

Looking at a changing workforce with 2020 vision.

EDITORIAL : Philippa Reed

Heralding a decade of change in the people business

Newspapers, magazines and websites started the New Year with a slew of predictions about the new decade and what change it would bring.

Much of it focused on technology, predicting ever-smaller cell phones and laptops, bigger bandwidth and wider coverage.

Nothing will stay the same in the people business, either. In the past 10 years, we have seen a gradual increase in awareness of the ageing workforce and what this means, a trend New Zealand shares with most other OECD countries. We have seen the emergence of

which demographic changes in the years up to 2020 will have the most impact on workplaces, and you will see stories reflecting her findings in this issue of *Diversity in Action*.

Dr McPherson reminded me that while a decade might be a long time in an individual's life, it is a relatively short time-span from a demographer's point of view. But there's no doubt that in the next decade, age will continue to be the

with implications for employers around flexibility.

To get a sense of people's work-related preoccupations as the new decade opened, the EEO Trust and the Human Rights Commission (HRC) put their ears to the ground in February in Christchurch at a forum called 2010: Equal Employment Opportunity Challenges in the New Decade.

We heard that people at both ends of the working-age spectrum have been disproportionately impacted by the downturn. Older workers reported needing to stay in the workforce longer because of shrunken retirement savings. Younger people said they were having more difficulty finding work, especially that critical first job. People with disabilities said they were now competing with redundant workers, and supported employment agencies reported that jobs had become harder to find.

The HRC reported that one of the recurring themes from its series of "national conversations" about work over the last year is people withholding certain information from their CVs.*

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"Generation Y", and we have seen our economy, which was so desperately short of key skills for so long, suddenly shedding jobs as the recession hit.

Where is this taking us? I asked our research manager, Dr Mervyl McPherson, to identify

new "black" (to co-opt a fashion analogy for diversity purposes) and New Zealand's workforce will become more culturally diverse, with an increasing proportion of young workers of Māori and Pacific Island heritage. Families will continue to shrink and disperse,

Workforce trends: #1

Our population and labour force growth is slowing

This included stripping out any mention of anything which could reveal their ages, especially if they were in their 20s or in their 50s. Also stripped out were details of family circumstances, any hint of disability, and any experience of mental illness.

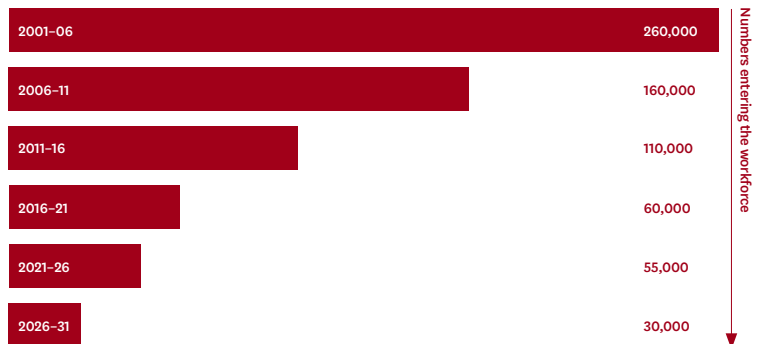
Not only is this dispiriting, it ignores the reality of where we are as the new decade begins – and who we are. People spend the larger part of their lives in the workforce; we would be better off cultivating a workplace culture that explores ways to make the most of everyone’s talents and an approach that values the transmission of knowledge and experience from one generation to another, from one culture to another, or from one team to another. A restrictive, one-dimensional view of what

Young New Zealand-born people will make up a smaller portion of the workforce in the next decade as a result of declining birth rates in recent decades and increasing time spent in education.

Employers will have to focus on attracting and retaining increasingly

scarce talent in a global labour market. They will have to make better use of the underemployed and people who might be marginalised in employment, such as those living with disability, the young and unqualified, women and older people, and new migrants.

Slowing NZ Labour force growth



The EEO Trust is going into the new decade with forward-thinking projects to help employers make the most of their diverse and changing workforces.

people can contribute to our workplaces is not going to bring out the best in individuals or teams in the years to come.

