

Diversity and inclusion in the intelligence sector

October 2021



KANTAR PUBLIC



COLMAR BRUNTON
A Kantar Company

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1 | Background and methodology

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Background and objectives:

CONTEXT

The Public Service Act 2020 (the Act) has increased the focus on diversity and inclusion in the public sector; with the objective of building on current public sector performance to deliver better outcomes and services for all New Zealanders.

The Act guides public service chief executives by the principle that employees should reflect the wider community in which they serve and to ensure that employment policies and practises foster a workplace inclusive of all groups. It provides a modern framework to enable a more adaptive, agile, and collaborative public service, elevating the recognition of the public service's role in supporting the partnership between Māori and the Crown.

A diverse workplace and inclusive practices are beneficial to all: they help to treat all employees fairly and to engage with and impact more meaningfully the communities they serve. Benefits to organisations include improved staff morale, engagement, innovation, productivity, lower employee turnover, and thereby also becoming a more attractive place of employment*.

Furthermore, the Te Taunaki / Public Service Census was carried out in early 2021, with results scheduled to be released in December 2021. Several statements in Te Taunaki have been duplicated in this survey to enable comparison between the intelligence sector and the wider Public Service once results are available.

*Why diversity – Diversity Works NZ

SURVEY AIMS

New Zealand Institute of Intelligence Professionals (NZIIP) commissioned Kantar Public (formerly Colmar Brunton) to conduct a survey to better understand diversity, inclusion, and equal opportunity within the intelligence sector. This will enable NZIIP to measure the current perceptions and challenges of diversity and identify ways to help the sector in its' objectives.

The overarching objective of this research is to build a foundational understanding about diversity and inclusion in the intelligence sector. In particular to:

- 1 Understand how people think about diversity and inclusion as an individual, in the workplace, and in the intelligence sector, and to identify where they believe barriers exist.
- 2 Understand the composition of the New Zealand intelligence sector to provide NZIIP, agencies, and other cross-sector initiatives (e.g. the National Security Workforce) with robust data to help target future initiatives.
- 3 Enable NZIIP to plan future courses, training, networking, and professional development opportunities focused on diversity and inclusion and based on evidenced-based insight.

Methodology:

 **474** Surveys carried out **online**

 **21** Minute survey

SAMPLE SOURCE AND APPROACH

To reach as many relevant people as possible three methods were used:

- 1** An email survey link was sent to 445 NZIIP members (133 of these completed the survey)
- 2** An email containing a generic 'open' survey link was sent to heads or key contacts within 29 different agencies to pass onto relevant staff (315 completed the survey this way).
- 3** NZIC agencies had a survey set up on their own servers due to access and security issues (26 people completed the survey this way)*.

FIELDWORK

27 July – 18 August 2021.

One reminder email was sent.

ACCURACY

Findings based on the full sample have a margin of error of +/-4.5% (at the 95% confidence level).

NOTES TO READER

Any differences reported in this research are significant at the 95% confidence level, unless otherwise stated. This means we are 95% confident the difference is genuine, rather than a chance result that can occur from surveying a sample of the population.

Individual percentages do not always sum to the 'nett percentages' or to 100%. This is due to rounding or because people were able to give more than one answer to some questions.

* The NZIC agency data was then integrated into the main data set. NZIC agency staff answered all relevant questions apart from two: Q14 (Why is diversity important) and Q27 (How much did you know about NZIIP before today).



People from a range of different agencies and organisations within the intelligence sector took part in the survey:



AGENCIES AND ORGANISATIONS WHO TOOK PART*



This survey was intended for anyone in the intelligence sector in New Zealand (NZ). When we refer to 'people working in the intelligence sector' in the report this is how they are defined:

'Intelligence sector' means anyone working directly in an intelligence role or in an intelligence-adjacent role (e.g. delivering policy advice relevant to intelligence, operational roles that use intelligence).'

*The larger the font size of the agency/organisation the more people who took part in the survey work for them.



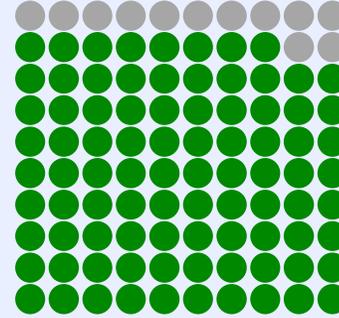
2 | Executive summary



Executive summary: perceptions of diversity



Diversity is **relevant** and **extremely important** to people in the intelligence sector:



The vast majority of people within the sector agree that diversity is important (88%).

In particular diversity is seen as important because it:

91% Enables better problem solving

81% Benefits and improves the practice of intelligence

75% It's important to reflect differences in society

71% It creates successful teams and workplaces

67% It's important to recognise and respect differences between people

Diverse ideas and thinking is considered the most important diversity attribute to the sector (93% agree).



“The lack of diverse perspectives, and challenges to the privileged identities, has a real impact on our ability to support Aotearoa security aims. When we are more diverse, we will be more ready for the challenges ahead.”
(quote from a survey respondent)

Key areas to work on for agencies/organisations and the sector in general:

Area	Commentary	Rating	Relevant to agencies	Relevant to sector
Improving diversity	A quarter of people perceive the sector to be diverse, so this is an area to improve (potentially both in personnel and perceptions, i.e., case studies, real-person stories). Positively, half feel the sector is becoming more diverse.			
Representation of Te Ao Māori in the intelligence sector	This score is low partially because one in five people 'don't know' whether there's representation in the wider sector – this could be promoted by 'getting to meet our colleagues' type pieces and wider appreciation and demonstration of the use of Te Ao Māori. This attribute is also important in driving the ability to recognise whether diversity is promoted and valued within the sector.			
Do more to understand the value of and include Te Ao Māori and views from different cultures in general	Te Ao Māori is seen as important to incorporate into peoples' work, however, there's potential to improve the overall understanding and connection to the work people are actually doing through training and insights.			
Diversity training	There's potential to provide more, relevant diversity training, as nearly a quarter of people disagree there's any available. There is enthusiasm for NZIIP to offer diversity and inclusion initiatives, as six in ten people would find at least one of the proposed initiatives useful.			
Equal opportunities	Just under half of people feel they have equal opportunity to be promoted or enter leadership roles.			
Better equal opportunities for people from diverse backgrounds and cultures	In particular, people perceive there is less equal opportunity for people from diverse backgrounds and cultures to be recruited into an intelligence role, receive relevant security clearances, and enter into leadership roles.			
Opportunities to succeed	Half of people agree there are as many opportunities for them to succeed as there are for others, while a quarter disagree. There's potential to improve the rating of this polarising area.			
Opportunity to work in different agencies	Just over half of people in the sector feel they have equal opportunity to work for different agencies, which is potentially an area to improve given the Act's aim to aid career mobility across departments.			
Unwelcome comments	Four in ten people have experienced unwelcome comments or conduct at work, so there's potential to improve workplace culture*.			
Work complaints and policies	There is relatively high agreement than there are policies/practices within workplaces that negatively impact some people more than others. Further, only three in ten people think that complaints about discrimination or exclusion would have a positive outcome.			
Foster cross agency connections and networking within the sector	A third of people don't feel connected to other intelligence-related professionals <u>outside</u> their organisation, and one in five don't feel they have opportunities to engage in forums which bring different intelligence-related professionals together. This is particularly so for more recent recruits.			

*It was not explicitly specified in the statement whether this conduct happened within the intelligence sector or not, and no time frame was defined.

Key areas of success for agencies/organisation and the sector in general:



Area	Commentary	Rating	Relevant to agencies	Relevant to sector
Inclusion in the workplace	People agree they feel comfortable being themselves and they're encouraged to suggest alternative ways to solve problems. Positively these attributes are also a driver of the key perception that 'diversity is promoted and valued in the sector'.	●	✓	✓
Connectivity in the workplace	People feel connected to other intelligence-related professionals <u>within</u> their organisation.	●	✓	
Inclusion and membership within the sector	There's high agreement that people feel included by other colleagues in the intelligence sector. Further, two thirds of people feel like they're a member or part of the intelligence sector.	●		✓
Strong sense of purpose	<p>People perceive their work contributes positively to NZ society, the safety of people in the country, that their work matters, and they're clear about the purpose of their job.</p> <p>As younger people and those who have more recently joined the sector are less likely to agree with these attributes, there's an opportunity to increase engagement even further for new recruits by improving their work purpose and communicate how they 'make a difference'.</p>	●	✓	✓





3

Diversity in the workplace: setting the scene

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The following graphic illustrates what people within the sector think of in terms of diversity in the workplace – ethnicity and gender are the most associated, followed by life experiences and sexual orientation.



WHAT PEOPLE ASSOCIATE WITH DIVERSITY IN THE WORKPLACE*



*The larger the words/phrases the more often people associate them with diversity in the workplace.

There is an almost universal agreement that diversity is important within the intelligence sector (nearly nine in ten either strongly agree or agree). Only four percent disagree.

IMPORTANCE OF DIVERSITY IN THE INTELLIGENCE SECTOR

% How much agree or disagree that in the intelligence sector...



■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know/Prefer not to say

We looked at different demographic and organisational groupings of staff within the intelligence sector to see if there are any differences in terms of who does and doesn't agree that diversity is important. Women are significantly more likely than men to strongly agree that diversity is important (58% cf. 45% of men).

