



STATEMENT OF INTENT

For the years 2014-2018



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

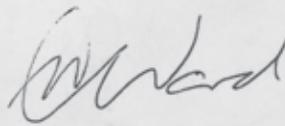
It describes the four-year vision and strategies of Careers New Zealand – an education sector Crown entity. Careers New Zealand is the Government's expert on careers, ensuring that New Zealanders have the information, knowledge, advice and resources they need to effectively manage their careers over their lifetime.

Signed on behalf of the Board of Careers New Zealand:



Dale Karauria
Board Chair
Careers New Zealand

4 June 2014



Murray Ward
Board Deputy Chair
Careers New Zealand

4 June 2014





STATEMENT OF INTENT

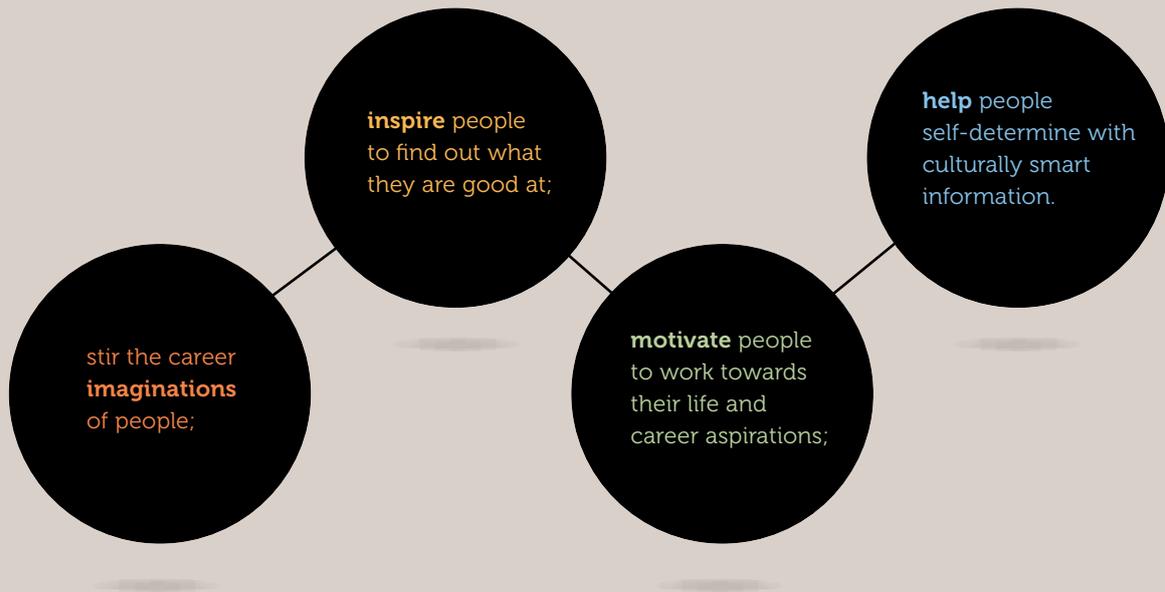
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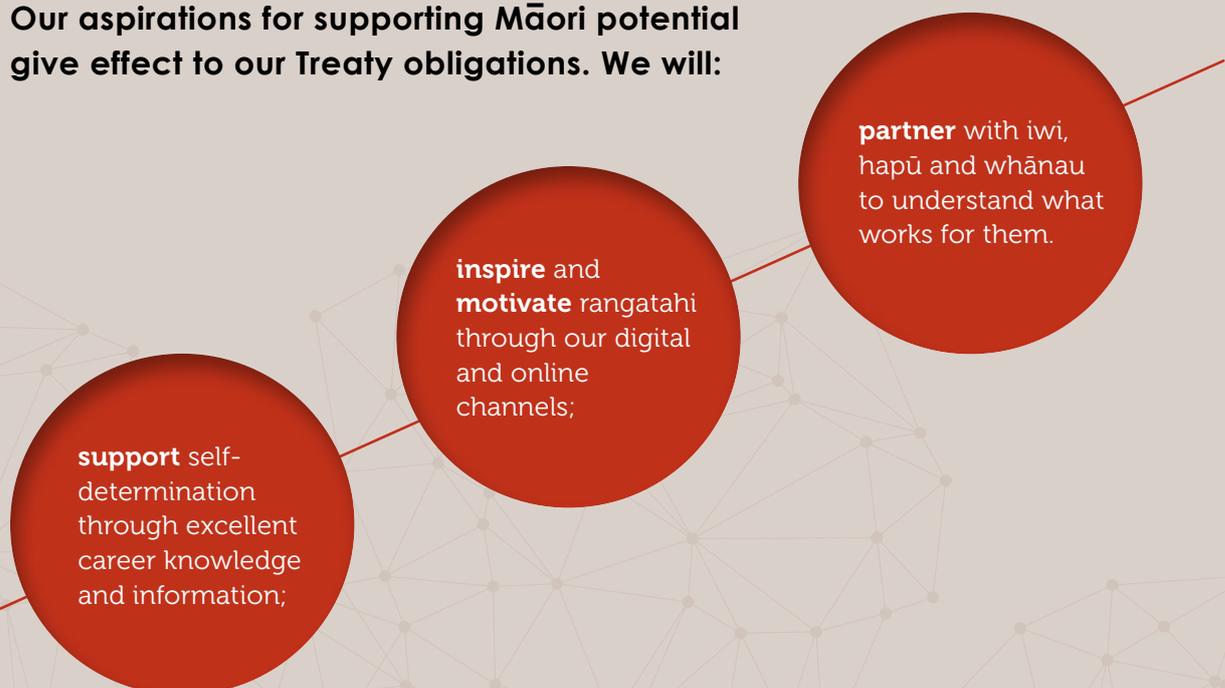
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Our aspirations for New Zealanders

Our aspirations for New Zealanders are high. We want New Zealanders to be happy and successful in their lives. Our part is in helping New Zealanders reach their career potential. We will:



Our aspirations for supporting Māori potential give effect to our Treaty obligations. We will:



FOREWORD



Ahakoā he iti, he pounamu

Although it is small, it is precious

This whakataukī (Māori proverb) captures the essence of our intentions as detailed in this Statement of Intent for Careers New Zealand Mana Rapuara Aotearoa. As a relatively small Crown entity, responsible for delivering careers information to New Zealanders, we must ensure that what we provide is of high value for our users and key stakeholders.

The sharpening of our future efforts has been informed by: key findings from the 2013 Performance Improvement Framework (PIF) review; learnings from our past approaches; and recognition of the increasingly diverse profiles, needs and information preferences of our users.

The PIF recognised that our core value proposition is based on our role as collector, custodian and communicator of objective careers information and the repository of best practice advice. Significant investment is required in our knowledge base and delivery channels to ensure we are:

- > providing clear information on the diversity of employment opportunities available now and in the future, and the qualification pathways and employer requirements to realise these;
- > delivering information in ways that reflect the preferences of our users and, where appropriate, partnering with users, employers and other agencies to co-design resources and tools;
- > supporting 'influencers' with relevant information and tools with which to provide appropriate advice to others;
- > helping users (of all ages) and employers (of all sizes) make sense of education/qualification pathways and government support for education, training and employment, and helping agencies improve the information they are providing to the public;
- > harvesting user feedback to further enhance our information collection, analysis and delivery.