The EEO Trust is going into the new decade with forward-thinking projects to help employers make the most of their diverse and changing workforces. What assists – or holds back – the engagement of young Pacific people at work is the focus of one of our research projects this year, called Specifically Pacific: Engaging Young Workers. The literature review is complete, and the EEO Trust is liaising with potential research partners, including Auckland University of

Technology and the Ministry of Pacific Island Affairs. We will be seeking employers with sizeable Pacific workforces to work with us on this project.

Our boardroom diversity initiative, a Place at the Table, is progressing. The EEO Trust is working with a consultancy to develop a pilot cross-company mentoring programme, based on a successful UK model, and the page on the EEO Trust website dedicated to A Place At The Table is continually updated with stimulating information.

[*www.haveyoursayaboutwork.org.nz](http://www.haveyoursayaboutwork.org.nz)

Mining years of experience

Solid Energy is pairing young trainees and older, experienced workers to make sure that years of wisdom are passed on.

Underground coal mining used to be a family affair, with sons following fathers into the job, already imbued with an inherent “pit sense”. But the days when extended families provided a steady supply of “cleanskins” (new miners) are long gone, says Solid Energy HR Manager Mary Reynolds.

the company, rather than being lost as miners surface for the last time.

“You have to make sure you don’t lose that knowledge; you’ve got to have systems in place that capture what people know,” says Mary, who is based at Solid Energy’s Spring Creek Mine near Greymouth.

To grow its own staff and ensure

“You have to make sure you don’t lose that knowledge; you’ve got to have systems in place that capture what people know.”

However, the need for skilled staff is more urgent than ever. The extraction industry faces talent shortfalls just as its ageing, predominantly male workforce heads for retirement. It also needs to make sure knowledge stays in

they inherit the acumen of their predecessors, Solid Energy set up a trainee scheme in 2004. Trainees are generally aged between 18 and 30, and always men – “despite our best efforts, we just don’t get any interest from women,” says Mary.



After completing an induction programme, each trainee becomes a member of a crew of about 10 people. Trainees follow an on-the-job programme, overseen by a training manager, which in turn lead to level 2 and 3 national certificate qualifications.

But an important part of the trainees' learning – and a critical plank in making sure knowledge is handed down – is being buddied up on the job with a more experienced hand in their crew, many of whom are over 50.

However, buddying isn't a

formal arrangement with certain people picked out to support the newcomer. Rather, crews know that they are all responsible for their trainees' learning. Group dynamics are left to do their thing – and that has allowed some particularly good natural coaches to shine.

“When we introduced the trainee programme, we didn't go to people and say ‘we want you to be a buddy’; we talked to people as a whole and said: we want to place a trainee in your crew, and this is what they need,” says Mary, a West Coaster and the fifth generation of her family to work in mining. “We took a whole-crew approach. And we know there are people that

“Some are just naturals and they don't consider it being a buddy – they consider helping others learn as doing their job.”

coach very well.

“Some are just naturals and they don't consider it being a buddy – they consider helping others learn as doing their job. And it's lovely that they think that.”

There are 13 trainees at Spring



“People understand the importance of looking after each other.”

Creek at present. In regular review meetings, they are asked who in their crew is giving the most effective support, and then those people are rewarded. “Miners are really unassuming, though,” says Mary. “If you said, oh you did a really good job buddying that guy and teaching him what he needs to know, they’d say shucks, I was just doing my job, I wasn’t doing

anything different ... they’d be embarrassed. We recognise these people, such as giving them a dinner chit so they can take their partner out to dinner.”

Mary says there has been some discussion about formalising the buddy system, “but we think that might detract from the way it goes at the moment”.