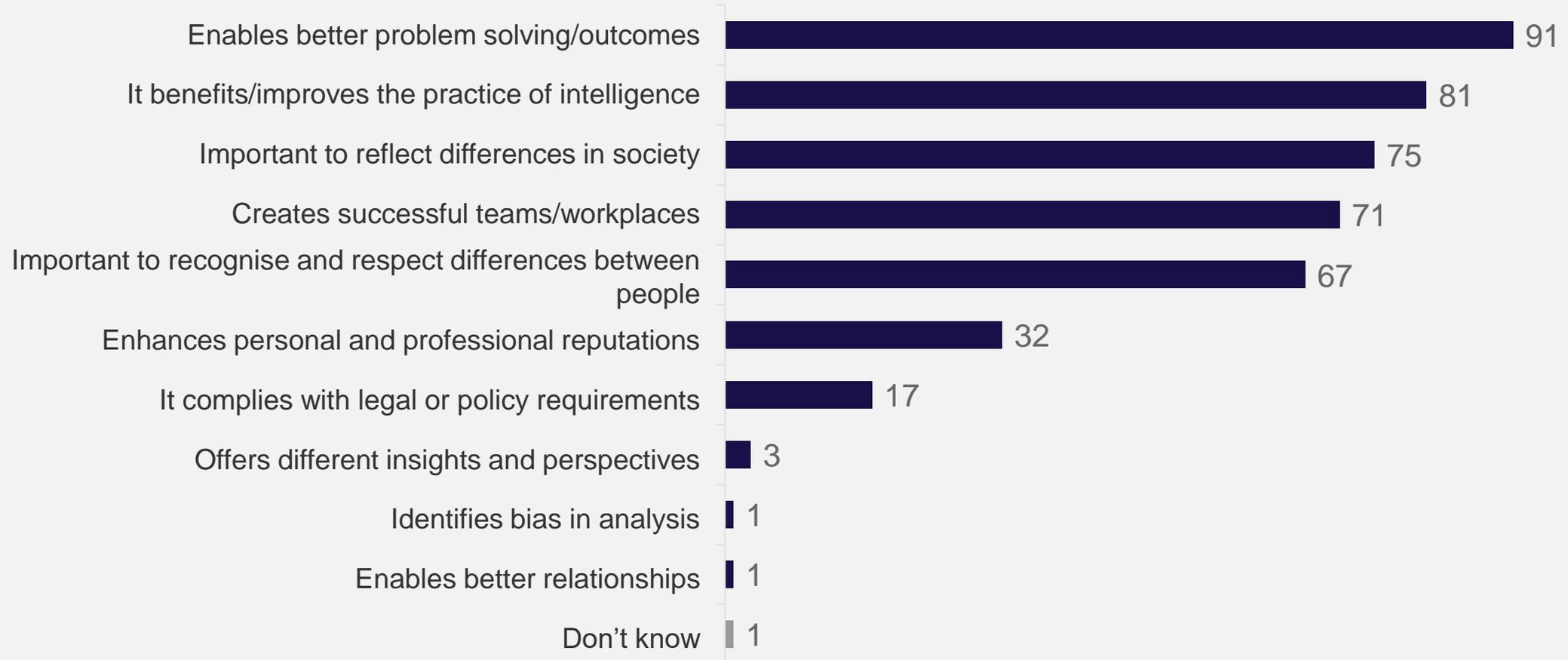


Diversity in the intelligence sector is seen as important for a range of reasons. The main one being that it enables better problem solving and outcomes, followed by it improving the practice of intelligence.



REASONS WHY DIVERSITY IS IMPORTANT

%



Some people gave examples as to why they personally feel diversity is important. A selection of these are shown below.

QUOTES AS TO WHY DIVERSITY IS IMPORTANT

*“I just think as a sector, it is important to remember that diversity of thought is **critical to producing useful, impactful and holistic intelligence.**”*

*“The **lack of diverse perspectives, and challenges to the privileged identities, has a real impact** on our ability to support Aotearoa security aims. When we are more diverse, we will be more ready for the challenges ahead.”*

*“Comprehensive and robust understanding of issues, the recognition and removal of bias, and the broad understanding from a wide range of perspectives is not possible without meaningful diversity. **Intelligence cannot deliver on its purpose without diversity.**”*



Four percent of intelligence sector staff we surveyed disagreed that diversity is important within the sector. They tended to provide rationale around two themes, as outlined below:



QUOTES AS TO WHY DIVERSITY IS NOT IMPORTANT

1 Merit is more important than diversity (six comments were made about this)

*“It doesn't matter what you look like, or what you believe in, or how you identify yourself - **what matters is how well you can do the job.**”*

*“Within the intelligence sector I believe that the **only thing that matters is supporting people on the ground and informing decision makers.** Whether you're LGBT+, a particular race or gender etc., **it shouldn't matter when it comes to making informed, unbiased assessments.**”*

*“It depends on the basis that you are comparing. **It's the end result that counts. Equal opportunity is important but not equal outcome.**”*

2 Diversity of thought/experience is what's important (three comments were made about this)

*“Diversity is so much more than the left-wing rhetoric... As an intelligence professional, you are after **diversity of experience and thought** - a person's sexuality, gender etc., has virtually nothing to do with anything other than it may contribute to unconscious bias - I want whole people not people that are broken down into five or six purported groups of 'diversity'.”*

*“Depends what type of diversity you are talking about. The **most important is diversity of thought, values and background.**”*

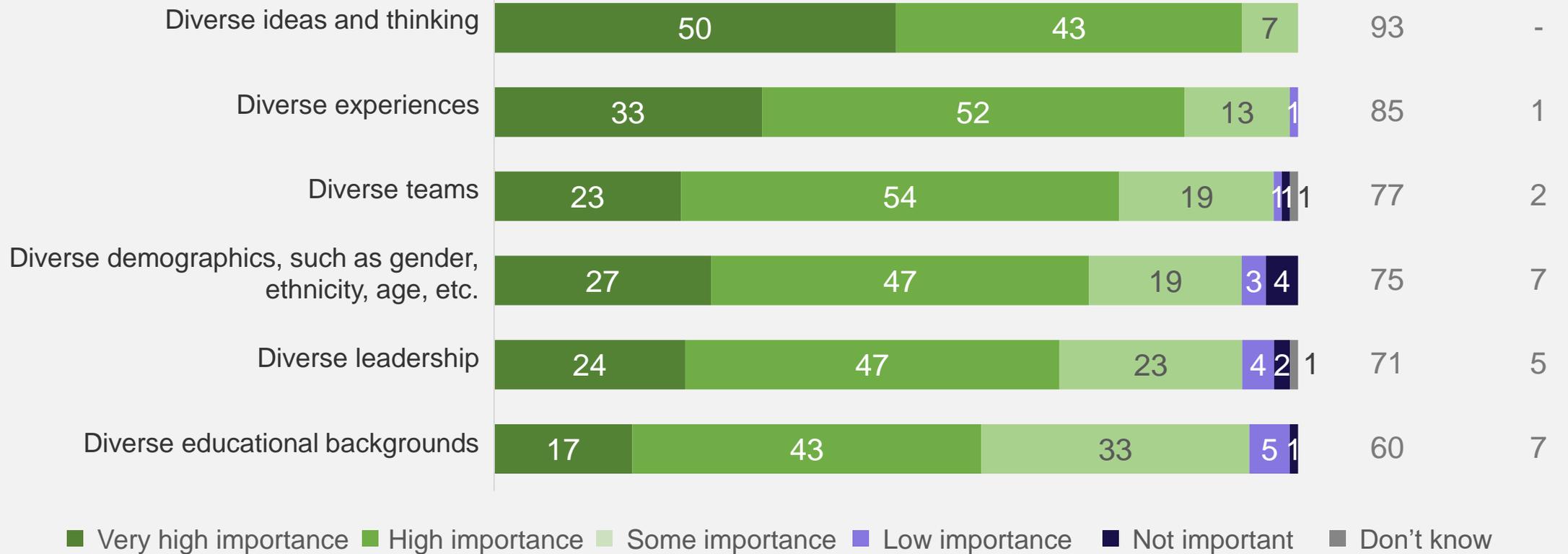


Of the given diversity areas, people think that diverse ideas and thinking in the intelligence sector are of highest importance, followed by diverse experiences.

DIVERSITY ATTRIBUTES IMPORTANT TO THE INTELLIGENCE SECTOR

% How important are the following to you?

Nett Very high | High importance
Nett Low | No importance

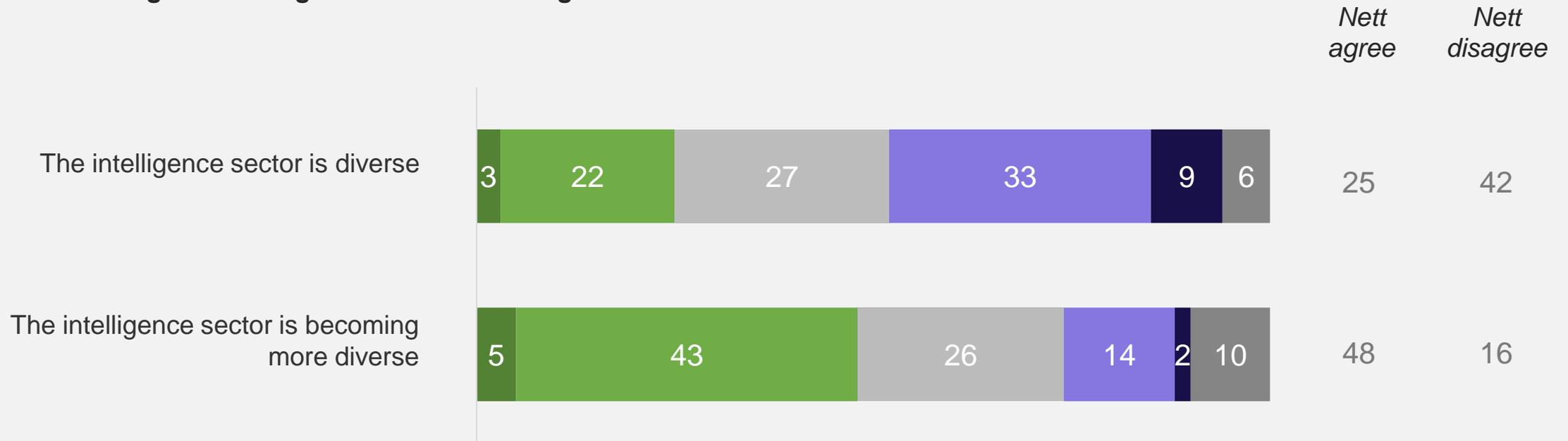


Despite people recognising its benefits, there is a perception that the intelligence sector is not currently diverse: just over four in ten think it isn't. However, there is a feeling that the intelligence sector is doing something about this, with nearly half agreeing the sector is becoming more diverse.



PERCEPTION OF DIVERSITY IN THE INTELLIGENCE SECTOR

% How much agree or disagree that in the intelligence sector...



■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Don't know/Prefer not to say



4

How well is the sector performing?