Working with other agencies and stakeholders will be critical in ensuring that we are providing measurable support for informed careers decision making, and making meaningful contributions to the Government's priorities, and the social and economic development of Aotearoa New Zealand.

Dale Karauria
Board Chair
Careers New Zealand
4 June 2014

OUR ROLE

Our purpose

Our purpose is to ensure that New Zealanders have the information, knowledge, advice and resources they need to make career decisions over their lifetime.

Good career decisions have a positive flow-on effect for individuals, families, communities and for businesses' productivity and the economy. By ensuring New Zealanders have the information they need about skill gaps, employment growth areas and relevant education opportunities, we in turn support the labour market needs of employers.

What we do today

Careers New Zealand is the centre for knowledge and expertise for careers. We help New Zealanders make successful decisions about education, training and work by providing personalised career information and the know-how¹ to act upon this, at key transition points in their lives.

While our services are for all age groups, we focus on supporting young New Zealanders to transition through education and into work; particularly more young Māori and Pasifika. As Treaty partners, we support iwi, hapū and whānau to achieve success and self-determination.

Careers New Zealand's primary way of reaching our audience is through our website. With over 3.5 million New Zealand-based visits a year, the website provides users with information, advice, tools and resources.

We also support career influencers, such as families, whānau and aiga, schools and tertiary educators.

The scope of our work

Careers New Zealand is a board-governed Crown entity established under the Education Act 1989. Board members have skills and experience from business and industry, community development organisations, the wider government sector and working with Māori and Pasifika.

We have a statutory responsibility for maintaining a database of information about occupations and about post-compulsory education and training, and delivering it to New Zealanders; and for supporting career influencers (see *Appendix 1*).

Careers New Zealand has 148 highly-skilled staff and an annual budget of \$15 million. Our services are delivered online (www.careers.govt.nz), with support from our contact centre (0800 222 733) and our network of regional offices.

¹ Career 'know-how' is also referred to as 'career management competency'. It is about making well-informed choices and decisions about work, life and learning; acting on career opportunities; and articulating one's personal and marketable identity.

OUR ROLE

Our current operations have two key parts:

1. Digital and online services

We ensure New Zealanders have personalised digital and online career experiences that support their career needs.

2. Working with career influencers

We support career influencers to access and use career development knowledge and information to support career seekers.

Work with stakeholders and partners

We work with a range of education sector and community stakeholders and partners to gather and develop relevant career knowledge and information for New Zealanders.

As a small Crown entity, we act as an information delivery agency for the Minister of Education.

We work with key education agencies to deliver sector-wide outcomes, including:

- > Ministry of Education;
- > New Zealand Qualifications Authority;
- > Education Review Office;
- > New Zealand Teachers Council;
- > Tertiary Education Commission;
- > Education New Zealand.

We also collaborate with other government agencies (and their Ministers) who also have an interest in education to work transitions, and digital delivery of online services. These include:

- > Ministry of Business, Innovation and Employment;
- > Ministry of Social Development;
- > Department of Internal Affairs;
- > Statistics New Zealand.

Best career practice

Career development knowledge forms the foundations for what we deliver to New Zealanders.

Effective career development comprises:

self-awareness – awareness of what an individual is good at, likes doing and what their values are;

exploring opportunities – identifying labour market opportunities, skill development and educational factors that relate a particular job;

decision and action – deciding upon a course of action, and carrying it out.

OUR STRATEGIC PRIORITIES

Our strategic direction

Ensuring New Zealanders have the right career information, delivered in the right way at the right time is the key to success. We will achieve this through a stronger focus on and investment in high-quality digital technology, especially as a means for engaging with young career seekers, Māori and Pasifika. We will continue in our role as the experts in collecting, making sense of and sharing career information for New Zealanders. We will build new relationships and partnerships with wider stakeholders to ensure our information is accurate and supports decision making. We will develop more online services for career influencers.

The case for change

Careers New Zealand intends to make significant changes to how we deliver our services over the next four years.

For the past three years, our focus has been on implementing a Career Capable Communities (CCCs) approach, and developing career networks in high-need areas of New Zealand. We did this to ensure that key influencers were well supported in the careers system. During this time, other similar network approaches have emerged – some have been independent, and others have been facilitated by the Ministry of Education, through Youth Guarantee networks.

With the Ministry of Education taking more of a leadership role through Youth Guarantee, and career networks becoming more self-sustaining as they mature, Careers New Zealand has been reevaluating how we can best support the career needs of New Zealanders.

Careers New Zealand recognises that our current model focuses much of our resources on face-to-face delivery of services to influencers and communities, spreading it too thinly to effectively cater for the career information needs of New Zealanders.

We need to shift to more cost-effective modes of service delivery that have a wider reach, and are therefore more equitable for New Zealanders. We also need to broaden our reach in a way that especially speaks to youth, Māori and Pasifika, who are an increasing proportion of our future workforce. This will require our services to reflect the changing realities of how these groups access information, taking into account that youth are technology savvy, and Māori are New Zealand's biggest users of social media.

There is also an expectation from government that services will be 'digital by default', and that there should be greater clarity of information for New Zealanders making work, study and training decisions. This emphasis on digital aligns with the improvements recommended by the PIF review² on how Careers New Zealand gathers, manages and disseminates career knowledge and information.

This means the next two years will be a period of transition for Careers New Zealand, as new approaches are developed, tested and refined to ensure they can be delivered with equitable outcomes and achieve greater reach. It is the intention of Careers New Zealand to present a revised Statement of Intent for 2015/16, as a number of key initiatives contributing to the strategic direction of the organisation are still under development and in consultation with staff.

² The PIF review was an external review conducted by the State Services Commission. It provided guidance on improvements needed for Careers New Zealand to be successful over a four-year time period. For more information, see page 9.

OUR STRATEGIC PRIORITIES

Our priorities

The strategic priorities we will focus on over the next four years as we transition our organisation to better meet the needs of New Zealanders are:

Developing a Career Knowledge Hub: The information and knowledge that Careers New Zealand collects, makes sense of and shares is valuable intellectual property and is integral to what we do. Our Career Knowledge Hub work programme includes capturing career-related information, knowledge and expertise; applying it to our business processes; adding to it with information from other government agencies and industry; storing it; analysing it; making it available to others; and using it to build innovative products and services tailored to user needs.

Digitisation of delivery: Increasingly, our knowledge and information will be delivered digitally in ways that are tailored to the needs of the end user. This includes developing additional digital services, such as e-learning, to meet the career development needs of career seekers and their influencers more equitably.

Working with stakeholders and partners: We will strengthen our work with industry, government agencies, the education sector, iwi and community organisations. This will include capturing new sources of valuable career and labour market information and adding value by translating and packaging it for use in a career development context. We will also actively pursue opportunities to distribute our information digitally through our partners where possible.

