



Developing Diversity and Inclusion in the NZ Intelligence Sector

Position Paper

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This paper relates to the work being undertaken by the New Zealand Institute of Intelligence Professionals (NZIIP) regarding the development and delivery of a 2021 NZIIP Diversity and Inclusion Assessment Survey.

AUTHOR: Grace Carroll, General NZIIP Committee Member



Tē tōia, tē haumatia.

Nothing can be achieved without a plan, workforce and a way of doing things.

Introduction

1. This paper has been written to underpin and provide background to conversations around developing a strategic Statement of Intent for the 2021 New Zealand Institute of Intelligence Professionals (NZIIP) *Diversity and Inclusion Assessment Survey*. This paper aims briefly to:
 - a. **Identify and clarify the intention** behind the work and why it matters.
 - b. **Connect the work to the context** of the survey's delivery within NZIIP and New Zealand (NZ).
 - c. **Align aspiration with action** to propose a framework of understanding around diversity and inclusion work and draw attention to considerations (including key risks). This then aims to assist subsequent conversations that look to identify opportunities for meaningful commitment, contribution, and change by NZIIP regarding diversity, inclusion, and intelligence practice in NZ.

Background: The NZIIP Diversity and Inclusion Survey Project

A STRATEGIC FOCUS TO PROGRESS MEANINGFUL INSIGHT AND ACTION

2. 'Diversity' was a key area of desired impact identified in NZIIP's 2020 strategic planning day. From there, a survey of NZIIP members was decided upon as a flagship deliverable "to support NZIIP in its mission to grow and connect the intelligence profession (al) through participation, partnership, and protection."¹
3. The scoping phase of this project was completed in February 2021, determining suitable questions for the survey. The result was a NZIIP Written Assessment on Diversity Survey Requirements (NZIIP Written Assessment), identifying that
*"Before the survey goes out NZIIP must decide how far it wants to promote this project; then sell this to the wider sector. The Institute must commit to championing diversity and inclusion by valuing member input and using this to make actionable change."*²
4. Here, the key questions to answer from this statement are as follows:
 - a. What could and should this survey achieve (what is possible and what will be delivered)?
 - b. What are the desired levels and breadth of engagement with the survey across the sector?
 - c. What options for actionable change can be identified and committed to?

Executive Summary

5. This paper proposes the following for consideration in relation to **diversity and inclusion** – that
 - a. Diversity must be enabled by inclusive and equitable contexts and cultures, attitudes and approaches, to properly be realised. These three elements (diversity, inclusion, equity) converge to generate belonging, where the full potential of individuals (separately and collectively) can be realised.
 - b. Diversity, inclusion, and equity are integral to *intelligence practice* (as pillars that enable innovation and enterprise) as well as the *intelligence profession* (as sources of potential and excellence).
 - c. There are two types of cases supporting diversity development – 1) moral (diversity is the right thing to do) and 2) business (diversity can enhance performance) – but a balance of both is required to support and drive diversity and inclusion initiatives in a way that avoids pure utilitarianism and tokenism or ideological aspiration.
 - d. A specific consideration of Māori as tangata whenua in relation to diversity and inclusion work is that Te Ao Māori (te Reo Māori, Tikanga Māori, Mātauranga Māori, and te Tiriti o Waitangi) should be seen as a fundamental foundation to enable integrative efforts for all dimensions of diversity.
 - e. Diversity and inclusion initiatives exist along a pathway where progress involves moving beyond identifying and addressing challenges to entry and the existence of diversity, towards 'engaging', 'enabling', and 'empowering'.

¹ NZIIP. (2021). *Diversity Survey Requirements*. NZIIP Written Assessment. New Zealand Institute of Intelligence Professionals.

² Ibid.



f. Diversity and inclusion can lead to enhanced and expanded affiliation between diverse peoples and practices and the intelligence profession. Ultimately, increased affiliation generates stronger connections and increased contributions, towards achieving a sense of belonging.

6. This paper proposes the following for consideration in relation to the **NZIIP Diversity and Inclusion Survey** – that

a. **The aspiration is that NZIIP will be ‘leading diversity work in the sector’.** NZIIP’s key point of difference is that it sits outside of, and cuts across, agencies and their specific considerations to look at the sector from an overarching perspective (as a whole). The question then becomes, ‘What opportunities exist, relating to diversity and inclusion, where NZIIP could influence and impact at that level?’

b. **There are three types of opportunity relating to the survey:**

- 1) Sector-level action (as per the above point).
- 2) An NZIIP-specific initiative that activates change in a value-added way.
- 3) Secondary collaborative actions (this involves actions that NZIIP is not able to own and directly impact but can collaborate with those who can).

c. Regarding sector-level action, a possibility is leading conversation and work on establishing uniform standards, specifically for intelligence professionals, for enabling diversity and inclusion. Key requirements for this include: 1) knowledge of what diversity strategies and policies currently exist in different agencies where intelligence is practiced, and particularly intelligence-specific strategies; 2) knowledge of gaps and key issues relating to diversity, inclusion, and intelligence; and 3) buy-in from agencies or leaders of intelligence.

d. **In response to question 4a): What could, and should this survey achieve?**

The survey predominantly represents a means to identify priorities (including needs and challenges) relating to diversity and inclusion within the intelligence sector. These priorities then can inform clarification on an NZIIP-specific initiative, and opportunities for secondary collaborative actions. Therefore, a review of the survey findings, to identify key issues, should be undertaken after its conclusion to identify opportunities to act.

It should be noted that McKinsey & Company recommend organisations link diversity and inclusion initiatives to their growth strategy, create a specific portfolio to support these initiatives, and tailor any initiatives to maximise relevance, buy-in, and impact.³

e. **In response to question 4b): What are the desired levels and breadth of engagement with the survey?**

The primary focus is to encourage NZ intelligence professionals to participate in the survey. This includes NZIIP members and non-members. Of interest, it would be useful to consider whether professionals who contribute to intelligence (e.g. intelligence-related roles such as Field / Intelligence Officers) may be survey participants, and whether noting this distinction in the survey is important.

More broadly and beyond the survey, relevant industry organisations (e.g. the Superdiversity Institute, Diversity Works NZ) should be considered for engagement, particularly when identifying work that NZIIP could undertake that would add value.

Key intelligence sector leaders and agencies, as well as relevant adjacent professional sectors, should be engaged. This should not only consider senior leadership but also middle management (where effective), as well as intelligence-specific diversity champions who may not hold official leadership positions. However, a decision must be made regarding in what capacity leaders are engaged (as participants or as influencers, or both).

f. **In response to question 4c): What options for actionable change can be identified and committed to?**

While this question will ultimately and more specifically be answered at the conclusion of the survey, the survey should not sit in isolation but instead be considered part of a broader potential NZIIP work programme.