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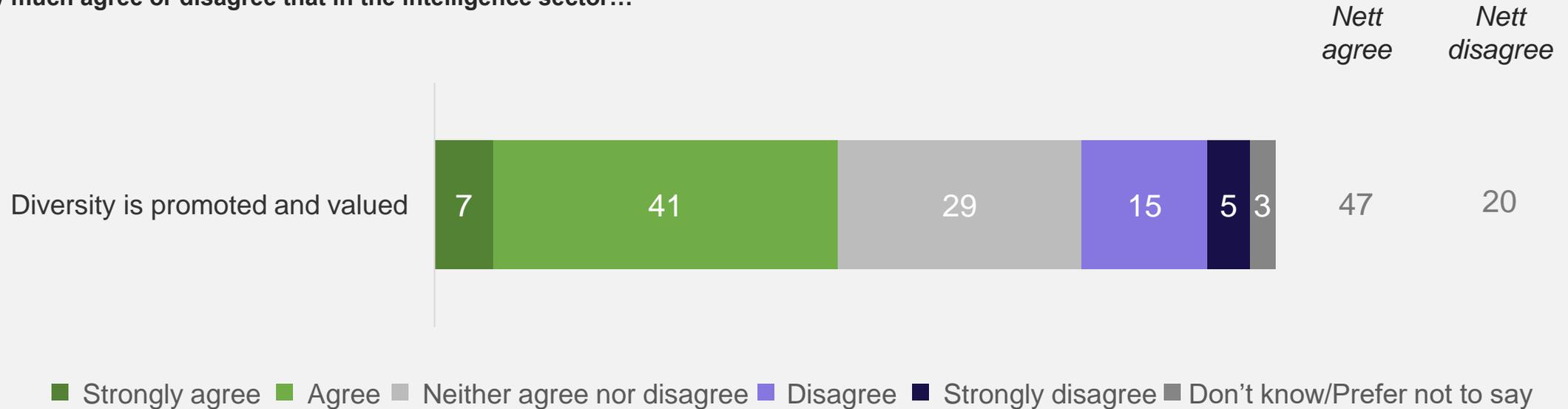
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The key statement we've used to measure perceptions of diversity and inclusion within the sector is the degree to which people perceive 'diversity is promoted and valued in the intelligence sector*'. Positively, nearly half of people working in the sector feel that diversity is promoted and valued. However, one in five feel more could be done.

PROMOTION AND VALUE OF DIVERSITY IN THE SECTOR

% How much agree or disagree that in the intelligence sector...



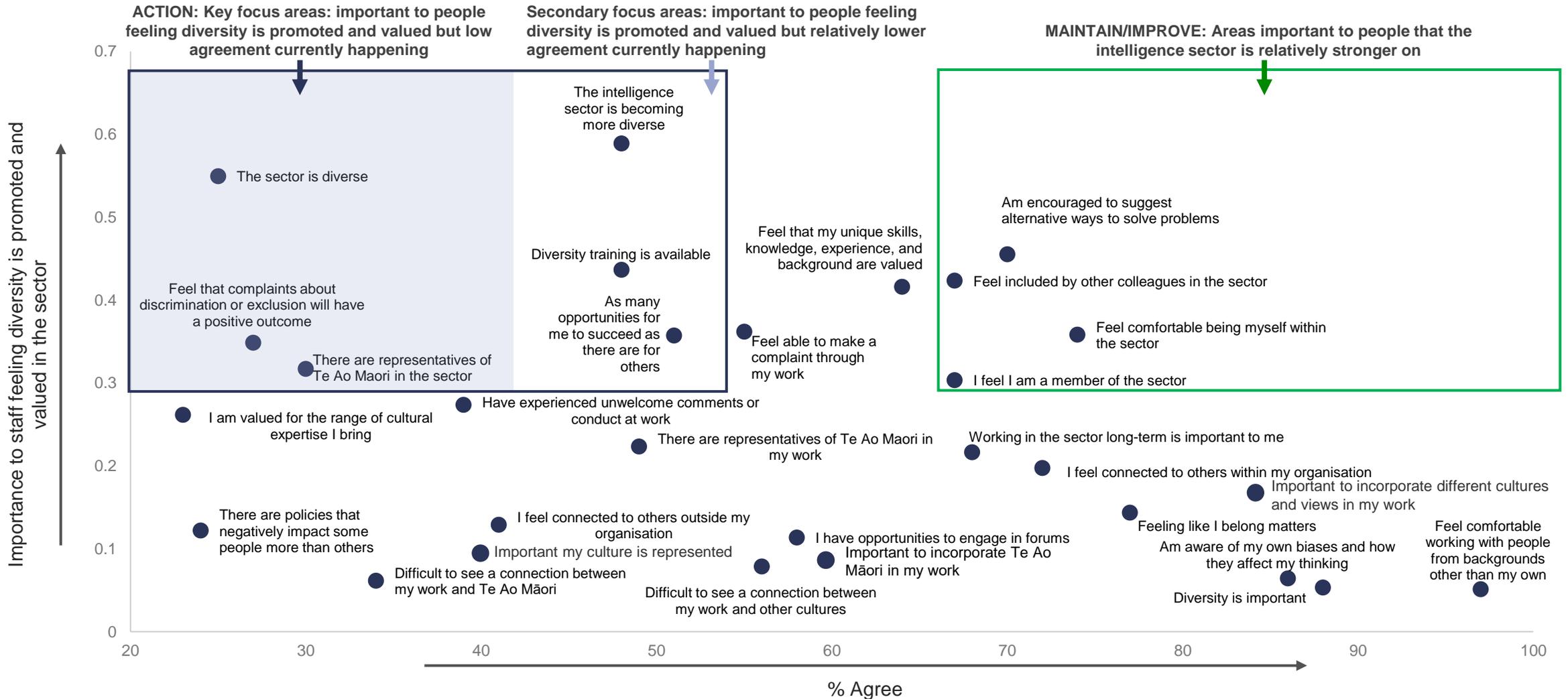
We looked at different demographic and organisational groupings of staff within the intelligence sector to see if there are any differences in terms of who does and doesn't agree that diversity is promoted and valued. Men are significantly more likely than women to agree (either strongly agree or agree) that diversity is promoted and valued (54% cf. 41% of women).

"The mission should always be most important, and as such, the most qualified people should always be appointed. I think there is sometimes a perception diversity is being put before these ideas. I have questioned whether I was a diversity hire, based on comments made about looking to bolster the number of women within a group, and this fundamentally harmed my self-esteem and confidence on the job. I ultimately resigned and went to a group where I knew I was valued for my work, and not because of how I happened to be born. There are agencies I would be hesitant to work for because I feel I may be hired to fill a quota or look progressive, as opposed to because of my capabilities, skills, and experience."

To work out how the sector can improve perceptions of promotion and value of diversity we've looked at how important each aspect we measured in the survey is to this overall perception and then how each of the aspects were rated.



The key areas to improve are: perceptions that the sector is diverse, whether complaints will have a positive outcome, and there are Te Ao Māori representatives in the sector. The four areas that perform relatively well are: encouraging people to suggest alternative ways to solve problems, feel included by colleagues, feel comfortable being themselves, and feeling part of the 'team'.





Sector strengths and priority areas moving forward: these are the areas which have the greatest impact on the perception ‘diversity is promoted and valued in the sector’.

DRIVERS OF FEELINGS THAT ‘DIVERSITY IS PROMOTED AND VALUED IN THE SECTOR’

STRENGTHS:

Maintain/improve, promote and communicate

Statistical analysis shows these areas are key drivers of the perception ‘diversity is promoted and valued in the sector’ and are areas the sector is relatively strong on:

Inclusion and validation

1. I am encouraged to suggest alternative ways to solve problems
2. I feel included by other colleagues in the intelligence sector
3. I feel comfortable being myself in the intelligence sector
4. I feel I am a member or a part of the sector

KEY ACTION AREAS

Primary areas to focus on – raise perceptions of

Statistical analysis shows the key areas to improve the perception ‘diversity is promoted and valued in the sector’ and are areas the sector is relatively weak on are:

Diversity

1. The sector is diverse
2. I feel that complaints about discrimination or exclusion will have a positive outcome
3. There are representatives or Te Ao Māori in the intelligence sector

SECONDARY ACTION AREAS

Secondary areas to focus on – raise perceptions of

The analysis also shows there is potential to improve:

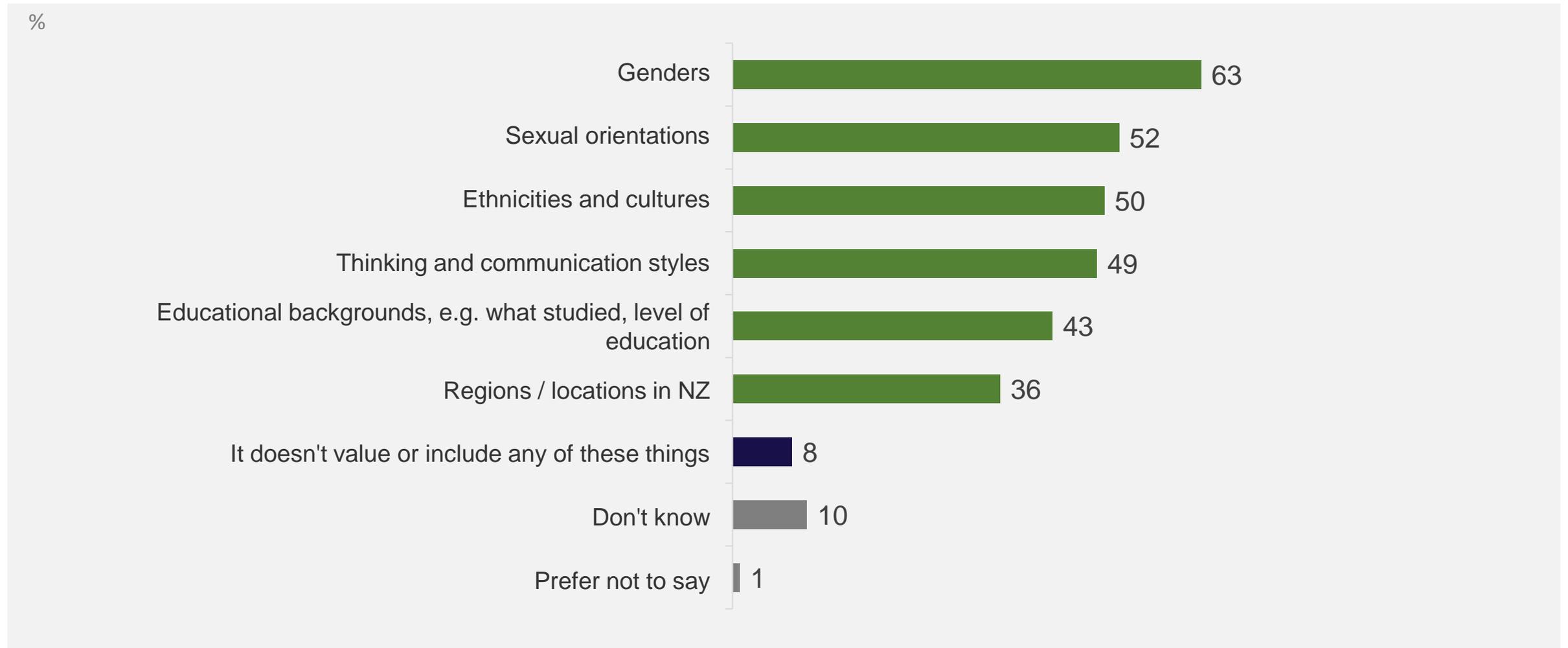
Opportunities and training

1. The intelligence sector is becoming more diverse
2. Diversity training is available, e.g., cultural competence, unconscious bias training, etc
3. There are as many opportunities for me to succeed as there are for others

Of the given areas of diversity, six in ten people feel the intelligence sector values and includes people from diverse genders. Around half perceive that diverse sexual orientations, ethnicities and cultures, and thinking and communication styles are valued.



AREAS OF DIVERSITY THE INTELLIGENCE SECTOR VALUES AND INCLUDES





5

Ethnicities and cultures

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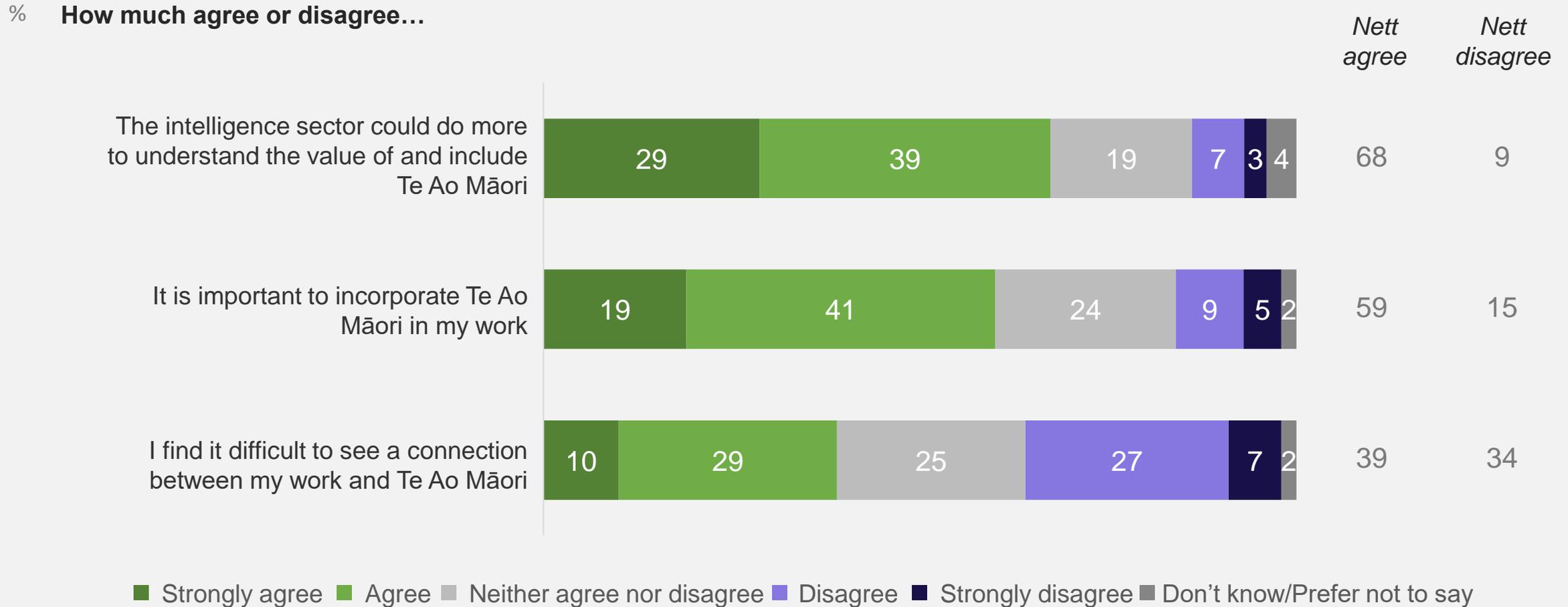


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The Public Service Act 2020 states that the public service has a role in supporting the partnership between Māori and the Crown under the Te Tiriti o Waitangi/the Treaty of Waitangi. There is agreement that it's important to include Te Ao Māori (59% agree), but over two thirds of people within the sector feel more could be done to understand and include it. Furthermore, four in ten people currently find it difficult to see a connection between their work and Te Ao Māori .



APPLYING TE AO MĀORI IN THE INTELLIGENCE SECTOR



A few people commented on how Te Ao Māori is applied in the intelligence sector and what more could be done. A selection of these verbatim are shown below.



QUOTES ABOUT APPLYING TE AO MĀORI IN THE INTELLIGENCE SECTOR



*“I would like to see **more focus and promotion** of Te Ao Māori and how intelligence can benefit Māori.”*

*“Far more **targeted inter-cultural training**. Everyone is talking about Te Ao Māori, but **when you dig no-one knows what it means or how we should incorporate it in our work**. Get away from just saying the right things, to actually doing something about it. I **don't think people truly appreciate the benefits of diverse thought**.”*

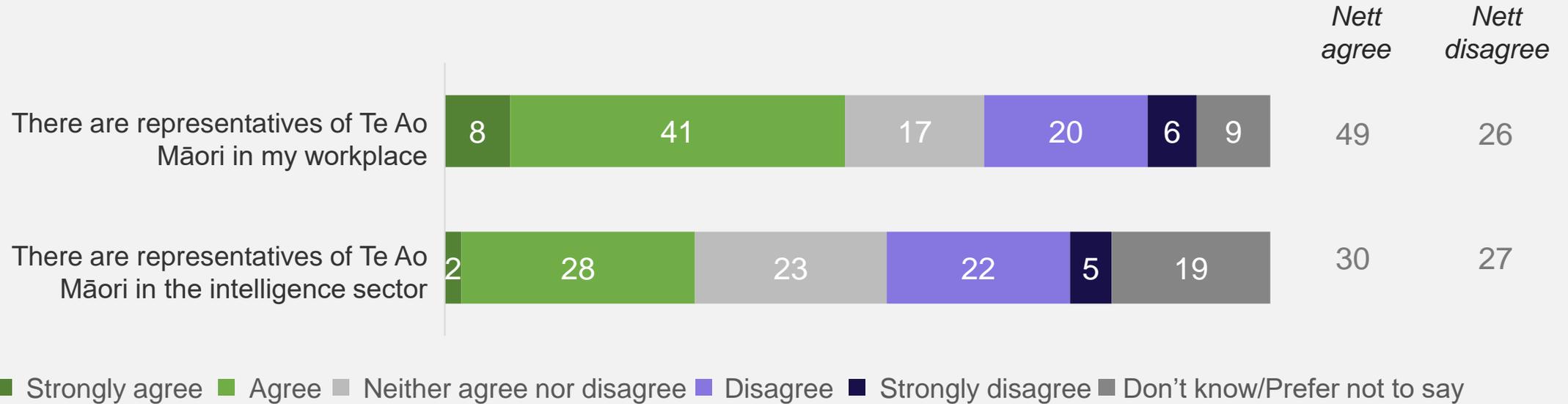
*“There is a strong focus on incorporating Te Ao Māori and Mātauranga Māori into the work of the sector. There **does not appear to be sufficient work to help people to meaningfully understand what this is, or what it involves**. With each different perspective for different cultures this gap becomes greater and greater.”*

Around half of people agree there's representatives of Te Ao Māori in their workplace. They're less likely to feel there's representatives in the wider intelligence sector: three in ten people agree and a similar proportion disagree.



REPRESENTATIVES OF TE AO MĀORI IN THE WORKPLACE

% How much agree or disagree...