Government priorities

Our strategic priorities are directly informed by wider government priorities. Underpinning our priorities are the Government's Better Public Services goals and the Business Growth Agenda. The key government goals that drive our work are:

- > improving citizens' interactions with government;
- > boosting skills and employment;
- > reducing long-term welfare dependence.

Priorities that have particular relevance for Careers New Zealand's work include:

- > the Better Public Services targets, particularly result area 5: Increase the proportion of 18-year-olds with NCEA Level 2 or an equivalent qualification. And result area 6: Increase the proportion of 25-to 34-year-olds with advanced trade qualifications, diplomas and degrees (at Level 4 or above);
- > the Tertiary Education Strategy 2014–19, with particular focus on delivering skills for industry, getting at-risk young people into a career and boosting achievement of Māori and Pasifika;
- > supporting Māori and Pasifika achievement through Ka Hikitia (the Māori Education Strategy), Tau Mai Te Reo (the Māori Language in Education Strategy) and the Pasifika Education Plan.

Other government priorities we are able to contribute to are:

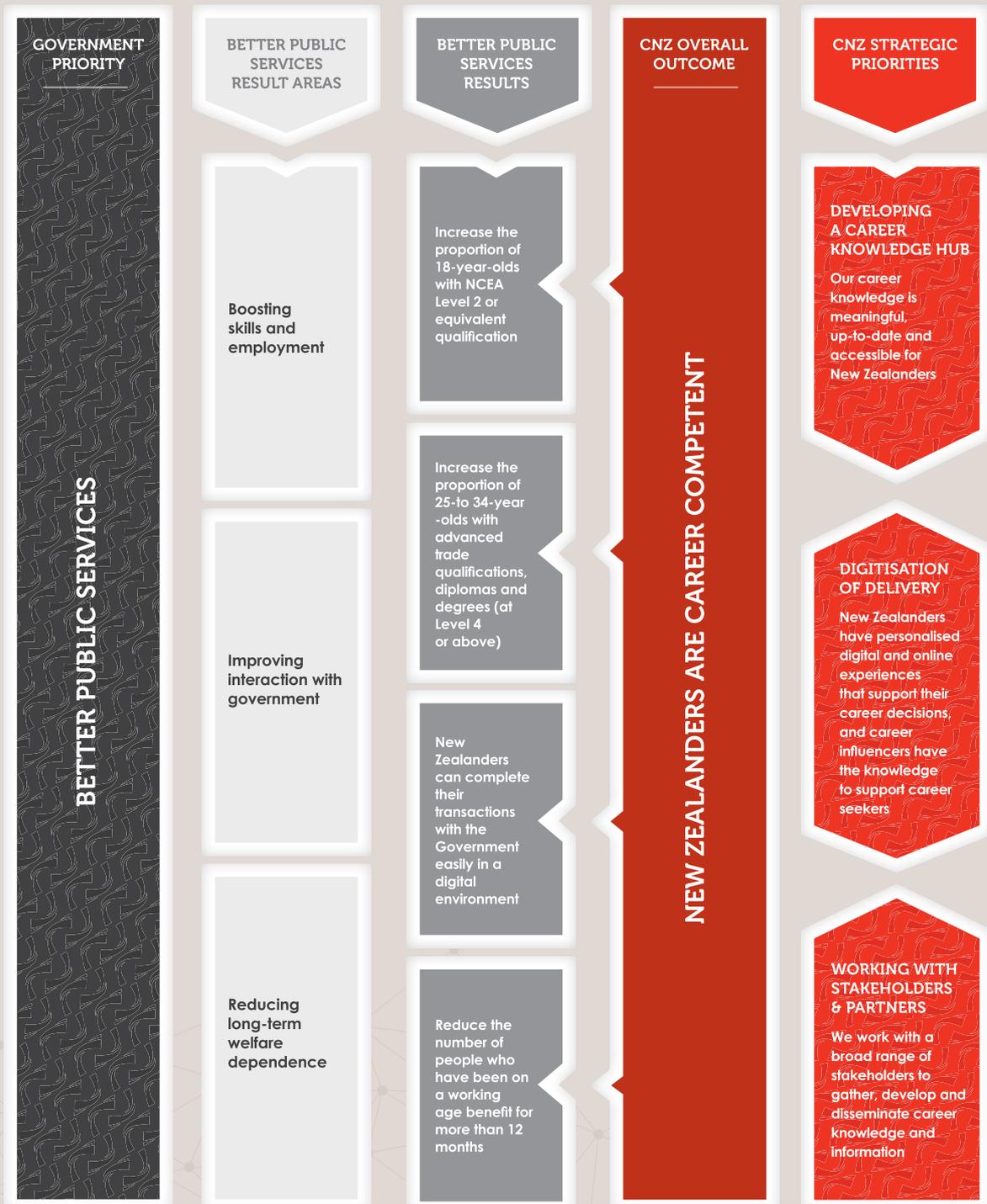
- > Better Public Services target result area 10: New Zealanders can complete their transactions with government easily in a digital environment;
- > the Business Growth Agenda 'Skilled and Safe Workplaces' work stream.

OUR STRATEGIC PRIORITIES

How we will support government priorities

The following diagram outlines our work and how it relates to government priorities, particularly Delivering Better Public Services.

OUR CONTRIBUTION TO BETTER PUBLIC SERVICES



OUR STRATEGIC PRIORITIES

Careers New Zealand's response to the PIF

In 2013, Careers New Zealand underwent a PIF review conducted by the State Services Commission. A PIF review looks at the current state of an agency, then how well placed it is to deal with the issues that confront it in the future. It also identifies the areas where the agency needs to do the most work to make itself fit-for-purpose.

The review presented some clear challenges for Careers New Zealand, which in turn has informed our strategic priorities and the approach for the future.

Responsible partners – Treaty of Waitangi

As a Crown entity, Careers New Zealand has a duty to actively protect Māori interests, ensure Māori have the rights and privileges of citizenship, consult with Māori and meet Māori needs.

We do this by sharing our career expertise, knowledge, information, know-how and resources so that Māori can build capability within their communities to support career self-management of their own people; supporting Māori to seek all the opportunities that New Zealand has to offer; being culturally intelligent and responsive; and supporting the education sector's goals for excellence and equity.

Our operating environment

A changing economy and labour market

As New Zealand moves into a period of higher growth, following recovery from the global financial crisis and the Canterbury earthquakes, our economy will face new challenges. Challenges facing New Zealand include:

- addressing skill shortages that emerge because people are not making career decisions that align with the needs of employers;

- ensuring underskilled, underemployed and unemployed groups have the information they need to upskill, gain higher qualifications and move into sustainable employment in the future;

- ensuring students are able to clearly see how what they learn at school relates to the world of work, and can understand the value that foundation qualifications bring as a pathway to a better future;

- ensuring New Zealanders understand the range of employment opportunities available now and in the future, and the pathways to these.