The NZIIP Diversity and Inclusion Assessment Survey represents one action and opportunity within a broader workspace that could be developed into a Diversity and Inclusion Work Programme (DIWP) for NZIIP. This would serve to signal NZIIP’s declaration of commitment and provide a dedicated space that is deliberately designed and strategically aligned to deliver meaningful change and outcomes towards greater diversity and inclusion in the NZ intelligence sector.

³ Hunt., V., Prince., S., Dixon-Fyle., S., and Yee., L. (2018). [Delivering through Diversity](#). McKinsey & Company.



STRATEGIC RISK CONSIDERATIONS

7. This paper proposes the following for consideration in relation to **possible strategic risk considerations** –

a. **What is the value-add that NZIIP can provide?**

There is a lack of a definition and statement of the value-add of NZIIP's work. This relates to the value-add in relation to NZIIP's overall strategy, as well as in the context of completed, ongoing, and emerging work regarding diversity and inclusion in the workplace and in the intelligence sector. Any strategic goal or commitment needs to be balanced by what is practically achievable given available resourcing and a clear understanding of what cannot be addressed. This needs to account for current and planned diversity and inclusion work elsewhere.

Clarifying strategic intent can be achieved by identifying the specific value-add NZIIP can provide. This is a question that cannot be answered through this paper but requires further conversation.

b. **Does NZIIP have the credibility/authority/mana to undertake this work?**

This is a key enabler for this work, and relates to authorisation (formally and informally), particularly given the topic. It relates to the presence and impact of gaps in representation,⁴ and NZIIP's ability to provide credible and authentic diverse perspectives and worldviews in undertaking this work. There are three key questions.

- Firstly, are the right people involved in the right ways, both in this survey work as well as future NZIIP diversity-related work?
- Secondly, what are the implications of limitations in the diversity of survey participants, which is in part dependent on the nature of participation (e.g. self-selected and voluntary)? This impacts the representativeness of the results.
- Thirdly, what are the limitations in the diversity of NZIIP Committee members (particularly regarding planning and project development) and the broader NZIIP membership?

Implications of the lack of representativeness need to be examined and mitigated where possible by engaging diverse communities and individuals for consultation, co- design and production, critical reflection, commitment, and delivery. Engage as early as possible, rather than later.

c. **Is NZIIP committed to this work in a way that is authentic and sustainable?**

Authenticity here relates to the translations of intention, action, and aspiration of NZIIP's strategy, Committee, and members into action. Sustainability is about the ability of this commitment to exist over time to deliver meaningfully. NZIIP's strategy must clearly state the overarching aim when it comes to 'diversity' work, which can act as an anchoring point for any diversity-specific work. Committee members must be engaged to a level sufficient that work is actively participated in, where required, and resources are sufficient to deliver. Some level of membership awareness, endorsement, and engagement is required for this to truly be an NZIIP initiative.

The overall appetite for committing to delivering diversity-related work, as well as the actual abilities to do so, needs to be understood and reflected on in relation to the aspirations of this work.

d. **How will NZIIP's work be received, in particular what negative results could occur that need to be mitigated?**

This involves approaches to communicating, consulting, and actioning NZIIP-specific diversity and inclusion work. The key risk is possible backlash against NZIIP's work, resulting in the entrenchment of prejudice and discrimination, disinterest and disengagement, or alienation and disrespect. There are two related considerations. Firstly, diversity and inclusion fatigue may exist and/or occur given the increased activity relating to diversity and inclusion in the public sector. Secondly, the intentions, communication, and actions relating to NZIIP's diversity and inclusion work may result in perceptions of favouritism, irrelevance, or politicisation; or conversely perceptions of tokenism, cultural appropriation, or reinforcement of power imbalances.⁵

Implications of the communication and reception of NZIIP's work and intention. Consider and consult.

⁴ Representativeness is often seen as a precondition, whereby it embodies a commitment to "a natural inclusion and acceptance of worth of individuals." (Selden, S. C., & Selden, F. (2001). Rethinking diversity in public organisations for the 21st century: Moving towards a multicultural model. *Administration and Society*, 33(3), 303-329.) This has both substantive (e.g. practical) and symbolic value dimensions to it that can contribute to enhanced credibility and cohesion, connections into different communities, and subsequent collaboration opportunities.

⁵ The latter includes perceptions of the 'white saviour' complex, whereby majority (typically European or Pākehā) groups are seen to be providing help, but in a self-serving manner. The same can be applied to majority-minority situations aside from ethnicity, such as sexual orientation.



The Importance of Diversity and Inclusion

In simple terms, “diversity is the mix and inclusion is getting the mix to work well together.” – Global Diversity Practice

UNDERSTANDING TERMS

8. **Diversity is any dimension of difference between groups or individuals that distinguishes them from one another.** As defined by the NZIIP Written Assessment: “Diversity concerns our individual differences; the unique blend of knowledge, skills, perspectives, and experiences brought into the workplace”.⁶
9. Because diversity involves difference, “often such difference involves ‘otherness’ from which exclusion can flow.”⁷ Diversity, therefore, “cannot thrive outside a circle of inclusion”.⁸ “Diversity without inclusion leads to tokenism.”⁹
10. **Inclusion is a sense of belonging where different groups or individuals are accepted, welcomed, and treated fairly.** As defined by the NZIIP Written Assessment: “Inclusion refers to that which ensures everyone feels respected, valued, and safe in the workplace.”¹⁰ The experience of inclusion is linked to a feeling of connectedness and belonging, enabled by feelings of safety and equitable and respectful treatment.