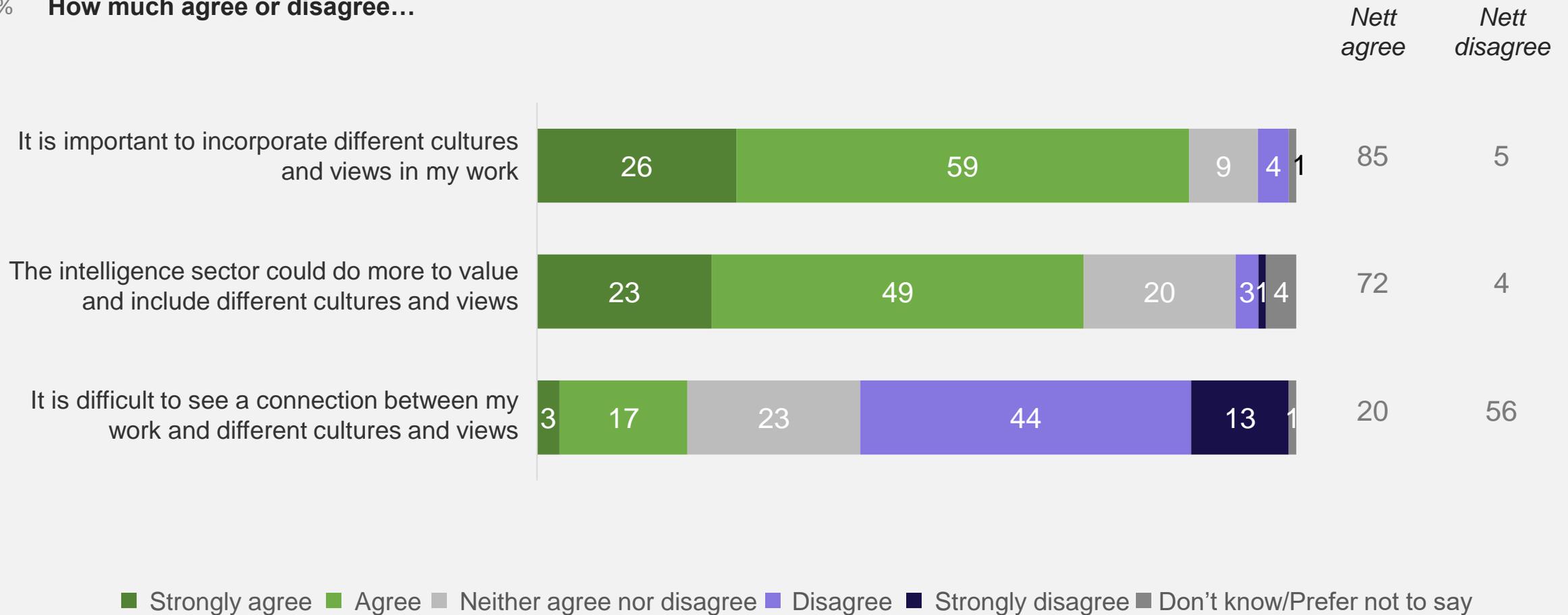
*“It is more that there is an **uneven gateway to enter into intelligence as a profession** – I doubt many Māori or Pasifika teenagers would see themselves in the image of an intelligence professional for the New Zealand Government when planning on their further education and career progression. Obviously it **doesn't need to be this way and hurts the profession to not have more Māori and Pasifika staff (as well as missing out on tikanga)**. Communities need to see themselves in the intelligence profession to know that we are 'on their side' and there to protect them as New Zealanders.”*

It is almost universally agreed that it's important to include different cultures and views in peoples' work. Seven in ten people feel the intelligence sector could do more to value and include different cultures, and one in five find it difficult to connect their work with different cultures and views.



INCLUDING DIFFERENT CULTURES AND VIEWS

% How much agree or disagree...

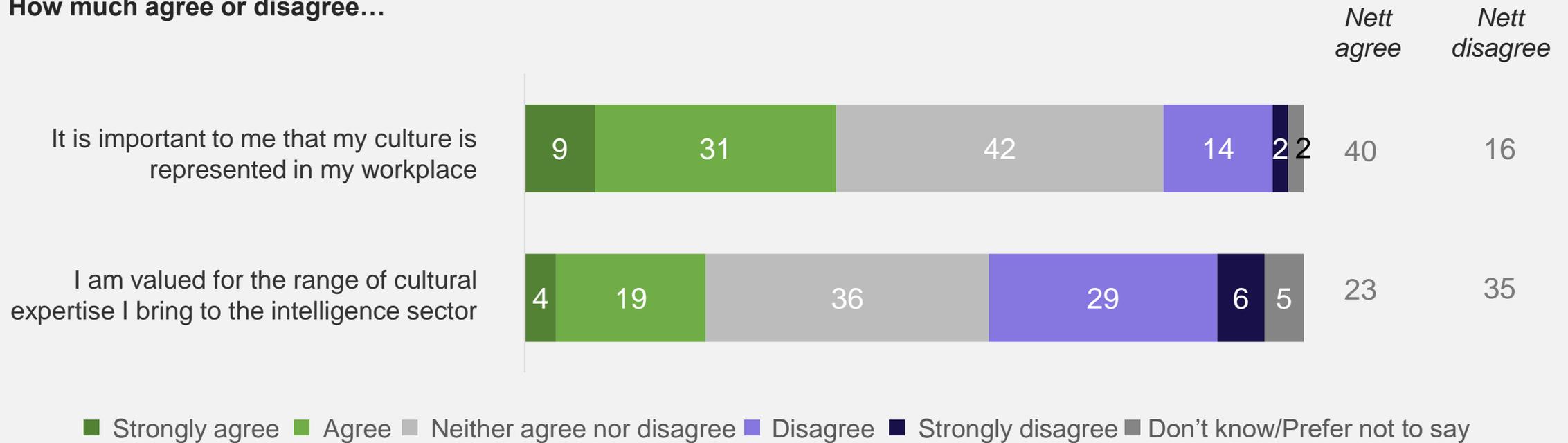


Four in ten feel that it's important to them that their culture is represented in their workplace. Around a quarter feel they're valued for their cultural expertise they can bring to the sector, while around a third disagree.



INCLUDING DIFFERENT CULTURES AND VIEWS

% How much agree or disagree...



We looked at different demographic and organisational groupings of staff within the intelligence sector to see if there are any differences in terms of who does and doesn't agree (either strongly agree or agree) that they are valued for the range of cultural expertise they bring to the sector:

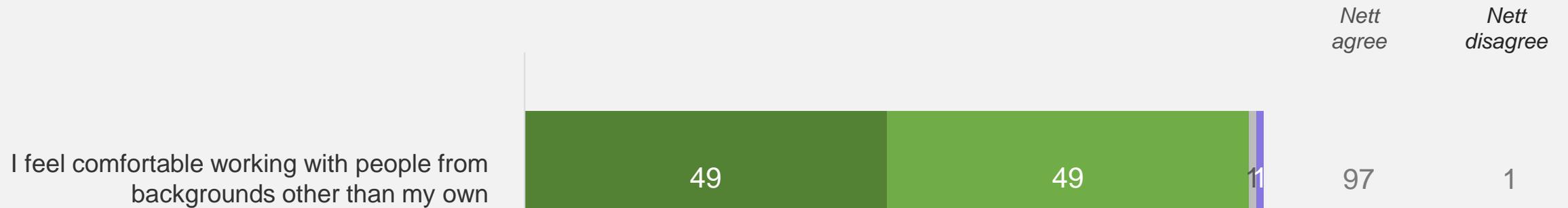
- Asians are more likely to agree (49%)
- NZ Europeans are less likely to agree (18%)

Overall, people within the intelligence sector overwhelmingly feel comfortable working with others from different backgrounds to their own.



FEEL COMFORTABLE WORKING WITH PEOPLE FROM OTHER BACKGROUNDS

% How much do you agree or disagree?



■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Don't know/Prefer not to say



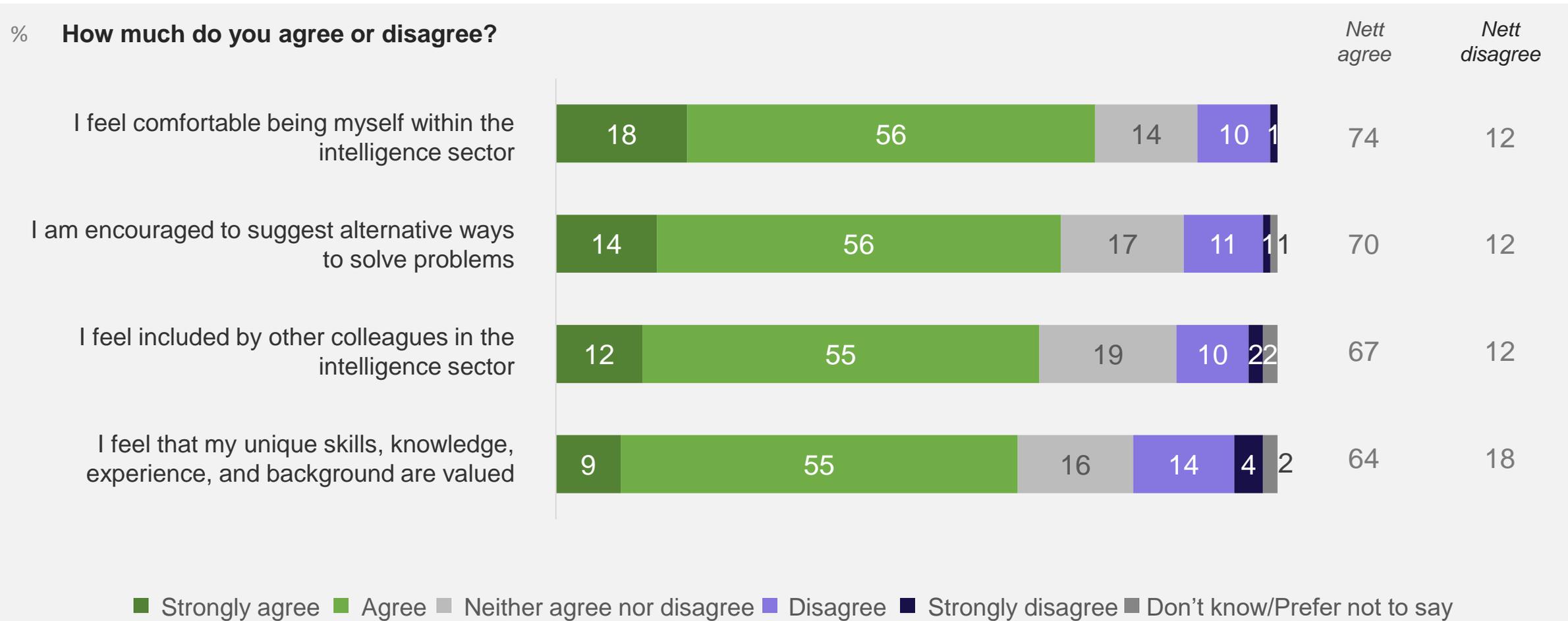
6 | Inclusion



In general people are comfortable being themselves within the intelligence sector. However, they're relatively less likely to feel their unique skills, knowledge, and background are valued – 64% agree it is, while 18% perceive their skill-and-experience-set aren't valued sufficiently.