OUR STRATEGIC PRIORITIES

Rapidly evolving information and technology

Our strategic direction is also shaped by rapid changes in information and technology and keeping pace with how New Zealanders access information. We face many challenges, including:

- > dealing with the increasing amounts of data that can show the relationship between and within education and employment;
- > a need for better coordination between government agencies to deliver better information to New Zealanders;
- > changes in the way New Zealanders access information, with both increased use of social media channels and changes in the types of devices used.

These changes in the digital environment will require us to take a more adaptive and flexible approach for how we cater to the career needs of New Zealanders. We will respond to this using a personalised approach that involves being able to present different experiences to individual users, depending on what information we have gathered about their circumstances.

Personalisation will allow us to better deliver to our priority audiences, including engaging more successfully with Māori and Pasifika, and at-risk young people.

FUNCTIONS AND OPERATIONS

The Functions and operations section outlines how we will deliver on our strategic intent. It covers our core areas of work:

Service delivery

1. Direct digital and online services to career seekers
2. Services to career influencers, including an increase in digital and online services.

Working with stakeholders

3. Stakeholder work with employers, government and the education sector.

Developing our Career Knowledge Hub is a critical part of delivering on our strategic intent.

Service delivery

Modernising our service delivery model

We will achieve our strategic priorities through implementing a model focused on digital and online delivery of services. This delivery model will enable us to reach more New Zealanders allowing for a more equitable service.

Through digital and online delivery of services we will also achieve better reach and value for money. Through supporting more young New Zealanders with the online education-to-work information they require, we can expect better career decision making and a reduction in the costs arising from poor decisions³.

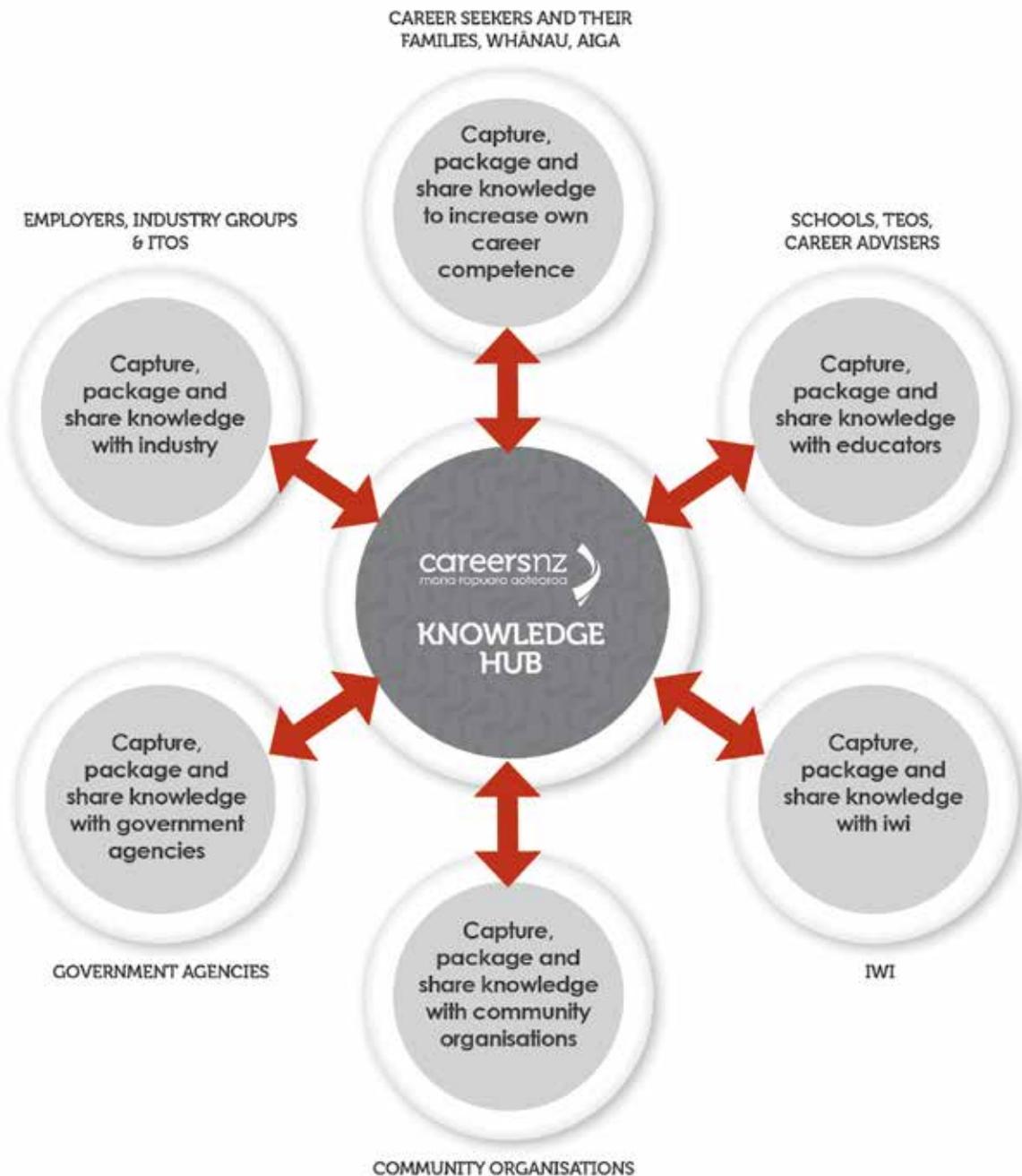
Although we will continue to provide services to career influencers⁴, our digital and online experiences will become our primary delivery mode by 2017/18. To achieve this we will invest in increasing the resources necessary to support digital and online service delivery, and the new Career Knowledge Hub that will support it. (See overleaf.)

³ Such as costs associated with skill mismatches and failure to complete tertiary education or industry training.

⁴ Influencers include schools, tertiary, community organisations and whānau/families/aiga.

FUNCTIONS AND OPERATIONS

Career Knowledge Hub



FUNCTIONS AND OPERATIONS

DIRECT DIGITAL AND ONLINE SERVICES

The website currently includes easy-to-follow job summaries and the ability to compare employment outcomes and earning potential of investing in tertiary education and is supported by other digital channels including webchat, social media platforms and an Advice Line phone service.

Over the next four years, our digital and online services will become the primary means of service delivery, underpinned by our work on the Career Knowledge Hub. We will provide our users with increasingly personalised education and labour market information to assist them in making well-informed career decisions. While the website will feature as a significant channel for digital delivery, we will increasingly look to package our knowledge and information for dissemination in other ways, including through the digital platforms of relevant stakeholders and influencers, social media and applications.



Our value proposition
for **individuals,**
whānau/aiga



Because you make smart, well-informed career decisions you have good job prospects, lifestyle choices and you can contribute to your community.

SERVICES TO CAREER INFLUENCERS

We work with a range of career influencers in the community to drive improved career development programmes and practice, and build connections between education and work. These career influencers include educators in schools and tertiary organisations, employers and whānau/families/aiga. This enables many New Zealanders who don't come into contact with our online services to receive the career information and knowledge they need. Influencers also raise awareness of our digital and online services.