DIVERSITY, EXPANDED

11. Diversity is inherently dynamic and is linked to and shapes identity. It comprises many layers that change and become more or less visible depending on a person’s context; relationships, roles, and responsibilities; intentions, thoughts, and feelings; and sense of self internally and in relation to others. Identities are intersectional¹¹ and are constructed consciously as well as inherited as a matter of who we are from birth and who we become through life experiences and choices.
12. Diversity can be thought of as relating to three key dimensions:¹²
 - a. **Demographic diversity:** Our ‘identities of origin’, comprising of our social and protected characteristics, like gender, race, sexual orientation, cultural background, etc.
 - b. **Experiential diversity:** Comprising of our affinities, experiences, hobbies, and abilities, etc.
 - c. **Cognitive diversity:** Comprising of our mindsets and approaches to thinking and problems, etc.
13. An additional fourth dimension that involves the above three dimensions is **professional diversity**, which specifically relates to the professional aspects of who we are and what we do for work.¹³ All dimensions of diversity are inherently interconnected. Everyone brings their demographic, experiential, and cognitive diversity to their workplaces.
14. Diversity is also a set of conscious practices that involve:¹⁴
 - Understanding and appreciating the interdependence of humanity, cultures, and the natural environment.
 - Practicing mutual respect for qualities and experiences that are different from our own.
 - Understanding diversity includes not only ways of being but also ways of knowing.
 - Recognizing that discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others.
 - Building alliances across differences so that we can work together to eradicate all forms of discrimination.
15. As a specific consideration of Māori, Diversity Works NZ research¹⁵ proposes that Te Ao Māori (inclusive of te Reo Māori, Tikanga Māori, Mātauranga Māori, and te Tiriti o Waitangi) are “not simply one of the many dimensions of diversity, but a fundamental foundation upon which integrative efforts to all dimensions are articulated”.¹⁶ They state that NZ values and norms must “consider fundamental aspects of Māori culture, traditions and world view”.¹⁷ This paper asserts that Te Ao Māori is a necessary, although not exclusive, part of diversity and inclusion initiatives.

⁶ NZIIP. (2021). *Diversity Survey Requirements*. NZIIP Written Assessment. New Zealand Institute of Intelligence Professionals.

⁷ Merelo., G. (2019). [Workplace Diversity Case Model](#). Diversity Works New Zealand: p. 26.

⁸ Ibid., p. 43.

⁹ Ibid.

¹⁰ NZIIP. (2021). *Diversity Survey Requirements*. NZIIP Written Assessment. New Zealand Institute of Intelligence Professionals.

¹¹ A point where two or more things overlap or converge.

¹² De Anca., C., and Aragón., S. (May 24, 2018). [The 3 Types of Diversity That Shape Our Identities](#). Harvard Business Review.

¹³ Diversity Council Australia. [Diversity & Inclusion Explained](#). Retrieved 24 June 2021.

¹⁴ Queensborough Community College. [Definition for Diversity](#). Retrieved 20 June 2021.

¹⁵ Formerly the Equal Employment Opportunities Trust, and a key partner with the public service sector.

¹⁶ Merelo., G. (2019). [Workplace Diversity Case Model](#). Diversity Works New Zealand: p. 21.

¹⁷ Ibid.

INCLUSION, EXPANDED

16. Deloitte’s ‘Inclusion Model’ identifies four elements to inclusion (Figure 1).

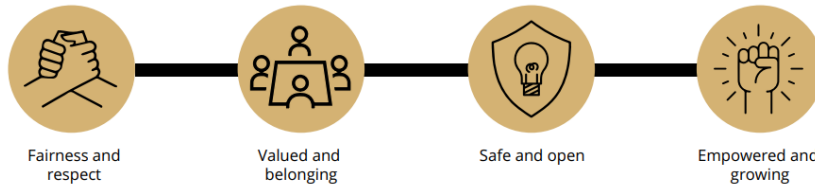


Figure 1. Deloitte's Inclusion Model.

(Source: Deloitte – citing Bersin by Deloitte. (2017). *High-impact diversity and inclusion: The new maturity model*; Bourke., J., and Dillon., B. (2013). *Waiter, is that inclusion in my soup? Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission.*).

17. They specifically link diversity with inclusion, where diversity without inclusion is not enough since “Diversity + inclusion = better business outcomes”.¹⁸ “Inclusive organisations are three times more likely to be high-performing, six times more likely to be innovative, and eight times more likely to achieve better outcomes.”¹⁹

18. An emphasis on building a **Culture of Inclusion** is central to Diversity Works NZ’s²⁰ ‘Workplace Diversity Case Model’ (Figure 2).²¹ Building cultures of inclusion is enabled by achieving results in three layers:

- a. **Social Licence** is focused on social outcomes; the positive effects that workplace diversity and inclusion can bring. This involves three things: 1) social equity, 2) co-production, 3) social cohesion.
- b. **Productivity Outcomes** are performance enhancements as a result of workplace diversity and inclusion. This result in three things: 1) motivation, 2) innovation and creativity, 3) team performance.
- c. **Prospectivity Outcomes** refer to social and productivity opportunities (‘prospectivity’) and the potential benefits of workplace diversity and inclusion given, and ahead of, inevitable societal changes.

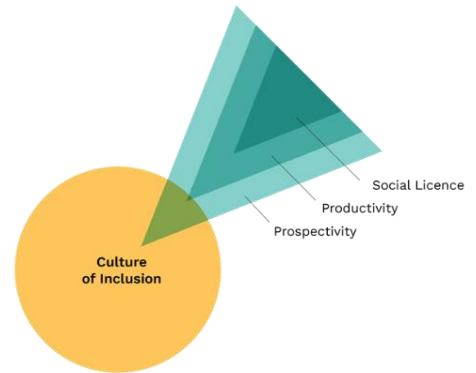


Figure 2. Workplace Diversity Case Model

(Source: Diversity Works NZ).

“Inclusive organisational cultures do not only allow differences to be recognised and valued but also find ways to foster spaces for different voices to be understood and empowered. In order to unleash the potential of workforce diversity, cultures of inclusion need to be established.” – Diversity Works NZ

THE RELATIONSHIP BETWEEN DIVERSITY, INCLUSION, AND EQUITY

19. Lastly, consideration should be given to the interconnectedness and interrelationship of Diversity and Inclusion in addition to Equity. Equity, here, recognises discrimination and its impacts in relation to diverse groups and individuals, where readjustment occurs towards fairer treatment and outcomes.

20. A model of interconnectedness (Figure 3) has been adapted to bring these elements together.²² It is proposed that ‘Belonging’ is the result from the successful practice of these three elements, where the full potential of individuals (separately and collectively) is realised in an environment where positive integration happens, and innovation thrives.

“Belonging is the outcome of holding space where everyone truly feels empowered to speak up, make change, and shift the culture.”²³

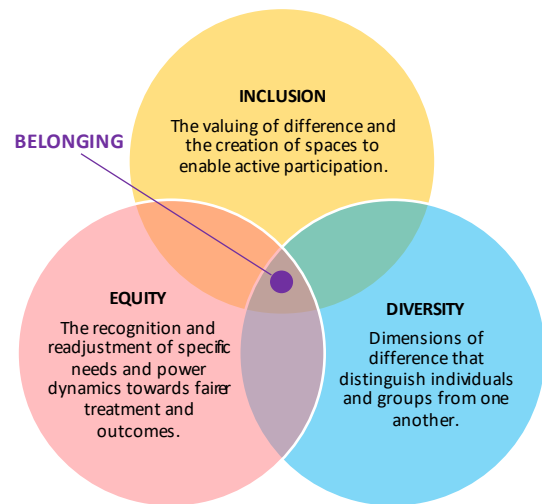


Figure 3. Model of Interconnection between Diversity, Inclusion and Equity.