Mine Manager Bryan Harrington agrees: “If you imposed it on the men, it would fall over. Informality works well – that’s the only way it would work.” And the informal approach to sharing knowledge works, he adds, because mining has always had a team culture – it’s essential, given

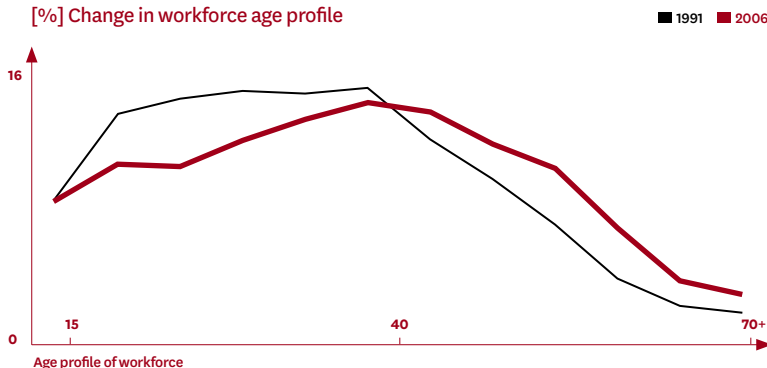
the hazards of life below ground. “People understand the importance of looking after each other,” says Bryan. “That’s the way we have all been brought up”.

Adds Mary: “There’s a sense of camaraderie in mining crews that you might not find in other industries. When we recruit, we focus a lot on people’s attitude to working in a team. It’s a huge focus, working together, and that kind of drives the culture.”

Workforce trends: #2

New Zealand’s changing workforce age profile.

[%] Change in workforce age profile



With life expectancy rising, compulsory retirement at 65 long abolished and the age of eligibility for superannuation now 65, older people are staying in the workforce longer. Many are still paying mortgages.

Talent shortages means support

will be needed to keep older employees in workplaces, and sound succession planning and knowledge transfer will be critical as they exit. Flexibility will become increasingly important for workers supporting elderly parents and those transitioning to retirement.



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Bryan, who has been in the mining industry for 28 years, adds that the buddy system has exposed some latent talents in the long-timers. “There’s been people you wouldn’t expect stepping into the role and teaching these trainees a hell of a lot. A lot of the older guys with experience are coming to the end of their days in the mine, and they put a great deal of effort into making sure the trainees understand what’s going on.”

Buddies won’t necessarily be the team leader, who often has a very full timetable, or the guy who cuts the most metres in a day because he thinks about nothing

else, says Bryan. In his experience, good buddies can be anywhere in a team, but they invariably “put detail into the guy and show him how to operate. These guys tuck them under their wing and look after them.”

So what are the attitudes and attributes of these buddies that make them effective? “People either have ‘it’ or they haven’t,” says Mary. “It’s like a willingness to understand trainee needs, and a memory of what it was like for them when they came into the industry. They have to be able to communicate at all levels, and they’ve got to be able to communicate and coach in a very difficult environment: it’s underground, it’s dark and it’s very noisy.”

“The coaches have to have special qualities: patience, tolerance and really high standards. Safety is the primary focus for us in everything we do at our site, so everything they do has to be mindful of safety management.”

Solid Energy’s Huntly East mine also runs a trainee programme. With an eye firmly fixed on the future, Solid Energy is also feeding talent to its seven mines around New Zealand through programmes for both school leavers and graduates. Says Mary: “There’s a world-wide shortage of mining staff and we are competing internationally for talent, so we have to grow our own.”



Work-life balance: An issue for dads too

Workplace flexibility is helping fathers respond to the needs of their families.

Growing numbers of men want to spend more time with their children than their fathers spent with them, both for their own satisfaction and to give their partners more options. Workplaces which offer flexible working arrangements help them be the dads they want to be while retaining their skills and experience.

Rod and Jade Badcock welcomed their son Matiu in October 2008, two years after they moved from West London to Wellington. But a few weeks after the birth, Rod, a scientist and engineer for Industrial Research Limited (IRL), saw that not all was well. The doctor confirmed

“If it’s all take and no give, I don’t think employers would be so flexible.”

PICTURED :

Rod and Jade Badcock with son Matiu, photographed by Simon Hoyle.



“I wasn’t coping with being a full-time mum before I went back to work, and I don’t regret going back.”



his hunch that Jade, a senior policy analyst for the Department of Building and Housing, was suffering from post-natal depression.

What to do? Use some creative thinking and make the most of both employers’ flexible work provisions. “The best thing Jade could do was make some sort of return to work,” says Rod. “Getting her back to work was a key part of getting her well, so she was keeping active rather than sitting and pondering.”