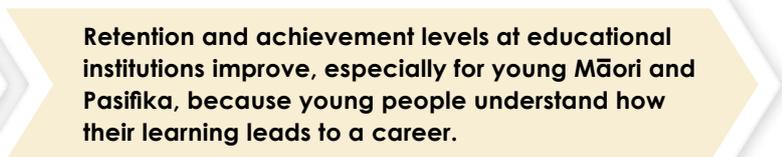
Over the next four years, our digital and online services will become the central mechanism for delivering our work to career influencers. Through using online clusters, webinars and e-learning, we will increase our efficiency and reach. This will enable us to change the nature of how our resources are committed to our regional delivery, with more resource directed to the Career Knowledge Hub work. To achieve this, Careers New Zealand will review its current delivery modes over the 2014/15 year.

Our work with influencers is concentrated in locations where significant numbers of our priority groups live, including Māori, Pasifika and people from lower socioeconomic backgrounds. This will continue over the next year as we evaluate our delivery, and consider improvements to efficiency and effectiveness through the increased use of online and digital technologies.

We expect that combining better utilisation of digital information with the specific career insights of our staff will allow us to identify career-related issues and develop solutions that are specific to that community. Over time, this work will reach more people and contribute to better educational outcomes, less churn in the tertiary sector and improved economic prospects.



Value proposition for
career influencers



Retention and achievement levels at educational institutions improve, especially for young Māori and Pasifika, because young people understand how their learning leads to a career.

FUNCTIONS AND OPERATIONS

What we want to achieve

- > The Careers New Zealand brand and services will be well known to a lot more career seekers, employers, communities, educators and government.
- > Our Career Knowledge Hub work programme will provide a unique resource for New Zealanders, with valuable information and knowledge captured from our work with stakeholders and influencers.
- > More New Zealanders will access our career information through our digital tools, and those of our stakeholders and influencers.
- > Influential organisations and groups (including iwi, non-government organisations, community organisations, industry training organisations and government departments where they act as influencers) will be supported with career development information delivered digitally.
- > We will provide career capability-building support for whānau/families/aiga, increasingly through digital delivery.
- > We will engage with even more Māori and Pasifika young people as active users of our digital and online tools.
- > We will engage with more people through smartphones.

What we will do to achieve this

Reaching more New Zealanders

To reach more New Zealanders through online and digital tools, we will:

- > invest in developing personalised digital services and user-centred design so that we can help people at any stage on their career journey;
- > strengthen the information and knowledge that can be accessed via our online platforms;
- > publish new and improved information, underpinned by our work on the Career Knowledge Hub, covering education to work;
- > dedicate more resources to our digital and online delivery;
- > dedicate more resources to promotion and public awareness raising of our services;
- > be responsive to developments in technology and communication channels;
- > ensure our online products can be delivered by others, broadening our reach and impact;
- > explore co-funding opportunities for developing virtual work experience opportunities in a game environment.

FUNCTIONS AND OPERATIONS

Lifting Māori and Pasifika engagement

To lift our engagement with Māori and Pasifika, we will:

- > undertake an ongoing market research programme to understand how best to meet the needs of Māori and Pasifika;
- > invest in user-centred design and personalisation, with Māori and Pasifika included as a key audience;
- > ensure an ongoing Māori and Pasifika programme of work is implemented using appropriate methodology and tools;
- > develop products and services that meet the needs of Māori and Pasifika.

Career development support for schools and TEOs

To support schools and tertiary education organisations, we will:

- > undertake tailored programmes of work with schools and tertiary education organisations to meet identified needs. These programmes will increasingly be digitally based and will include e-learning solutions. This may include assistance with self-reviews against the Career Education and Career Development Benchmarks;
- > provide professional development sessions aimed at building the capability of career professionals and other education professionals, such as careers advisors, school teachers and tutors;
- > ensure information for study decisions is readily available. To do this, we will work with TEOs to aid them to attract talent to where skill gaps have opened up opportunities for learners, such as apprenticeship-based trades.

Career development support to other influential organisations and groups

We will:

- > provide support to iwi, government departments, community organisations, ITOs and employers, to build their ability to support the career development of others. Our work in this area will focus on delivery to groups of influencers in clusters, and will increasingly be digital in nature;
- > ensure that information and knowledge collected through our interactions with our stakeholders and influencers is captured and disseminated through the right channels and in the right way.

Capability building support with families/whānau/aiga

We will:

- > provide tailored support to families, whānau and aiga, to build their ability to support the career development of others, particularly young people. This includes work we undertake in partnership or collaboration with other agencies, such as delivering the New Zealand Qualifications Authority's (NZQA's) National Certificate of Educational Achievement (NCEA) and the Whānau and NCEA Ma Le Pasifika programmes.

FUNCTIONS AND OPERATIONS

How we will demonstrate our success

Impact	Measure	2014-15	2015-16	2016-17	2017-18
DIRECT DIGITAL AND ONLINE SERVICES					
New Zealanders assisted to make career decisions	% of users who have made a decision as a result of our support services, or have all the information they need to make a decision	85%	85%	85%	85%
SERVICES TO CAREER INFLUENCERS					
Schools use Careers New Zealand resources and services to influence their career practice	By 2017/18, schools surveyed report changes in their career practice Baselines for changes established in 2014/15	TBC	TBC	TBC	TBC
Tertiary institutions use Careers New Zealand resources and services to influence their career practice	By 2017/18, tertiary institutions surveyed report changes in their career practice Baselines for changes established in 2014/15	TBC	TBC	TBC	TBC

During 2014/15, we will establish a measure for estimating our reach.

FUNCTIONS AND OPERATIONS

Working with stakeholders

Careers New Zealand works with a wide range of stakeholders to ensure that New Zealanders are provided with high-quality information about education and the world of work. Our stakeholders fall into two broad groups:

- > employers;
- > government.

While the focus of our work with stakeholders over the next four years will primarily be around the gathering of information, some of our stakeholders are also in the position to disseminate our information to their own users, broadening our reach to New Zealanders. To extend our reach much wider, we need to be proactive in adding value to the information we receive. In turn, we then identify the opportunities that can be leveraged for gathering and disseminating of information. This is likely to mean more partnership opportunities will be developed that involve shared outcomes and initiatives using shared resources. This includes with industry training organisations, or employer-based trainers and employers.

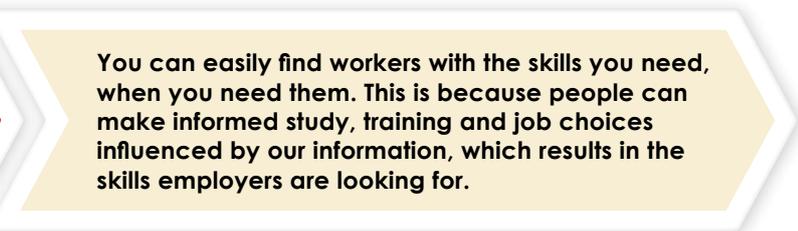
EMPLOYERS

Employers are key stakeholders for our work. We support them by ensuring that New Zealanders have the information they need to identify skill gaps, growth areas and education opportunities. This helps the labour force be more responsive to the needs of employers. We will play a significant role in ensuring that New Zealanders get the information they need to help the labour force be more responsive to the needs of employers.