¹⁸ Bourke., J., and Dillon., B. (2018). [The diversity and inclusion revolution: eight powerful truths](#). Deloitte Review, Issue 22.

¹⁹ Ibid.

²⁰ Formerly the Equal Employment Opportunities Trust, and a key partner with the public service sector.

²¹ Merelo., G. (2019). [Workplace Diversity Case Model](#). Diversity Works New Zealand.

²² Burnette., K. (January 22, 2019). [Belonging: A Conversation about Equity, Diversity, and Inclusion](#). Medium.

²³ Ibid.

THE CASE FOR DIVERSITY AND INCLUSION

21. **There are four cases in favour of diversity and inclusion (summarised below).**²⁴ These cases are divided into two categories: social/moral reasons and business/utilitarian reasons. It is acknowledged that there are tensions between the moral case for diversity (diversity is the right thing to do) and profitability-focused advocacy for diversity (diversity can enhance performance).²⁵ However, these are likely reconcilable with the right input, planning, and commitment.



SOCIAL JUSTICE CASE

Each person has value and we must address barriers and historical factors that create unfair conditions.



ECONOMIC CASE

Diverse talent pools are stronger and more efficient. Discrimination is economically inefficient.



MARKET CASE

Organisations will better serve their customers if they reflect the diversity of their market base.



RESULTS CASE

Diverse teams lead to better outputs and increased productivity. Diverse perspectives lead to better solutions.

22. Typically, broader societal conversation focuses on the social justice reasons for diversity and inclusion, whereas the commercial sector typically focuses on business cases. The public sector sits somewhere in between, drawing on both aspirational social values focused on justice in combination with results and economic/market cases. The NZIIP Written Assessment states, “NZIIP should champion diversity, not on legal or ethical grounds, but rather because increased diversity will lead to better intelligence collection and analysis.”²⁶

23. **However, for consideration is that a balance of social justice, as well as more business-focused, cases is required to support and drive diversity and inclusion initiatives.** In doing so, organisations are better placed to avoid 1) pure utilitarianism, whereby diversity and inclusion are just ‘means to an end’ without regard for the inherent value of people and principles, and 2) a pure social-moral focus that can fall into tokenism and overly-ideological aspiration.

The Context of the NZIIP Diversity and Inclusion Survey

24. The NZ context has reflected developing, updated understandings of and focuses on diversity and inclusion. The focus here is on the public sector developments. This is demonstrated through the greater emphasis on diversity and inclusion in public sector work programmes, such as the Public Service Commission’s diversity and inclusion work programme ‘*Papa Pounamu*’,²⁷ and most recently in legislation through the *Public Service Act 2020*, which, “with an increased focus on diversity and inclusion, sets out the shared purpose, principles, and values of the public sector”.²⁸ In particular, the Act focuses on the role and responsibility of the public service in relation to the Crown-Māori relationship and obligations under *te Tiriti o Waitangi* (the Treaty of Waitangi). The Act shifts the public service’s focus to “building the right culture and behaviour first, rather than relying on rigid systems and processes.”^{29 30}

25. Diversity and/or inclusion strategies continue to drive NZ agencies’ priorities and efforts, including in the NZ Intelligence Community with the ‘*Diversity and Inclusion Strategy 2017 – 2020*’,³¹ as well as overseas intelligence communities (see Appendix 1). However, this appears to be in a siloed manner, with limited unification of efforts.

²⁴ Kapila., M., Hines., E., and Searby., M. (October 6, 2016). [Why Diversity, Equity, and Inclusion Matter](#). Independent Sector.

²⁵ Merelo., G. (2019). [Workplace Diversity Case Model](#). Diversity Works New Zealand: p. 6.

²⁶ NZIIP. (2021). *Diversity Survey Requirements*. NZIIP Written Assessment. New Zealand Institute of Intelligence Professionals.

²⁷ This is the work programme on diversity and inclusion in the wider public service. It was established in 2017 to “bring together diversity and inclusion practices across the Public Service”. The 2020-2021 programme has the five priority areas of: 1) Cultural competence, 2) Bias, 3) Leadership, 4) Build relationships, and 5) Employee-led networks. (Sources: Te Kawa Mataaho | Public Service Commission. [Papa Pounamu – Quick Guide to the five priority areas](#). New Zealand Government; Te Kawa Mataaho | Public Service Commission. [Papa Pounamu – Driving diversity and inclusion across the Public Service](#). New Zealand Government.)

²⁸ NZIIP. (2021). *Diversity Survey Requirements*. NZIIP Written Assessment. New Zealand Institute of Intelligence Professionals.

²⁹ Te Kawa Mataaho | Public Service Commission. [Te kaiaratakinga o te ratonga tūmatanui Leadership of the Public Service](#). Public Service Act 2020 Factsheet 5. New Zealand Government.

³⁰ Actions specifically relating to the workplace include “fostering a common shared identity”, “recognising the importance of diversity, and inclusive workplaces”, “supporting the sector to address pay equity and other -sector workforce issues”, and “making career mobility between departments easier” (Te Kawa Mataaho | Public Service Commission. [Te whai mahi me te ohu mahi Employment and Workforce](#). Public Service Act 2020 Factsheet 4. New Zealand Government.)

³¹ Government Communications Security Bureau and New Zealand Security Intelligence Service. (2017). [Diversity and Inclusion Strategy 2017 – 2020](#). UNCLASSIFIED. New Zealand.

I orea te tuatara ka puta ki waho.
A problem is solved by continuing to find solutions.

On a Pathway of Progression

- 26. The renewed contemporary relevance and emphasis on building greater diversity and inclusion in workplaces provides a timely opportunity for NZIIP to engage on the topic to contribute to these efforts in its own, value-added way.
- 27. The emphasis on the value NZIIP is uniquely positioned to provide in relation to diversity and inclusion work requires further strategic conversation, beyond what this paper can determine. This is therefore flagged as a consideration in the Executive Summary.
- 28. Further, it should be acknowledged that, as the Public Service Commission states, “Diversity and inclusion work is the type of work that is ongoing. It doesn’t have an endpoint as we are always learning and evolving.”³² This ‘never ending’ workspace reality should not prevent NZIIP from undertaking diversity and inclusion initiatives that can contribute to positive change.
- 29. However, appropriate considerations must be scoped before undertaking any work, to clarify intentions and establish what is and is not achievable and what success looks like, from realistic, resourcing, and representational perspectives. This is also flagged for further consideration in the Executive Summary.