Jade started back part-time in January 2009. It was important to Rod and Jade that Matiu have full-time parental care, so they then negotiated with their employers that they would both work part-time, with one working three days a week while the other cared for Matiu, and then reversing roles the next week.

Jade enjoyed having some structure to her days: “I wasn’t coping with being a full-time mum before I went back to work, and I don’t regret going back.”

In March Jade went full-time and her paid maternity leave was transferred to Rod, as the law allows. He tacked annual leave onto the back of it so he could be a full-time dad for as long as possible: “I wanted the early months with Matiu sorted.”

Rod takes up the story: “IRL are very supportive about home issues. The working environment is quite

open, so I just said ‘look, this is what I want to do, how can we do it?’” No worries. In fact, IRL suggested that Rod could try out the arrangement for a year, but Rod felt a review at six months would work best.

Although leaving IRL was never an issue, Rod felt so strongly about his responsibility for Matiu that he would have been prepared to leave his job. “Without a doubt, Matiu became more important than anything else,” he says. “It was literally that black and white. I don’t think I could have left Jade at home – she would not have got through the post-natal depression. And I wasn’t prepared to let that happen. I would have stayed home and cared for Matiu full-time.”

Rod’s approach reflects a desire by many men to take a greater role in hands-on care. In the Families Commission report *Supporting Kiwi Dads*, released in December 2009, men said that they felt they were more engaged with their kids than their own fathers had been with them. The report found that 68% of dads wanted to spend more time with their children. More than a third said that spending more time with their children would be the most significant way they could improve their performance as fathers, but work commitments were the most common barrier. Commissioner Gregory Fortuin says that this “illustrates the need for flexible workplaces”.

Jade and Rod says they have been lucky to not only have flexible workplaces, but employers who understood their need to adjust arrangements when circumstances change. In March 2009, they engaged a student nanny for four days a week, two of which require parental oversight.

So Jade negotiated working from home two days a week, making the most of conference calls, her mobile and seamless online access to the department's servers. She is continuing to work one day a week at home.

Rod worked four long days so he was at home with Matiu when the student nanny attended college. Now, Matiu goes to a carer on Mondays and Tuesdays, with Rod picking him up on the way home. Wednesdays to Fridays, Matiu has a professional nanny.

The pair feel that they have struck a good balance. The key to making flexibility work, says Rod, is accommodation on both sides. "If it's all take and no give, I don't think employers would be so flexible. We have found them prepared to be flexible as long as we

that I understood the business of this team and its work, and that I preferred to arrange flexibility like this because it would have the least impact on the team. It's worked really, really well."

Terry Harvey's experience of flexible working has also been overwhelmingly positive. Terry, Comvita's Project Manager Product Development, says the company's flexibility helped him raise his three children and stay in the workforce when he became a solo dad of Alex, now 20, and 16-year-old twins Francesca and Reuben.

Terry, then the bee product company's quality assurance manager, and his partner separated when the twins were five. It was a tough time, and the Bay of Plenty company offered to provide child-care so Terry could keep working.

so he could devote himself to the children, and Reuben in particular: "I was willing to give up work because the children were worth it."

But just after Terry left his job, DPB rules changed, requiring beneficiaries to work once their youngest children were at school or face losing their benefit. "I got back in touch with the company and asked whether I could work a few hours a day while the kids were at school."

Comvita, which has a philosophy and guidelines around flexibility rather than a rule book, welcomed him back with open arms. "They said, do what you can, when you can." Terry rejoined his old team in a different role. He was relieved to find out four months into the new arrangement that Reuben's condition had a name, attention deficit hyperactivity disorder, and could be managed.

For the best part of 10 years, Terry's working day started around 9am after he had dropped the kids off at the bus, and ended around 2.30pm when he headed off to pick them up.

With medication and intensive input from dad, Reuben's condition improved: "I could really provide time, and that made an enormous difference." Terry enjoyed the adult contact at work, and earned enough to keep the family comfortably sheltered, clothed and fed. Balancing work and life became easier when cellphones and broadband internet became widespread.

Terry returned to work full-time when Alex turned 14 and could legally supervise his younger siblings. Terry is grateful, looking back, that his employer was willing to help him work out a win-win arrangement: "It has made an enormous difference to our lives."