The main way Careers New Zealand works with employers is to use them as a direct source of qualitative labour market information for use in the Jobs database. Over the next four years, we will explore ways to better understand the needs of employers. We will gather information from them in structured ways that allow the information to be re-purposed, and future trends to be identified.



Our value proposition
for **employers**



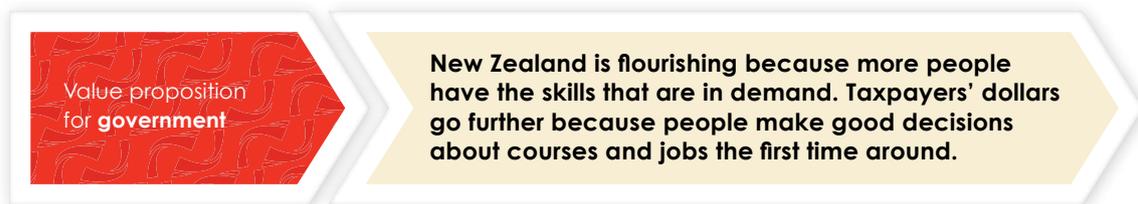
You can easily find workers with the skills you need, when you need them. This is because people can make informed study, training and job choices influenced by our information, which results in the skills employers are looking for.

FUNCTIONS AND OPERATIONS

GOVERNMENT

Government agencies are our primary providers of both quantitative and qualitative information. Because Careers New Zealand functions as a delivery agency, we focus on implementing policy decisions made by others. While we are an education-sector agency, our focus on both education and the world of work means much of our work also relates to the remit of the Ministry of Business, Innovation and Employment. We also source information and data by working closely with Statistics New Zealand, the Tertiary Education Commission and NZQA.

Government stakeholders we work with to disseminate career information and knowledge include the Ministry of Social Development, Ministry of Education, Ministry of Business, Innovation and Employment, NZQA and the Department of Corrections.



What we want to achieve

We want:

- > a clearer understanding of employers' future labour market needs and how we might support them through our influence and reach;
- > better support for skills matching in the labour market;
- > to showcase growth industries and opportunities for the future;
- > to broaden the information we gather about labour market and tertiary education outcomes;
- > other agencies disseminating our information;
- > a clearer understanding relating of the needs of schools and tertiary, with emphasis on the application of digital career resources.

What we will do to achieve this

Stakeholder work with employers

We will:

- > develop and implement a skills tool that will enable people to see how skills and experience they have acquired in the workplace, as well as any previous formal education achievement, relate to opportunities for future formal education;
- > expand and appropriately package existing labour market information collected to ensure that end users and influencers are supported with labour market information that reflects the needs of employers;
- > expand our understanding of employer needs, through our information gathering and employer-specific user-centred design research;
- > work with employers to develop ways to showcase areas of growth, using cost-sharing or commercial arrangements, where applicable.

FUNCTIONS AND OPERATIONS

Stakeholder work with government

We will:

- > expand on information we gather about the outcomes of tertiary education over the next four years. This will be integrated into our database of post-compulsory education that we publish as a statutory requirement, in cooperation with NZQA. This will be added to in partnership with the Ministry of Education, as more educational outcomes information becomes available;
- > improve labour market information we offer, in partnership with the Ministry of Business, Innovation and Employment;
- > further embed the Vocational Pathways information into our services;
- > advocate for Careers New Zealand as a means to disseminate information to a wider audience, and work with government stakeholders to understand the needs of their specific user groups, and to develop the digital services to achieve this;
- > work with the education sector to improve the quality of information that the tertiary education sector makes available for career decision makers. This will include partnering with providers to raise the profile of areas of high labour market demand, and working with providers to improve the information they provide to NZQA for the National Qualifications Framework;
- > work with schools to better understand how we can provide digital solutions to their career education needs.

ORGANISATIONAL HEALTH AND CAPABILITY

The Organisational Health and Capability section outlines how we will equip Careers New Zealand to be successful in achieving our strategic intent. It covers our operating model, the performance improvement programme that responds to the PIF review, people, systems, knowledge management and marketing.

Operating model

The model in *Appendix 3* summarises how we operate.

Our performance improvement initiatives

The 2013 PIF review provided useful guidance on improvements needed for Careers New Zealand to be successful over a four-year time horizon. Our performance improvement initiatives address the factors the review identified would evidence a successful response.

Strategy

Fundamental to the future is the strategy that forms the basis of this Statement of Intent and seeks to position Careers New Zealand as the country's expert body and go to place for careers and education-to-work information.

The strategy will deliver new innovative modes of access and engagement appropriate to customer needs and for Māori and Pasifika high-needs users. We will expand, enhance and create innovative, accessible, culturally responsive and engaging digital platforms for Māori, Pasifika and high-needs users.

Ultimately, measurable and marked improvement in the ability of disadvantaged groups to successfully chart their education and employment paths will be evident.

User needs research

User needs research will inform development of innovative modes of access and engagement for Māori, Pasifika and high-needs users. We will need to understand the needs of specific customer segments such as Māori boys and to be responsive to their needs in designing products that are readily accessible via preferred devices such as smartphones. We will determine how we evaluate the quality and impact of the products in the product design process. We will have the information we need to successfully market products to priority audiences, building awareness of what is available to them.

ORGANISATIONAL HEALTH AND CAPABILITY

Career Knowledge Hub

To be successful, Careers New Zealand requires effective systems that gather, analyse, package and deliver accurate, comprehensive and accessible careers information for all New Zealanders.

A knowledge hub function will include systems, processes and the capability to capture, record and analyse data, knowledge and expertise that is our intellectual property in Careers New Zealand. We will develop and expand knowledge relationship partnerships across public and private sectors. Effective management and use of knowledge will improve the effectiveness of our products and services.

Targets and measures

We will review our targets and measures to demonstrate the effectiveness and reach of our work. We will establish baselines of career competency among educational institutions, communities, whānau, families and others. We will continue to work with the wider education sector on impact measures that will show measurable and marked improvement in the ability of disadvantaged groups to successfully chart their education and employment paths.

Leadership, learning and development

We will improve the capability of our workforce, investing in learning and development to equip our people for success in their roles and to adapt to new ways of working. We will develop leadership programmes and approaches that work for our predominantly female workforce, that are sensitive to the needs of Māori and Pasifika, and that grow future leaders.

Employer engagement

A project is underway that will test Careers New Zealand's value proposition for industry and employers. We will devise solutions such as virtual work experiences to showcase employment opportunities in key industry sectors and develop a commercial model to generate new revenue.