SUMMARY ABOUT DIVERSITY AND INCLUSION INITIATIVES

- 30. The following section proposes that diversity and inclusion initiatives:
 - a. Sit along a pathway where progress involves moving beyond identifying and addressing challenges to entry and the existence of diversity, towards ‘enabling’ and ‘empowering’ (‘5E’ Framework).
 - b. Lead to enhanced and expanded affiliation between diverse peoples and practices and the intelligence profession; contributing towards achieving a sense of belonging.
- 31. Appendix 2 provides a consolidated one-page summary of the components of this paper, including the content in this section, to enable a holistic overview of the various parts this paper has considered and proposed.
- 32. **Overall, for consideration is the following – that**
 - a. The NZIIP Diversity and Inclusion Assessment Survey represents one action and opportunity within a broader workspace that could be developed into a Diversity and Inclusion Work Programme (DIWP) for NZIIP.
 - b. A DIWP would serve to substantiate NZIIP’s declaration of commitment by providing a dedicated space that is deliberately designed and strategically aligned to deliver meaningful change and outcomes towards greater Diversity and Inclusion.
 - c. If a DIWP is adopted, it requires the development (and approval by the NZIIP Committee) of a Terms of Reference, a strategic roadmap, and a model of change that integrates existing work and the broader NZIIP strategic intent, with desired outcomes specifically relating to diversity and inclusion. A possible project planning process is provided below (Figure 4).

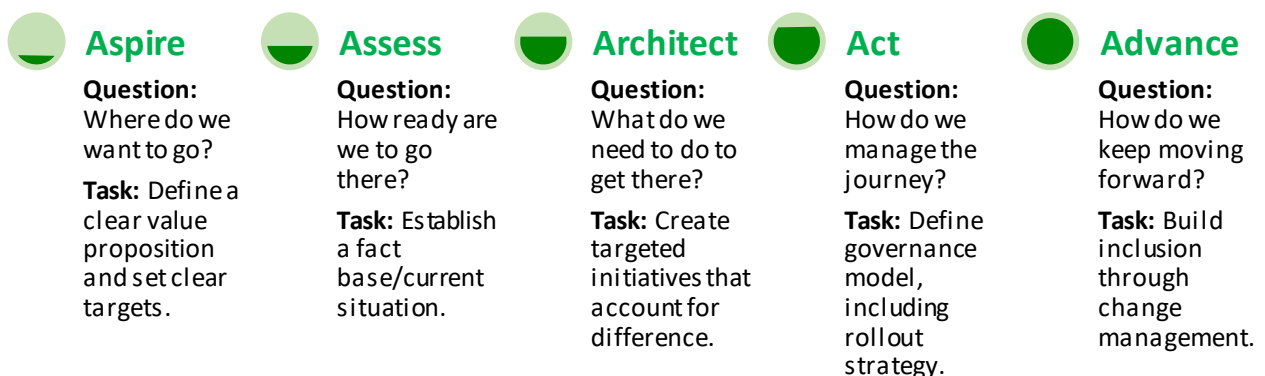


Figure 4. Proposed project planning process. (Source: Keler., S., and Price., C. (2011). Beyond Performance: How great organisations build ultimate competitive advantage. Wiley.)

³² Public Service Commission. [Papa Pounamu – Driving diversity and inclusion across the Public Service](#). New Zealand Government.

PATHWAY OF PROGRESSION: A '5E' FRAMEWORK

- 33. Diversity and inclusion initiatives should be seen as sitting along a pathway where progress involves moving beyond identifying and addressing challenges to entry and the existence of diversity, towards 'enabling' and 'empowering'.
- 34. On the path towards greater diversity and inclusion are five key areas of focus, each with their own considerations. However, when viewed as building blocks they form a progression that can be built on one another to enhance and expand diversity and inclusion.



- 35. They sit along a spectrum with diversity and inclusion initiatives often focusing on the first three areas.
 - a. **Entry:** identifying and examining barriers of entry and addressing discrimination and challenges around greater diversity being included in professions, professional roles and spaces.
 - b. **Existence:** identifying and acknowledging the existence and types of differences; and exploring the implications of inclusion and requirements to protect and enable that existence to occur and continue.
 - c. **Engagement:** improving engagement between diverse peoples and practices, often specifically through cultural competency building and bias identification and eradication.
- 36. It should be acknowledged that discrimination can occur formally and informally.³³ Formally, it is not only during the recruiting process (which is typically what is addressed when examining barriers of entry into professional spaces and roles). It can also occur when there are "opportunities for training, promoting, providing incentives, and even retiring". Informally, discrimination occurs in the dynamics of daily workplace interaction.
- 37. The first three areas (Entry, Existence, Engagement) remain valid and important in and of themselves; as well as being gateways towards involving and practicing more diverse and inclusive ways of thinking, relating, and working. However, meaningful change and action should strive beyond Engagement towards Enablement and Empowerment, to better affirm diversity and create genuine inclusion. It is acknowledged this is a long-term perspective.
- 38. Initial actions to improve in these areas involve greater emphasis and effort on the part of the dominant culture and gatekeepers. The spotlight or focus is often on what the dominant actors can do to breakdown barriers and be more inclusive, sensitive, and competent. This is important as these dominant actors and factors are in a position of advantage to reflect on their roles in potentially contributing to discrimination, and then subsequently to breaking down barriers and addressing discrimination and injustice (individually, relationally, and structurally).
- 39. However, change is not the exclusive domain of the dominant culture, nor can it be meaningful if the spirit of the work and relationship of everyone with an interest in the work is not appropriately approached and engaged. Enablement and empowerment necessitate a shift in focus and the terms of action as more equitable power dynamics, positions and relations are achieved. This is unlikely to occur in any linear, consistent, or stable way since social relations, intentions, and positions in various contexts are in constant states of flux between cohesion and conflict. This constant flux is due, in part, to the existence and implications of intersectionality,³⁴ as well as tensions and contradictions between intentions, aims, actions, and responses of the diverse (and increasingly diversifying) range of people, both individuals and groups, in NZ.
- 40. Despite this flux, instead of creating a reliance on dominant culture, the aim should be to increase the recognition and equity of diverse peoples, who should be able to think, speak, and act without the requirement of validation by dominant cultures. 'Diversity' in its many forms should not require the permission of dominant cultures to exist and engage, or to be included and able to influence. As more equity is achieved, the recognition of the value and practice of diversity, more fully included and on fairer terms, becomes more substantive and less symbolic.