"I got back in touch with the company and asked whether I could work a few hours a day while the kids were at school."

are prepared to accommodate.

"For example, there are a lot of things that reside with me and my know-how and if certain clients were going to be coming into the country on certain days and I really needed to talk to them on a day I wasn't meant to be in work I would come in."

Says Jade: "If you want to work flexibly, you have to think of the implications for your colleagues, which I did really, really seriously. I set out a good business case

However, he had worries about Reuben that ruled that out: "I was reluctant because our youngest boy was hyperactive, only I didn't yet know he was, just that something was wrong," he says.

"He couldn't stop moving when he was awake, he was very destructive and very unpredictable, and I thought: I need to look after this boy quite carefully, or he will be taken off me."

Terry decided to resign and go on the Domestic Purposes Benefit

Specifically Pacific

Māori and Pacific people are becoming an increasingly important part of the young New Zealand workforce. The proportion of young workers of Māori or Pacific background – that is, aged between 15 and 24 – is projected to increase from 23.5% in 2006 to 29% in 2026.

However, Māori and Pacific people tend to be less educationally qualified than the New Zealand average. Although educational achievement for both groups has risen markedly in recent years,

the 2006 Census shows that more than 1 in 3 Māori had no educational qualifications; more than 1 in 4 Pacific people had none. Nationally, just over 1 in 5 of all New Zealanders had no educational qualifications.

To help employers make the most of Pacific employees, the EEO Trust has launched the Specifically Pacific project. Researchers will interview young Pacific workers face-to-face to find out what engages them at work and

their employment aspirations. The research will lead to a toolkit to help employers bring out the best in Māori and Pacific employees, a resource similar in approach to the EEO Trust's publication *Working Effectively with Māori*. This toolkit identifies the business case for recruiting, retaining and developing Māori and describes strategies to help ensure Māori talent and energy is tapped. It is available free at www.eeotrust.org.nz.

Workforce trends: #3

The economy will demand more high-skill knowledge workers and low-skill service workers – but fewer low-skill manual workers. Technology will drive demand for higher skills and qualifications. There will be increasing need for ongoing training and development to meet the skills demands of the market and make the most of those with few qualifications and skills.

Adding value to the New Zealand economy

Migrant workers will be increasingly important to New Zealand employers in years to come. Three Aucklanders tell their stories of finding work that draws on some of their skills and experience.

The Cole family from South Africa holidayed in New Zealand in 2004 – and the experience led Donald, his wife and two sons to make a life-changing decision to migrate. “We decided to move for the sake of the children,” says Donald. “We needed to improve their prospects. Many young people leave South Africa as soon as they can, so we decided to take the whole family on an adventure before the boys could go off on their own one.”

Donald worked in banking in South Africa for 23 years, progressing to area manager level. Recognising it wasn’t realistic to apply for jobs from South Africa, the family sold up everything it had and moved. They have no regrets: “There are lots of options for the children,” says Donald.

However, his job hunt started slowly. Without a work visa, Donald’s CV often never made it past the screening programmes on internet job sites. He believes that New Zealand employers are deterred from employing new migrants by immigration requirements: “Some employers might have taken me on my expertise, but couldn’t be bothered going through whole immigration process,” he says.

After four months of searching, Donald was employed by ASB in his current role as a business account manager. “The job advertisement included a contact person, so I followed up my CV with a phone call to get a feel for what they wanted,” he says. After two interviews, he was in.

Although Donald’s role is

says that migrants “often see things differently and ask different questions, offering different viewpoints, which can be really valuable for companies.

“Migrants can often provide specialist skills that are in short supply in the New Zealand market. For us, that’s specialist IT skills, specialist risk and credit skills,

Migrants can often provide specialist skills that are in short supply in the New Zealand market.

several rungs down the ladder from area manager, he sees it as a good opportunity. “It’s tough to come in at a lower position because companies have other managers ready for these roles. But I really believe that good things come to those who wait.” And he acknowledges that just retaining a job in financial services during the past 18 months of recession has been quite an achievement.

Faye Luxton, ASB’s General Manager Employee Development,

and some specialist financial skills as well.