Staff engagement

We will engage our people through inclusive design and build processes and consultation, ensuring that their voices are heard, that there is ownership, opportunity for development and career progression. We will focus our efforts to improve staff engagement on the key drivers identified in staff surveys.

Target: Improve on the baseline of 62.4 (performance index from the Kenexa Best Workplaces Survey 2013).

ORGANISATIONAL HEALTH AND CAPABILITY

People

Our current service delivery model has our resources too thinly spread. From 2014/15 we will position our workforce to align with the shift in our strategic priorities. Our staff have significant skills and experience in career development; we will use the shift in priorities to leverage our staff expertise and expand our knowledge base.

For Careers New Zealand to reach more New Zealanders, we will need to build a workforce with stronger leadership capability, technology skills and the ability to forge new relationships and partnerships with industry and employers. A range of initiatives will identify the capability requirements for the future and lay the foundations for ongoing workforce development. We will create opportunities for upskilling and reskilling staff in new areas. We will use our career practice expertise in building a knowledge base that can be used widely.

We will require new specialist technical skills in areas such as database expertise, mobile web development, information architecture, market research and product design.

This will be a period requiring positive change management. This will create challenges in taking our people on the journey while maintaining and improving staff engagement. Our staff engagement activities will focus on inclusive design and build processes, creating clarity in purpose and strategy, good leadership and providing people with support, development and tools to perform. We will involve our people in shaping the future and to embed an inclusive culture that aligns with and builds upon the values developed in 2013/14.

The people capability programme of work includes:

- > an active programme of change management addressing organisational design, implementation, leadership and communication;
- > integration of our values into employment processes and practices;
- > significant investment in learning and development support including frameworks and associated development tools and resources. We will leverage programmes and resources available to the education sector and beyond;
- > improving efficiency of HR systems and processes, identifying and implementing technology to best support our staff and managers;
- > developing tactics for recruitment and retention in areas of skills in high demand such as web development and new specialist roles;
- > implementing a holistic approach to management and leadership development for current and future leaders that is sensitive to the needs of Māori and Pasifika and that supports courageous conversations;
- > continuing to invest in positive employment relationships with our staff and the Public Service Association. We seek relationships that are inclusive, honest, transparent and robust;
- > continuing to improve our safety and wellbeing systems, policies and practices, implementing the recommendations of Worksafe New Zealand.

ORGANISATIONAL HEALTH AND CAPABILITY

Good employer

Careers New Zealand's employment practices meet the responsibilities in the Crown Entities Act 2004 to be a good employer. We recognise that a diverse workforce is essential to deliver services effectively to the diversity of New Zealanders. We aim to provide equal opportunities to make the most of the talents of all our people.

We assess our status as a good employer against the elements and criteria set out by the Human Rights Commission and through compliance with all aspects of employment law. Over the next four years we will continue to ensure that all elements are in place and working well. Our employment agreements, job descriptions and performance development system are designed to support our people to be successful in their work and to support their career development.

Career Knowledge Hub

The Career Knowledge Hub is a major strategic initiative that will place knowledge, information and expertise front and centre in what we do. The hub is a function and programme of work that includes information management systems, processes and capability that will:

- > capture, record and analyse information that is currently dispersed in our people and a range of sources throughout the organisation;
- > identify the gaps in our knowledge, and create new knowledge by analysing data and external information;
- > create an integrated knowledge base to store, access and share information, both internally and externally, improving efficiency;
- > discover insights to improve our products and services and create a source of revenue;
- > improve planning, prioritisation and organisational performance management with a comprehensive evidence base;
- > identify and establish key relationships with information partners. We will realise the full potential of the relationships we have and create opportunities to add value by developing new relationships. In turn, these will improve the quality, reach and external use of our knowledge base.

The Career Knowledge Hub will deliver significant benefits to Careers New Zealand, its stakeholders and users:

- > Enhanced products and services: We will integrate state of the art careers knowledge into our design processes and use it to develop exceptional products and services that meet the needs of and engage audiences.
- > Knowledge-enabled business practices: We will make it easier to share knowledge and access information. We will use our knowledge base to increase efficiency and make smarter business decisions.
- > Increased influence and reach: We will expand our work with information partners. We will seek more opportunities to contribute our careers expertise to advancing government outcomes. Our expanded relationships will increase the reach and quality of our intellectual property.

Benefits will begin to be delivered in the latter half of 2014/15 and continue into 2015/16 and beyond.

ORGANISATIONAL HEALTH AND CAPABILITY

Systems

Robust information systems and knowledge management platforms are the critical enablers to Careers New Zealand's strategic intentions. Our information systems and knowledge management platforms will contribute to agile, smarter customer-centred services that are 'digital by default', and will better enable us to unlock the value of the information that we hold. These platforms will ensure that New Zealanders can complete their transactions with us easily in the digital environment.

We will contribute to broader government strategies, particularly the Government ICT Strategy and Action Plan 2017. The Government ICT Strategy and Action Plan 2017 includes the following guiding principles that Careers New Zealand will build into its Information Systems and Knowledge Management platforms:

- > Customer centricity: Individuals interacting with Careers New Zealand's online services will have their personal information authenticated and verified in a secure manner.
- > Trust and confidence: We will ensure the public have trust and confidence in our ability to maintain the privacy and security of information, underpinning our ability to effectively use digital channels. We will maintain a robust and regular security assurance programme across all systems that store personal information.
- > Common capabilities: We will reduce agency capital expenditure and the increase in use of operating expenditure through a 'cloud-first' approach. We will continue to build the capability of our staff as technologies are developed and evolve so that they are skilled to deliver digital services and use technology as part of their work.
- > Collaboration across the sector: We will continue to work with the education sector and other agencies to share knowledge, resource capability and get alignment across agency strategies and delivery.

We will achieve efficiencies and improve flexibility and scalability in our information systems investment through leveraging 'all-of-government' (AoG) agreements for infrastructure services, printing, and telephony and mobile communications. In 2013/14 we entered into an agreement for AoG infrastructure as a service and anticipate further AoG agreements for website services, consulting, electronic document management and desktop services in coming years.

We will continually look at ways to enable our people to work effectively and efficiently to benefit the people we serve. For our staff we will increase use of mobile technologies, integrated communications and cloud services, and implement modern office design to best assist our staff to enable teleworking and get the most out of technology. We will be reviewing staff capability needs for information systems and technology and enable staff training programmes to assist professional development.

ORGANISATIONAL HEALTH AND CAPABILITY

Marketing

Our market research will enable us to do direct marketing to attract users to the website and Advice Line and digital tools that we develop specifically for youth. We will target our marketing activities to priority audiences and locations and increase our investment in marketing to include new external partners and stakeholders.

We will promote greater understanding of what a career is in a broad life journey context so our audiences know that everyone has a career. Also we will learn from other marketing examples from the public sector including those agencies building awareness with influencers, promoting interactive tools and those developing commercial opportunities around information intellectual property.