³³ Merelo., G. (2019). [Workplace Diversity Case Model](#). Diversity Works New Zealand: p. 14.

³⁴ 'Intersectionality' was a term coined by African American law professor at Columbia and UCLA Kimberlé Crenshaw. It describes a "lens, a prism, for seeing the way in which various forms of inequality often operate together and exacerbate each other". (Steinmetz., K., (February 20, 2020). [She Coined the Term 'Intersectionality' Over 30 Years Ago. Here's What It Means to Her Today](#). TIME.) The existence of intersectionality creates a complicated picture of converging disadvantages and identities that require careful and critical analysis to avoid reinforcing discrimination and marginalisation.

TOWARDS INCREASED AFFILIATION: A ‘5A’ FRAMEWORK

41. **Diversity and inclusion, as active principles, processes, and practices, can lead to enhanced and expanded affiliation between diverse peoples and practices and the intelligence profession.** Ultimately, increased affiliation contributes to achieving a sense of belonging (see Figure 3). In increasing affiliation between diverse peoples, practices, and ways of thinking and working, this generates stronger connections (both self-identified and identified by others) and paves the way for increased contributions.
 - a. Affiliation, definitionally, refers to formal or official connections. But for the purposes of this work, affiliation is de-formalised to refer to ‘recognised connectivity’ and the relationships that result from this. This can be formal (such as a membership or paid employment), as well as informal, recognised connectivity.
 - b. Because the barriers to diversity and inclusion are often implicit and/or invisible, the need for ‘recognised connectivity’ becomes more important to encourage explicit, conscious, and deliberate approaches to addressing discrimination, and developing diversity and inclusion.
42. The below framework (the ‘5As’) identifies a progressive series of enabling actions that, when stepped through and practiced, can contribute to greater diversity and inclusion, and therefore increased affiliation.

ACKNOWLEDGE	ASSOCIATE	APPRECIATE	ACCEPT	AFFIRM
<ul style="list-style-type: none"> The act of recognising the importance or quality of something; also, accepting the truth or existence of something. 	<ul style="list-style-type: none"> The act of connecting or having formed a cooperative link between people or organizations. 	<ul style="list-style-type: none"> The act of recognising and enjoying the good qualities of someone or something; also, a full understanding of a situation. 	<ul style="list-style-type: none"> The act of viewing something as valid or suitable; also, consenting to receive or undertake something on offer. 	<ul style="list-style-type: none"> The act of emphatic or public positive statements and actions that support or encourage something.

CONCLUDING THOUGHTS

43. This paper proposes the following conclusion for consideration – that
 - a. **Diversity,³⁵ enabled by inclusive and equitable contexts and cultures, attitudes and approaches, are sources for excellence in the intelligence profession.** That is, they provide sources of potential and excellence.
 - b. **Diversity, inclusion, and equity are pillars that are fundamental to enabling intelligence practice (innovation and enterprise).** That is, they should be, and are, practiced to enable intelligence practice.
44. Specifically, intelligence practice requires robust, evidenced-based intelligence assessments and analytical insights that draw from as holistic-a collections base as possible; rigorously tested through analytical methods and techniques.
45. Central to this, and often cited, is the role of cognitive (or neuro-) diversity³⁶ and diverse ways of knowledge creation and thinking. The inclusion of different ways of thinking, and therefore approaching, challenging, and concluding, enhance the different aspects of intelligence practice, such as bias mitigation measures or insight generation.
46. Yet ultimately, it is the presence of diverse *perspectives* (beyond cognitive diversity), generated by people with diverse demographics and experiences, that enables intelligence to fulfil its function and meet its purpose to the required standards. “Experience gives perspective. Perspective is one of the greatest assets you can bring to a job”.³⁷
47. Lastly, the components of equity – fairness and impartiality – are both required for intelligence practice. Here, fairness is having an open mind to treat ideas equally (at least initially) and ultimately in a way that is right or reasonable (by either counting or discounting it). Impartiality, being a lack of favouritism toward one side or another, is also required for robust analysis; generating insights on the balance of probability based on available evidence that is weighed up.
48. This applies to all aspects of the intelligence practice. Regardless of the stage of the intelligence cycle, type of intelligence (e.g. Human Intelligence), and level of analysis (tactical to strategic), diversity is required for, and enables all of this. Diversity must be enabled through inclusivity, and using the components of equity, to properly begin to be realised. These elements are necessary for intelligence practice and the profession, now and in the future.

³⁵ This encompasses all dimensions of diversity (demographic, experiential, and cognitive), brought together under the umbrella of the profession of ‘intelligence’. Research behind the business case for diversity clearly demonstrates outcomes of enhanced workplace performance and productivity.

³⁶ Neurodiversity is defined as variation in the human brain regarding sociability, learning, attention, mood and other mental functions in a non-pathological way (not caused by disease). Examples of neurodiversity include Autism, Attention Deficit Hyperactivity Disorder (ADHD), Dyslexia. A., T. (2011). *The power of neurodiversity : unleashing the advantages of your differently wired brain*. 1st ed. (Cambridge, MA: Da Capo Lifelong).

³⁷ Hayden., L. (July 18, 2020). [Why diversity matters \(and no one should need to write this headline in 2020\)](#). The Spinoff.

APPENDIX 1. Summary of Intelligence Community-Specific Strategies on Diversity and Inclusion



NZ INTELLIGENCE COMMUNITY – DIVERSITY AND INCLUSION STRATEGY 2017 – 2020

The *'Diversity and Inclusion Strategy 2017 – 2020'* is a key piece of work jointly published and committed to by the Government Communications Security Bureau and NZ Security Intelligence Service.³⁸

The strategy's focus is on growing ethnic and gender diversity; with the four goals being 1) Workforce Diversity; 2) Diversity through Workforce Leadership; 3) Workforce Inclusion; and 4) Sustainability and Accountability.

