>3 178</b>	<b>3 434</b>	<b>3 597</b>
Net surplus/(deficit)	(49)	163	-
<b>Total recognised revenues and expenses for the year</b>	<b>(49)</b>	<b>163</b>	-
Capital injection	305	-	-
<b>Taxpayers equity as at 30 June</b>	<b>3 434</b>	<b>3 597</b>	<b>3 597</b>

The prospective financial statements are based on policies and approvals in place as at April 2006 and are GST exclusive. They set out Career Services activities and planned performance. Use of this information for other purposes may not be appropriate. Note actual results are likely to vary from the information presented here, and that the variations may be material.

These forecast financial statements have been prepared on the basis of assumptions as to future events that Career Services reasonably expects to occur, associated with the actions Career Services reasonably expects to take, as at the date that this information was prepared.

The Statements have been prepared with the following assumptions:

- 1) Include both current budget bids from 2006/07 budget at \$3,716K. This includes \$1,196K for Quality CIAG in schools budget bid and \$2,520K for Better Tertiary Education and Trade Training Decisions.
- 2) Recognise that the DGP funding ceases in 06/07 for Designing Careers in Schools (\$1.206M), Future Proofing KiwiCareers (\$36K).
- 3) Include a baseline increase of \$338K.
- 4) Career Services' Board has set a target for Commercial revenue of between 10-20% of total revenue. The forecasted \$1.760M is based on Career Services' estimations of future commercial revenue. As commercial revenue is contestable this is not guaranteed. A significant commercial revenue component (>\$500K) with the Ministry of Social Development will cease as at the end of 2005/06.



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