FINANCIAL MANAGEMENT IN CAREERS NEW ZEALAND

Financial strategy is an integral part of the overall organisational strategy at Careers New Zealand. Careers New Zealand's financial strategy is based on the following key elements:

- > robust budgeting processes with regular updates three times each year;
- > a conservative investment strategy for term investments with established financial institutions;
- > established and documented internal controls including policy and procedures, financial delegations and a planned internal audit programme;
- > regular reporting and monitoring requirements including cost centre managers, the Minister of Education, the management and the Careers New Zealand Finance and Risk Committee of the Board;
- > a robust capital expenditure management framework including planning, budgeting, reporting, appraisal and monitoring processes;
- > the development and implementation of shared services across support services to improve efficiencies and save operating expenses (for example, co-locating with other government agencies).

In 2014/15 a moderate deficit is forecast due to the development of new initiatives including increasing our digital and online services and building a knowledge hub. The deficit will be funded from accumulated cash reserves. A breakeven position is forecast from 2015/16 and beyond.

Capital expenditure intentions

\$000	Actual 2012/13	Estimated Actual 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18
FORECAST CAPITAL EXPENDITURE						
Office equipment	-	-	-	-	-	-
Computer systems	77	148	200	200	200	200
Motor vehicles	61	70	80	80	80	80
Leasehold improvements	21	-	50	-	-	-
Total Property, Plant and Equipment	159	218	330	280	280	280
Intangible Assets	135	115	400	250	250	250
Total Intangibles	135	115	400	250	250	250

All capital expenditure requirements are reviewed annually. The forecast capital investment for 2014/15 is \$0.730 million. Actual capital expenditure is based on specific business cases approved by the Chief Executive. There is no undertaking or guarantee that capital expenditure will meet the forecasted level.

In 2014/15, an increase in intangible assets is forecast due to the increased investment in our digital and online services. The change in the treatment of website development costs will also have an impact on our capital investment. In previous years these costs were treated as operating expenditure. Development of the new knowledge hub function will also require additional capital investment.

Careers New Zealand has a three-to-four-year rolling computer replacement programme. Future investment will concentrate on mobile devices.

Over time it is forecasted that capital investment may decrease due to the introduction of the infrastructure as a service model.

APPENDICES

Appendix 1: Statutory functions

We are a Crown Agent, established on 23 July 1990 under the Education Act 1989. Our statutory functions are as follows:

- a. to establish and maintain a database of information about occupations and about post-compulsory education and training;
- b. to make that information available to the public and to institutions, private training establishments, learners and other interested bodies and persons;
- c. to provide:
 - i. training and assistance to persons who advise about occupations;
 - ii. career advice and associated counselling relating to post-compulsory education and training;
- d. to liaise with and monitor the needs of, institutions, private training establishments, learners and other bodies and persons with respect to:
 - i. information, training and advice relating to occupations;
 - ii. career advice and associated counselling relating to post-compulsory education and training;
- e. to provide support services for the purpose of promoting transition education that prepares learners for employment, or further education and training, or both.

Appendix 2: Careers New Zealand Letter of Expectations for 2014/15 – key excerpts

Contributing to Better Public Services

While CNZ has an interest in each of these areas, some targets are more relevant for CNZ's work. In particular, CNZ has a strong contribution to Result 5 and NCEA achievement. CNZ's role in providing careers information, advice and guidance is valuable for young people's decision-making about options for future study and careers. Understanding the relevance and relationship of current learning to longer-term options for study and employment will support young people to make good investments in their skills development and contribute to their success. This crucial role also feeds into Result 6.

I expect that CNZ will continue to use its labour market contacts and careers information role to support these goals in addition to a continued focus on improving information about career pathways and guidance.

Taking account of the Tertiary Education Strategy 2014–2019

In exercising its functions, CNZ must have regard for the TES. Priorities that have particular relevance for CNZ's functions include delivering skills for industry, getting at-risk young people into a career, and boosting achievement of Māori and Pasifika. I expect CNZ to ensure that its work reflects these priorities and to demonstrate this in its Statement of Intent for 2014/15.

Supporting Māori and Pasifika participation and achievement

I expect CNZ to ensure that its work for Māori and Pasifika is informed by these guiding documents and reflect this in the Statement of Intent for 2014/15. I would also like CNZ to ensure it provides updates on this work in its quarterly reports.

APPENDICES

Appendix 3: Operating model

What are our values?

- > **Manaaki ki te tangata (Looking after our people)** - We're respectful, generous, kind and understanding, valuing people, relationships and diversity.
- > **Mana rangatiratanga (Leadership and accountability)** - We're strong, confident and resilient, valuing personal self-determination that gives us choice and autonomy.
- > **Whanaungatanga (Relationships)** - We are the Careers New Zealand whānau, one team that values loyalty to each other. We connect people to suitable education and employment pathways and networks.

Who are our customers?



Career seekers – New Zealanders are looking for us to provide expertise and knowledge to help them make informed career decisions that are right for their needs now and in the future.

Influencers – Parents, whānau, youth mentors, sports coaches, church leaders etc look to Careers New Zealand to provide expertise and knowledge to help them have informed career conversations with career seekers.

Educators and Partners – Educators and partners are looking to Careers New Zealand to help keep our students in the education system so they can achieve the best for their future.

Employers - They want us to help them find workers of the future to meet demand and skill gaps. Employers are also a source of revenue if we can devise tools to help them manage their future workforce and relationships with career seekers.

What are our value propositions?



Career seekers and Influencers

Because you make smart, well informed career decisions, you have good job prospects and lifestyle choices and you contribute to your community

Educators and Partners

Retention and achievement levels at your educational institution improve – especially for young Māori and Pasifika. This is because young people understand how their learning leads to a career.

Employers

You can easily find workers with the skills you need, when you need them. This is because people make course and job choices based on the skills you are looking for and need in the future

Government

New Zealand is flourishing because more people have the skills that are in demand. Tax payer dollars go further because people make good decisions about courses and jobs the first time round.

What is our IP /uniqueness?

Our knowledge, expertise, information resources and how we collect and share this.



What are the outcomes we seek?



Direct – Improved career competence (self-determination) of New Zealanders through our digital and non-digital tools.

Indirect – Improve the career knowledge and expertise of others giving or influencing career seekers.

What are our key areas of focus?

Youth especially young Māori and Pasifika and their influencers.



What is our future mode of delivery?

Digital media that meet the needs of our customers and through partners (currently through a team of regional consultants and some partners and community groups).



Who are we and how do we identify ourselves?



Now – We are career experts in the community, knowledgeable, leading through information exchange. Proud of our culture and values around our people. Multi-cultural and committed to the Treaty of Waitangi.

Future – All of what we have now but with more digital experts and more focus on understanding the needs of career seekers. Knowledge throughout the organisation is shared. We are still very much the protectors of our IP and the source of our career expertise and knowledge.

How will we make a difference?

We will use digital media to broaden our reach far beyond our current limits. We will partner with others to spread our expertise and we will deploy tools that young people will find influential. We will work with employers and ITO's to develop commercial opportunities so that we can reach more career seekers, partners, educators and those all important influencers.





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