The theory of change is that in order "to succeed against increasingly complex global threats, the GCSB and NZSIS must develop a dynamic, agile workforce that reflects diversity in its widest context".³⁹

Diversity and inclusion are proposed as ways of thinking and "an approach to delivering better results" where, "[w]ith an inclusive culture,⁴⁰ which leverages diversity,⁴¹ we will foster new ideas, innovation and insights which support us to be successful in our mission to keep New Zealand and New Zealanders safe."⁴²



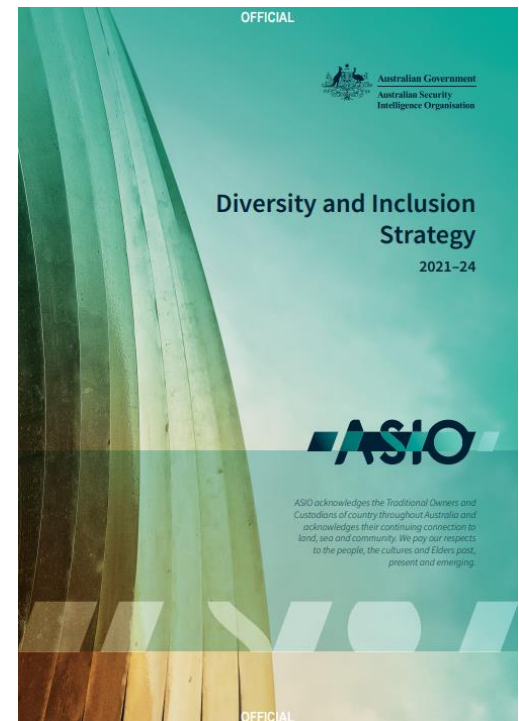
AUSTRALIAN SECURITY AND INTELLIGENCE ORGANISATION – DIVERSITY AND INCLUSION STRATEGY 2021-24

The *'Diversity and Inclusion Strategy 2021-24'* is the ASIO's key strategy, outlining their commitment "to a diverse and inclusive work environment where all employees are valued and respected, and can reach their full potential as part of a highly capable, innovative and adaptive workforce".⁴³

The Strategy positions itself as continuing to embed diversity and inclusion in everything we do", where they "will ensure a level playing field for our workforce, leverage our differences to achieve mission outcomes, and ensure our employees feel empowered to bring their whole self to work".

The following diversity and inclusion objectives are cited:

- Identifying and addressing residual barriers to diversity through recruitment and selection approaches and methodologies.
- Maintaining gender balance for entry-level programs and achieving gender equity in leadership positions.
- Removing any residual stigma associated with flexible work.
- Increasing the development and career opportunities for Indigenous Australian employees.
- Addressing employee concerns identified in the ASIO Staff Survey.
- Continuing to support diversity networks to deliver programmes.



The strategy looks at incorporating diversity and inclusion within the employee life cycle: from recruitment and vetting, to training and development, to performance and professional growth, to code of conduct and expectation-setting.⁴⁴

³⁸ Government Communications Security Bureau and New Zealand Security Intelligence Service. (2017). [Diversity and Inclusion Strategy 2017 – 2020](#). UNCLASSIFIED. New Zealand.

³⁹ Ibid.

⁴⁰ An inclusive culture is defined as: "an environment where people can be themselves, share their perspectives and know they are valued".

⁴¹ Here, "leveraging diversity" has two components. Firstly, "Having Diverse People", defined as "[a] workplace that brings together perspectives of individuals of all backgrounds, cultural experiences, life experiences, preferences and beliefs". Secondly, "Valuing Differences", defined as "Recognising collective and individual ability to create a diverse and inclusive environment where everyone's perspectives are appreciated and respected."

⁴² Government Communications Security Bureau and New Zealand Security Intelligence Service. (2017). [Diversity and Inclusion Strategy 2017 – 2020](#). UNCLASSIFIED. New Zealand.

⁴³ Australian Security and Intelligence Organisation. (2021). [Diversity and Inclusion Strategy 2021-24](#). Australian Government.

⁴⁴ Ibid.



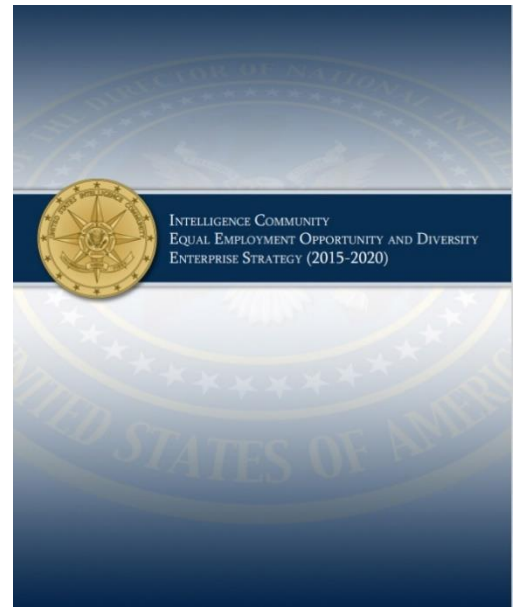
UNITED STATES (US) – IC EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY ENTERPRISE STRATEGY 2015-2020

The US Office of the Director of National Intelligence periodically produces a series of documents examining issues relating to diversity and equal employment opportunities. In 2015, they released their strategy, which aspires to create a “diverse, inclusive, and innovative Intelligence Community workforce that delivers global intelligence advantage”.⁴⁵

The strategy’s focus is on creating a “diverse and inclusive workforce” with equal employment opportunities. Their five goal areas are: 1) Leadership and Accountability; 2) Workplace Planning; 3) Recruitment, Hiring, and Retention; 4) Career Development and Advancement; and 5) Equal Employment Opportunity and Inclusion.⁴⁶

They look to provide continuous learning and development programmes, nurture a culture of innovation and agility focusing on best practice development and sharing, and provide a workplace free from discrimination and focused on equal opportunity and respect.⁴⁷

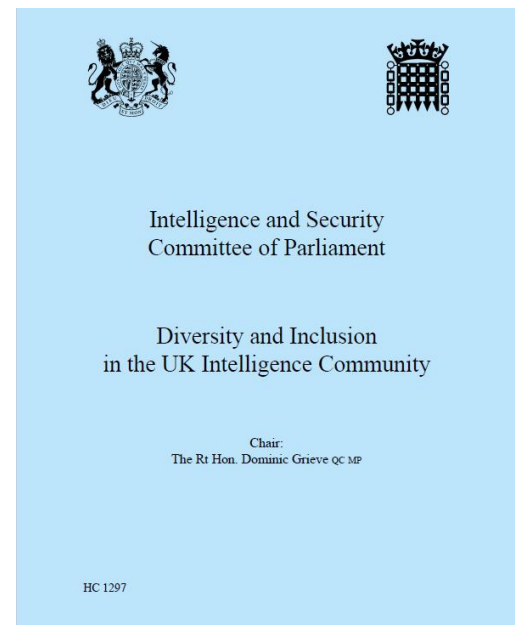
Here, “[a]ll employees are accountable for cultivating a performance-driven culture that encourages collaboration, flexibility, and fairness without the fear of reprisal.”⁴⁸



UNITED KINGDOM (UK) INTELLIGENCE COMMUNITY (IC)

The latest review of Diversity and Inclusion in the UK IC was conducted in 2018 and provided recommendations (below) in four key areas: 1) Data, 2) Recruitment, 3) Career and Culture, and 4) Leadership.⁴⁹ Specific recommendations are as follows:

- Improved collection, analysis and dissemination of workforce data.
- Targeting talent from under-represented groups.
- Using positive action to improve the diversity of the candidate pool.
- Review the process for Developed Vetting.
- Career management and targeted professional development opportunities.
- Address the issue of a lack of ethnic minority role models at a senior level.
- Diversity and inclusion to be fully integrated into the business and supported by sufficient resource allocation and effort.
- Continued strengthening of leadership engagement and accountability.
- Greater accountability, collaboration and sharing of best practice.