VIEWS ON PERSONAL INCLUSION



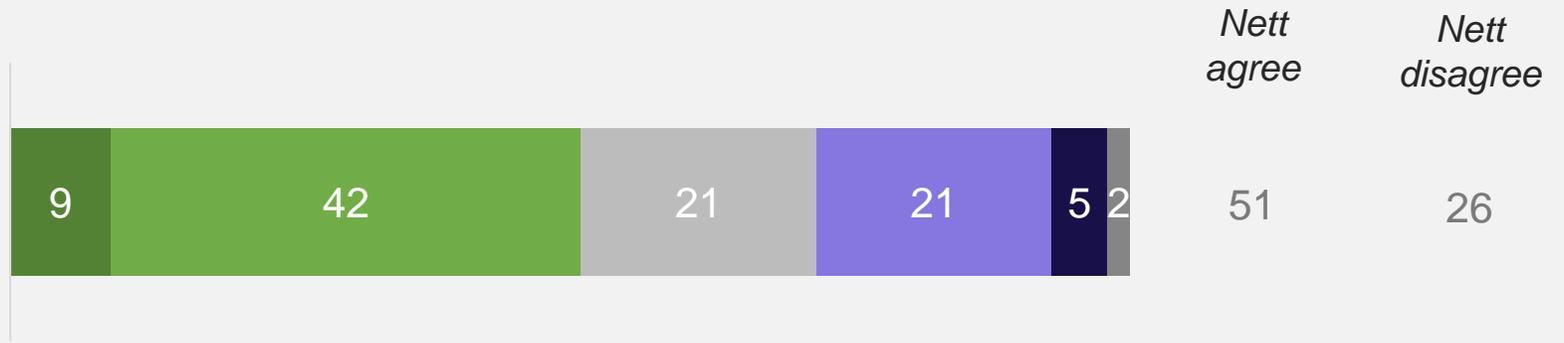
An important statement to measure the extent of inclusion and equal opportunity within the sector is the degree to which people perceive ‘there are as many opportunities for me to succeed as there are for others’. Half of people agree, while a quarter of people working in the intelligence sector disagree.



PERCEPTION OF EQUAL OPPORTUNITIES TO SUCCEED

% How much do you agree or disagree?

There are as many opportunities for me to succeed as there are for others



■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know/Prefer not to say

We looked at different demographic and organisational groupings of staff within the intelligence sector to see if there are any differences in terms of who does and doesn't agree (either strongly agree or agree) there are as many opportunities for them to succeed as for others.

- Team leaders and Managers are more likely to agree (59%)
- People aged 50 – 59 years are less likely to agree (38%)

*“Don't judge a book by its cover. As a **NZ European male of middle age, people are quick to judge.** I have commonly heard racist, sexist and ageist comments made against people fitting my demographic category. The most frequent is "male, pale and stale". Recently I was in a meeting where a speaker was invited to talk about a Te Ao Māori world view. When they entered the room, they looked at the audience and stated "Wow. Plenty of white privilege here then". We should approach everyone in good faith and judge them on their individual character and competence, not the colour of their skin, how old they are, or what reproductive organs they were born with.”*

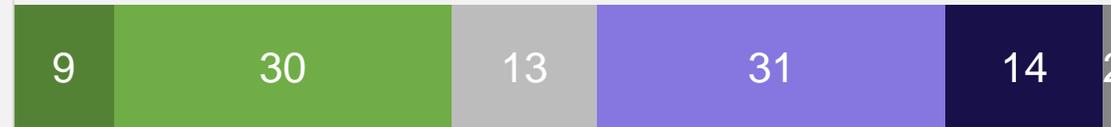
Four in ten people within the intelligence sector feel they've experienced unwelcome comments or conduct at work*.



PERSONALLY EXPERIENCED UNWELCOME COMMENTS OR CONDUCT AT WORK*

% How much do you agree or disagree?

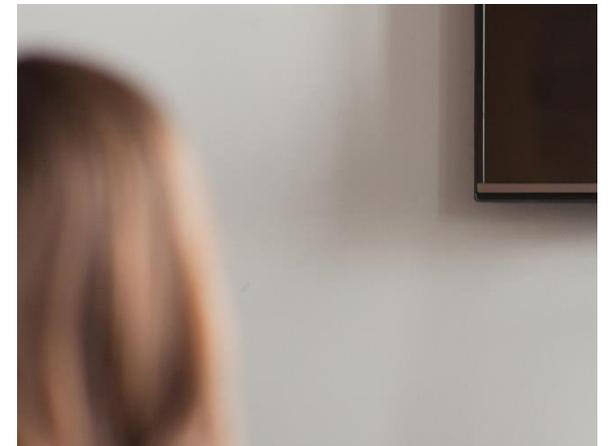
I have experienced unwelcome comments or conduct at work (e.g. inappropriate jokes, slurs, isolating behaviours)



■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know/Prefer not to say

We looked at different demographic and organisational groupings of staff within the intelligence sector to see if there are any differences in terms of who does and doesn't agree (either strongly agree or agree) they have experienced unwelcome comments or conduct at work.

- Women (49%) are more likely to agree than men (31%)
- People aged 30 – 39 years are more likely to agree (47%)
- People with non-heterosexual sexual orientation (62%) are more likely to agree than those with heterosexual orientation (37%)





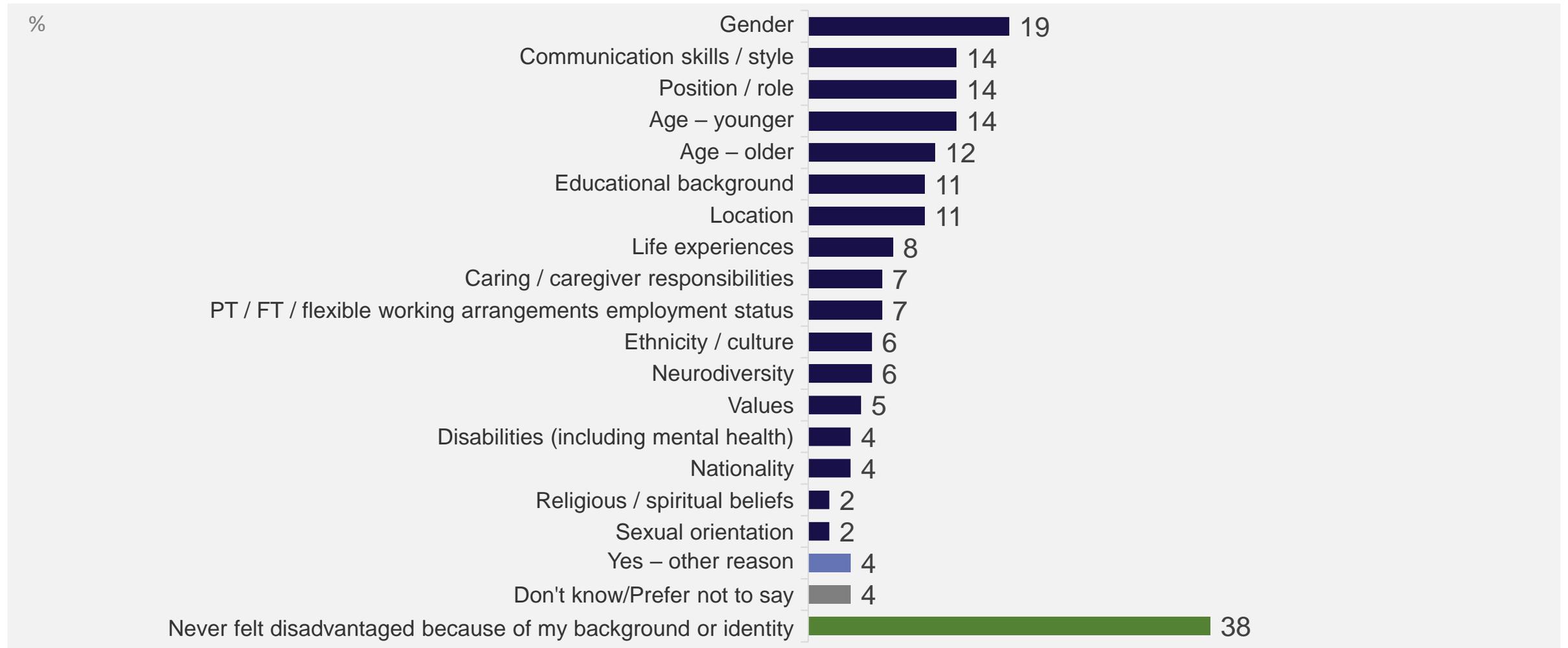
7 | Equal opportunities



Fifty-eight percent of people within the intelligence sector feel they've been held back at work in the last year because of their background identity, while 38% haven't ever felt disadvantaged. The most frequently mentioned reason is due to their gender (mentioned by one in five people in the intelligence sector).



AREAS FELT PERSONALLY DISADVANTAGED DUE TO OVER THE LAST 12 MONTHS



Of the given areas, over two thirds of people feel they have equal opportunity to get the relevant security clearances for their job and/or to get appropriate training and development. Less than half of people perceive there's equal opportunities for them to be promoted or enter into leadership roles.



PERCEPTION OF EQUAL OPPORTUNITIES

%



When we look at different demographic and organisational groupings of staff within the intelligence sector and their perceptions of whether there is equal opportunities across these areas, there are some notable subgroup differences as outlined below:



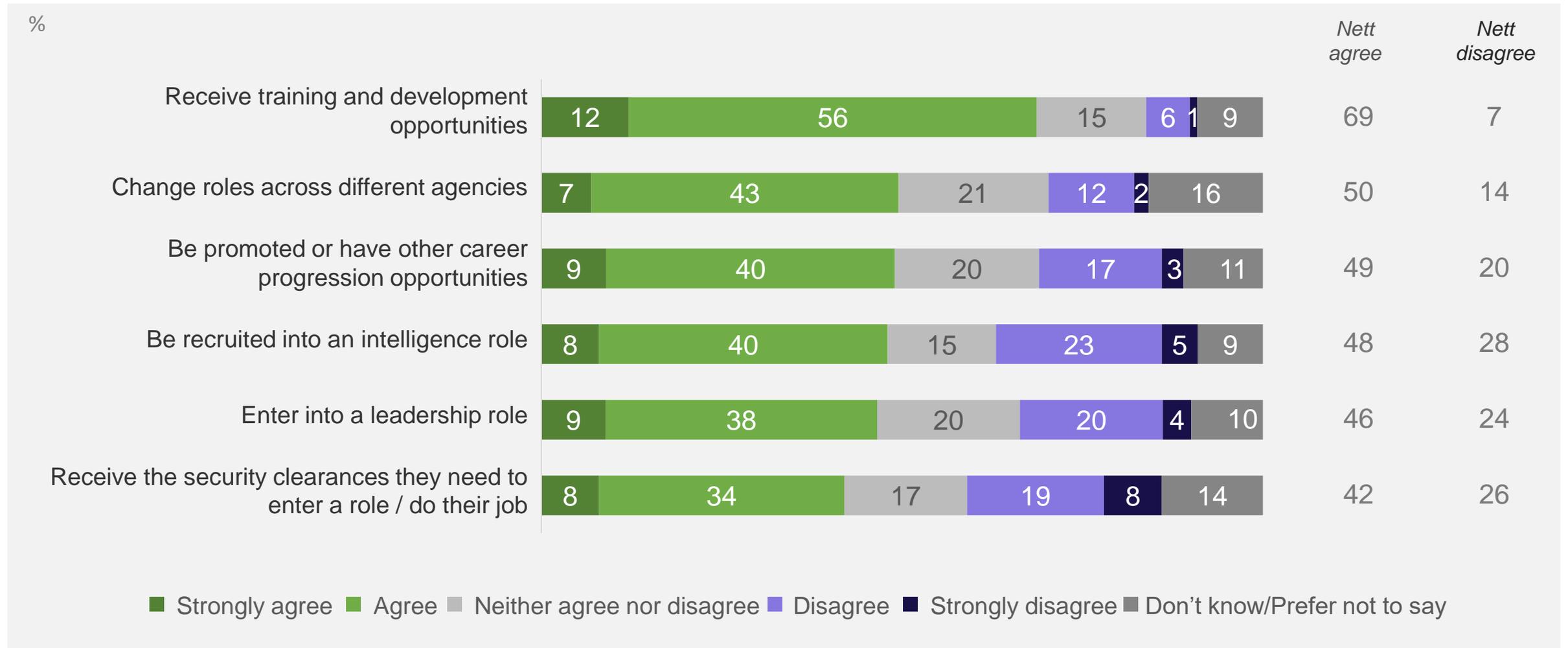
PERCEPTION OF PERSONAL EQUAL OPPORTUNITIES: BY SUBGROUP DIFFERENCES

	Average across the intelligence sector	Significantly less likely to hold this view	Significantly more likely to hold this view
Get the security clearance level you need to enter a role / do your job	69%	Asian (46%)	NZ Europeans (75%)
Get training and development	67%	Aged 50+ years (56%)	Aged 40 – 49 years (77%)
Be employed in different intelligence agencies	55%	-	-
Be promoted	47%	Women (43%) Aged 50 – 59 years (35%)	Men (54%) NZ Europeans (50%) Team leaders/Managers (59%)
Enter into a leadership role	45%	Women (37%) Trainees/Individual contributors (38%)	Men (55%) NZ Europeans (49%) Team leaders/Managers (61%)
I don't think I have equal opportunity to do any of these things	10%	NZ Europeans (8%) Aged 40 – 49 years (5%)	-

People within the intelligence sector perceive that those from diverse backgrounds or cultures get equal opportunities to access training and development. However, they're more likely to disagree that they have equal access to the other career opportunities, in particular being recruited into an intelligence role in the first place, receiving necessary security clearances, and/or entering leadership roles.



PERCEPTIONS OF EQUAL OPPORTUNITIES FOR PEOPLE FROM DIVERSE BACKGROUNDS OR CULTURES





The following verbatim illustrate some of the reasoning behind why staff disagree people from diverse backgrounds or cultures have equal opportunities across these three areas.

QUOTES AS TO WHY PEOPLE FROM DIVERSE BACKGROUNDS OR CULTURES DON'T HAVE EQUAL OPPORTUNITIES

1 Be recruited into an intelligence role (28% disagree)

“Vetting favours those with a checkable background and unbroken employment history in FVEY [The Five Eyes] countries, and lengthy residency in those countries. Vetting authorities are lazy and under-resourced to appropriately check those from different backgrounds, e.g. South African and other migrants who have committed to citizenship of NZ.”

“Very Wellington focused recruitment, which doesn't tend to support diversity. Also, job ads tend to state that a security clearance may be difficult if you haven't lived in NZ for a certain extended and continuous period of time.”

“I'm a working parent and there are NO opportunities for part-time flexible work within the intelligence community in Wellington. I have been looking for flexible/part-time work for 10 years... There is policy in government and within individual agencies that reflects flexible opportunities, but we don't 'walk the talk!'”

2 Receive necessary security clearances (26% disagree)

“Security clearance is based on someone living a life in which they are unlikely to have been exposed to the challenges that enhance diversity of thought and different ways of viewing the world.”

“Evasive as it is stacked against certain ethnicities and anyone not from a Five Eyes country. The process is intrusive which Māori and Pacifica find difficult, and it is set in such a way to self-exclude people on the basis of family...”

“Because it is much harder for those that have been born outside New Zealand, or those New Zealanders from ethnic groups that are over-represented in issues like mental health, involvement in crime/etc - who have close family members or are affected themselves by issues that make it harder for people to gain clearance at the levels required within the intelligence sector.”

3 Enter into a leadership role (24% disagree)

“All intelligence leaders in Wellington are Victoria University graduates, with significant public service history. Few represent Auckland or South Island views. Few represent lived experiences outside of a comfortable public servant life. Few intelligence leaders have ever personally dealt with the individuals they are responsible for collecting and disseminating intelligence on.”

“Certain cultural backgrounds place value on humility and collectiveness and interviews based on solo achievements and talking oneself up are often hurdles.”

“The statistics around support what I am saying here - DCE levels or director levels and above in the intelligence sector clearly skew one way, often... a strong prior network of relationships exist which makes it clear that entering into leadership roles is certainly not always based on merit or skills in that role. There are not clear pathways into leadership roles for the intelligence community, and this is especially true for folks who are from different backgrounds, ethnic backgrounds too.”



8

Inappropriate conduct and employer complaints processes

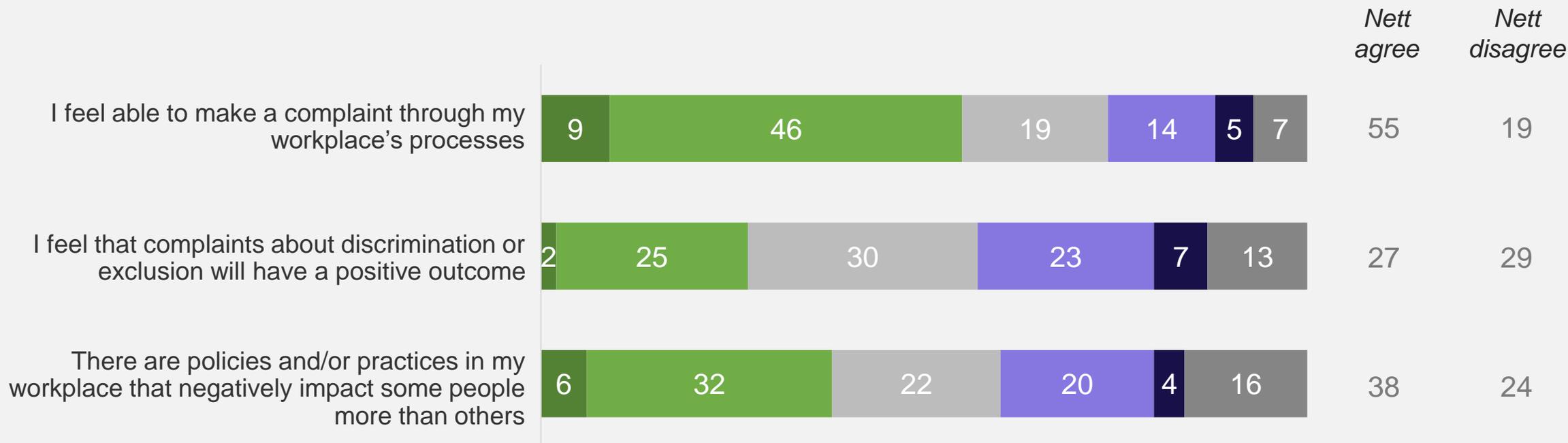


Confidence in their workplace's complaints processes is an area that could be improved. One in five people disagree they feel able to make a complaint through their work's processes, and three in ten people disagree that complaints about discrimination or exclusion would have a positive outcome. Furthermore, four in ten feel there's policies that negatively impact some people more than others.



WHAT DO PEOPLE THINK OF WHEN CONSIDERING DIVERSITY IN THE WORKPLACE?

% How much do you agree or disagree?