“In New Zealand we also have many small companies, so people’s roles can end up being quite generalist in nature. Many people also move between various roles, so when we need someone with a deep knowledge of a discipline, we often don’t have that knowledge readily available.”

Many of ASB’s migrants are from the United Kingdom and South Africa – “it’s a good cultural





fit for us and both countries have strong banking sectors”. Faye adds, “Countries with larger populations often have different ways of structuring roles and they tend to be more specialist in nature. This can offer us specialist skills that aren’t readily available here.”

Accounts receivable with infrastructure company Vector in Auckland is a long way from developing a luxury equestrian resort in the Malaysian jungle, but Gigi Michael is happy with the turn her life has taken since moving to New Zealand 11 years ago.

Gigi and Alfred Michael developed Elmina Equestrian Centre from 1995 to 1997, managing 150 people to clear jungle and create the resort. Malaysia-born Alfred, a well-known jockey, had lived and worked in New Zealand

“They often come from specialist roles and have gone to the depths of a role that one might not have had the luxury of doing in New Zealand.”

since the 70s and had returned to his native country to develop Elmina. He headhunted Gigi from her job managing a business in a Kuala Lumpur resort, and they later became partners.

When Alfred decided to return to New Zealand, Gigi had no doubts about coming too. “I was happy to come here,” she says. “New Zealand appealed to me because it’s horse country.”

Gigi says she quickly adapted to a very different lifestyle, but like

many new migrants, she initially struggled to find work that used her accountancy skills. She felt that some recruitment agents had preconceived ideas because of her nationality: “I wrote to a lot of companies and they all wanted New Zealand experience,” she says.

PICTURED :

Donald Cole with his wife Sharon, and their sons Bradley and Wesley (right).

“Eventually a friend who was a medical receptionist got me a part-time job. The doctor soon offered me full-time work, saying he would look after all the immigration paperwork, but the work was stressful and the pay was too low. With Alfred just out of hospital, we couldn’t both survive on it.”

Gigi didn’t consider seeking project management work: “If I did want to do something on that scale, staffing and capital raising might be issues one would have to deal with also – and that’s a different challenge altogether.”

After six months searching for a job, Gigi went for an interview at Foodtown’s head office. She said the recruiter immediately recognised the value of her UK accountancy qualifications, and she worked at Foodtown for two years, marrying Alfred during that time.

Gigi’s next job was with Government food safety and biosecurity watchdog Agriquality, then Restaurant Brands, operators of KFC, Pizza Hut and Starbucks outlets in New Zealand. After that, she worked for internet service provider Woosh before going to Vector two and a half years ago.

Vector Recruitment & Remuneration Manager Simon Rudd says skilled migrants fill important gaps in the local labour market and have brought the company numerous benefits. “They bring different opinions and different perspectives. They often come from specialist roles and have gone to the depths of a role that one might not have had the luxury of doing in New Zealand.”

Many of the highly-skilled migrants working for Vector come from English-speaking countries such as the United States, the

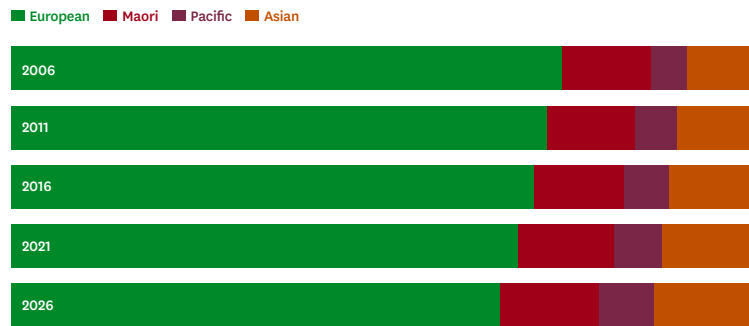
Workforce trends: #4

Migration will be an increasingly important component of growth

Migration will be an increasingly important component of growth. But the main sources will swing away from the United Kingdom, Australia and the Pacific to regions where English is not a

first language, such as Asia, Europe, the Middle East, Africa and Latin America. These people will often be more highly qualified than New Zealanders, with a global outlook.