Similar to the US and NZ, the UK identifies the requirement and benefit of diversity to meet the challenges of a complex national security environment, which involves “multifaceted threats from many corners of the world, facilitated by rapidly evolving technologies.”⁵⁰ It states: “To meet these challenges, we need a national security workforce of different backgrounds, perspectives and ways of thinking. Diversity and inclusion are Mission Critical.”⁵¹

⁴⁵ Office of the Director of National Intelligence. (2015). [Intelligence Community Equal Employment Opportunity and Diversity Enterprise Strategy, 2015-2020](#). Office of the Director of National Intelligence. United States.

⁴⁶ IC Equal Employment Opportunity and Diversity Office. (2017). [Diversity and Inclusion: Examining Workforce Concerns Within the Intelligence Community](#). UNCLASSIFIED. Office of the Director of National Intelligence. United States.

⁴⁷ Intel.gov. [Diversity & Inclusion](#). United States Government.

⁴⁸ Ibid.

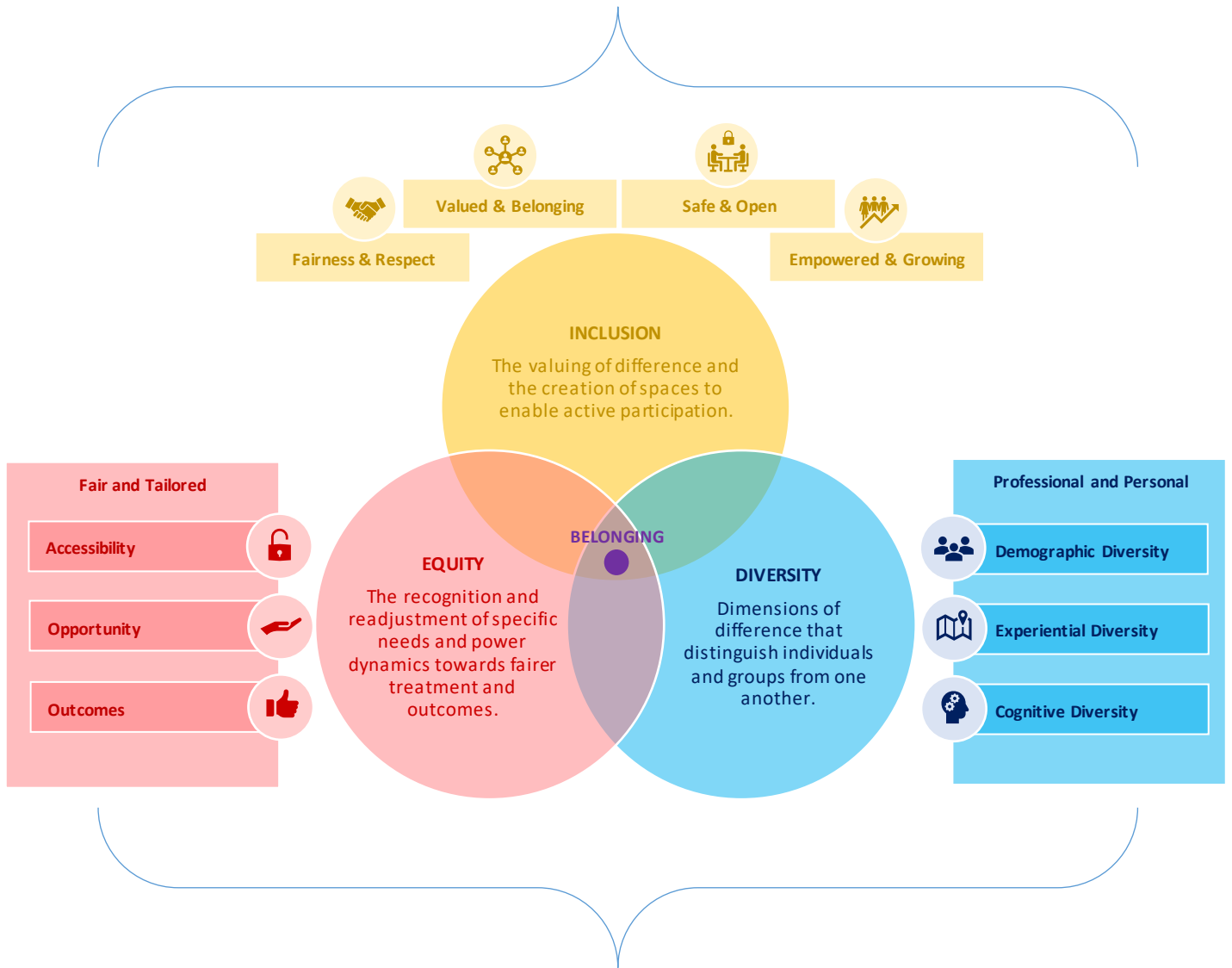
⁴⁹ Intelligence and Security Committee of Parliament. (2018). [Diversity and Inclusion in the UK Intelligence Community](#). United Kingdom.

⁵⁰ United Kingdom Government. (2018). [Government response to the Intelligence and Security Committee of Parliament Report on Diversity and Inclusion in the Intelligence Community](#). United Kingdom.

⁵¹ Ibid.

APPENDIX 2. Proposed Integrated Model for Understanding Diversity and Inclusion

‘ Towards realising the full potential of individuals, separately and collectively, through the presence and practices of Diversity, Inclusion, and Equity, which enables an environment where positive integration, productive enterprise, and innovation thrives. ’



5E Framework: Focus Areas for Diversity and Inclusion Initiatives



5A Framework: Relational Pathway of Progression (Towards Affiliation)

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He waka eke noa.

A canoe which we are all in with no exception.

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Position Paper July 2021

New Zealand Institute of Intelligence Professionals