[%] Labour force projections by ethnic group



United Kingdom and South Africa, but Vector has recently also taken on staff from the Philippines and Switzerland.

IT lecturer Merlin Yeoh hasn’t drawn on much of his prior engineering experience in Singapore since migrating to New Zealand with his wife and three children 10 years ago, but he has reinvented his career and is happy with the path his life has taken.

In Singapore he consulted on building services for large construction projects and taught engineering at a polytechnic. He hoped to land a job from Singapore, but was unlucky. After two months of unsuccessful job-hunting in New Zealand, Merlin was prepared to do anything, eventually taking a low-level technical job fixing computers. Unfortunately, his employer went out of business after two months.

It was easier to get another job after gaining some experience, but the role was similarly undemanding. Finally, Merlin gained his current job, lecturing in computing at an Auckland tertiary institution. “A lot of us reinvent ourselves when we come here,” he says. “I have also taught computing in the past and decided I needed to rebuild a career in this line.”

Merlin enjoys his job, saying it’s an excellent environment – though he admits he would have enjoyed working as an engineer. “I don’t have any regrets at all about coming to New Zealand,” he says, “but I look forward to employers being more open and accepting of other people.”

To employers, he says, “Try out new migrants, too. It may be mutually beneficial. Let them be employed in a job which allows them to perform to their full extent.”

Making space around the table

Action to improve boardroom diversity has accelerated around the globe in recent months. Across the Tasman, the Governance Council of the Australian Securities Commission (ASX) starts public consultation in April on its proposal that listed companies adopt a diversity policy that includes self-imposed objectives on gender at company and board level, and reporting in annual reports. Boards will be required to disclose their criteria in seeking new board members.

If adopted, the changes would kick in on July 1 this year, and companies failing to comply would have to explain why. The council's Chief Executive, Eric Mayne, told

the *Sydney Morning Herald* that the issue could be elevated to listing rule status if companies failed to cooperate.

The Australian Institute of Company Directors, which published its own range of diversity-boosting measures in November, said that the ASX move was "welcome".

And over here? New Zealand Stock Exchange (NZX) CEO Mark Weldon told TV One's NZI Business in December that he would need to assess the benefit of such a move before considering any similar rules. "I think all the evidence would suggest that gender diversity along with any other ... different way of

approaching a problem does create value, but it's not something we've had any approaches about writing rules for," he said.

In France, a bill to force a 50/50 gender split on listed-company boards by 2015 is being debated and is expected to become law mid-year. It's following in the footsteps of Norway, which mandated in 2002 that businesses increase their female board representation to 40% or face closure. The result: Norway's boards are now 44.2% female, the highest female board representation in the world.

For more information on A Place at the Table and women in governance, see the EEO Trust website.

EEO Trust trustee moves into Corrections role

An increased focus on rehabilitation and reintegration services at the Department of Corrections has led to EEO Trust trustee Alison Thom moving into a new role as General Manager, Rehabilitation & Reintegration at the Department.

She describes it as "a unique opportunity to do what I love; building things (operations) almost from scratch.

"There are terrific, talented people here. There is a passion for positive change. The whole place is involved at various degrees

in change programmes and the content, offender rehabilitation, is so interesting.

"If we can get this right then the impact will be huge – reducing the high costs and impact to victims of crime, reducing the costs of managing offenders and generally contributing to safer communities."

Alison's first task is to take on the large number of staff currently working in the Prison Service and the Community Probation Service and forge them into a team delivering programmes and services,

with the ultimate goal of reducing reoffending.

She was previously Deputy Secretary of Relationships and Information at Te Puni Kōkiri. With her appointment to her new role, Alison stepped down from the EEO Trust Board. She had served for three years as one of the four public sector trustees.

"My role at the EEO Trust provided valuable additional insight into successful governance in both the public and private sector," says Alison.

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The EEO Trust provides information and tools on EEO and raises awareness of diversity issues in the workplace. We assist employers to introduce and manage proven EEO thinking and practices which can make a real difference to business success. We also build understanding of the

business benefits of versatile and inclusive workplaces. EEO strategies and sound HR practices enable employers to recruit, retain and motivate the very best people; people with skill, commitment and intelligence who can help businesses thrive.

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