■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know/Prefer not to say



9

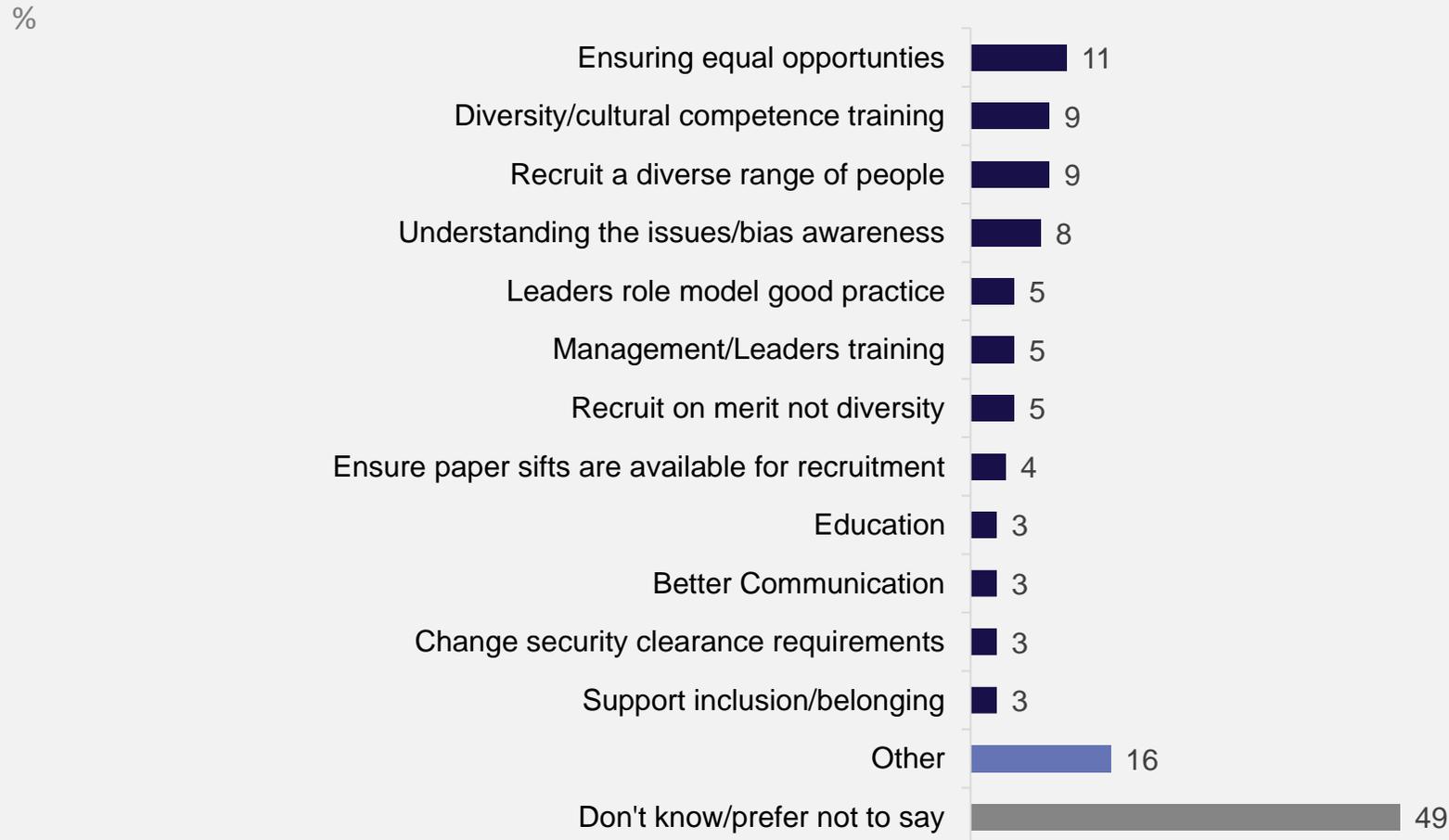
Overcoming barriers



There are a range of suggested actions which could be done by individuals, agencies, or the overall sector to overcome biases and barriers to inclusion and equal opportunities. The four main themes are: providing equal opportunities (11%), having diversity and cultural competence-type training (9%), recruiting a diverse workforce (9%), and understanding the issues and bias awareness (8%).



WAYS TO OVERCOME BIASES AND BARRIERS IN THE INTELLIGENCE SECTOR





The following verbatim illustrate some of the suggested ways to overcome biases and barriers for these four priority themes:

QUOTES TO ILLUSTRATE WAYS TO OVERCOME BIASES AND BARRIERS (1 OF 2)

1 Ensuring equal opportunities

(11% mentioned)

“Stop making policies that cause divisions. We are human and we are New Zealanders - it should not matter whether we are male, female, Pākehā or Māori, Filipino or Asian. The more policies we have to promote one group over another we end up with unintended consequences that cause friction - this may only be latent friction, but it is there nonetheless.”

*“**Define a standard and apply it equally** across the board.”*

*“**Give everyone the same opportunities.** Not because you want to be more or less diverse.”*

*“**Remove names and genders from job applications so applicants are initially shortlisted with less potential bias.** Recognise that people will apply to intelligence jobs from a range of educational backgrounds and actually recruit a range of people, rather than all young university graduates.”*

2 Diversity and cultural competence training

(9% mentioned)

*“**Leadership training in diverse peoples and cultures** especially acceptability and practice, as well as training for staff on cultural acceptance.”*

*“Increased HR capability in XXX. Review of XXX to create a standalone agency with the enablement platform to meet objectives which integrates recommendations on diversity and inclusion, appointment of diverse leadership at all levels, a XXX Māori capability adviser (on track), **a standard menu of diversity and unconscious bias training that all teams and individuals can access every year**, transferring hiring to HR and avoiding monopoly by individuals, external review of effective implementation of policies, a short term diversity and inclusion coach to assist with forming a plan and supporting a culture shift. Rotation of management group and term limits.”*

*“**Cultural awareness sessions, information regarding unconscious bias.** Please note there needs to be careful assessment of these sorts of programs before they are implemented. I've come across some 'anti-racism' and 'anti-discrimination' material that has actually been counterproductive and fuelled divisiveness, not at all useful. **Look for an approach that has had proven results.**”*



The following verbatim illustrate some of the suggested ways to overcome biases and barriers for these four themes:

QUOTES TO ILLUSTRATE WAYS TO OVERCOME BIASES AND BARRIERS (2 OF 2)

3 Recruit a diverse range of people
(9% mentioned)

*“Encourage individuals to feel like they belong in the sector from a young age – e.g., talk to school/university students. But **don't just think about hiring diversity, ensure that people feel welcomed and have others to look to.**”*

*“Understanding the issue in NZ and then modifying the recruitment process etc to suit. **Careers-wise intelligence is not known or promoted.** Most of us fell into the roles after university. Also intel on TV is not intel in real life. A speaker from the USA spoke a few years ago at the NZIIP conference about the different generations and how they work and what the intel community needs to do to recruit and retain the various generations - very interesting and useful/applicable to NZ as well.”*

“Difficulty in gaining clearance for people with strong overseas ties (with some countries particularly), valuing a range of educational backgrounds, creating a more friendly and inclusive environment and community, reducing hierarchies, incorporating intelligence functions into a wider range of agencies, reducing dominance of police/defence backgrounds, reducing the importance of "who you know", training opportunities advertised and offered more widely. Creating more pathways for coming into and branching out from intelligence sector.”

4 Understanding the issues / bias awareness
(8% mentioned)

*“**Training or facilitation to discuss these issues,** learn more about these issues, and how to deal with these issues would be welcome.”*

*“The intelligence and national security sector at large work in very much an "us" versus "them" environment. The "them" are often characterised by their race, ethnicity, or nationality. **It is challenging this environment to overcome biases - the best way is through programmes that produce hyper-awareness, and through third-party or external review of work and decisions.**”*

*“Open communication. **Have conversations and identify what the biases and barrier exist (if any).** Work as individuals and as a team to develop culture that overcome biases and barriers. Positive agency messaging, share examples/good new stories. Ensure inclusion and equal opportunity are for absolutely everyone, not just minority groups. Have seen circumstance where being a white, middle-aged male, has been a barrier.”*



10

Connection and sense of purpose within the sector

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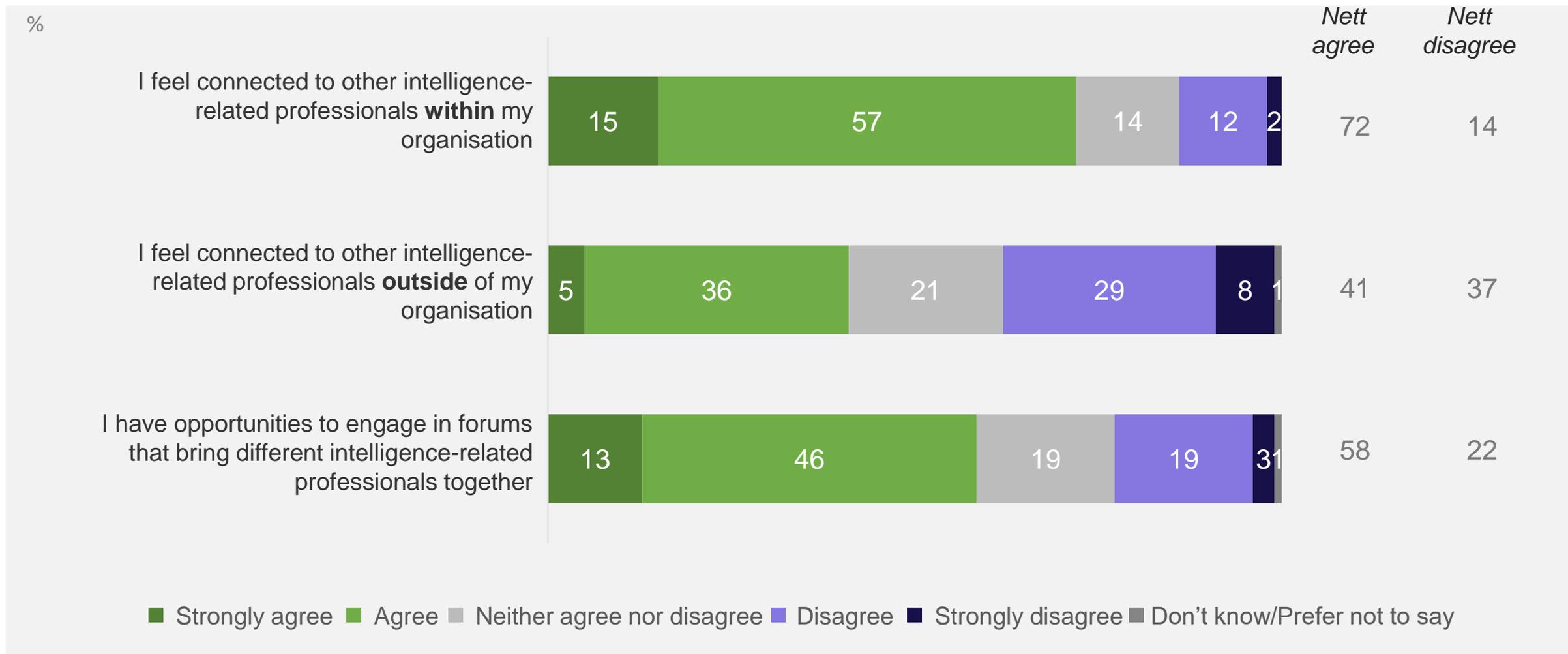


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People tend to feel connected to other intelligence-related professionals within their organisation, however, relatively few agree they're connected to the wider intelligence sector outside their workplace.



CONNECTION TO THE WORKPLACE AND INTELLIGENCE SECTOR



When we look at different demographic and organisational groupings of staff within the intelligence sector and their sense of connection, relatively recent recruits are less likely to feel connected and engaged with the wider intelligence sector:



SENSE OF CONNECTION: BY SUBGROUP DIFFERENCES

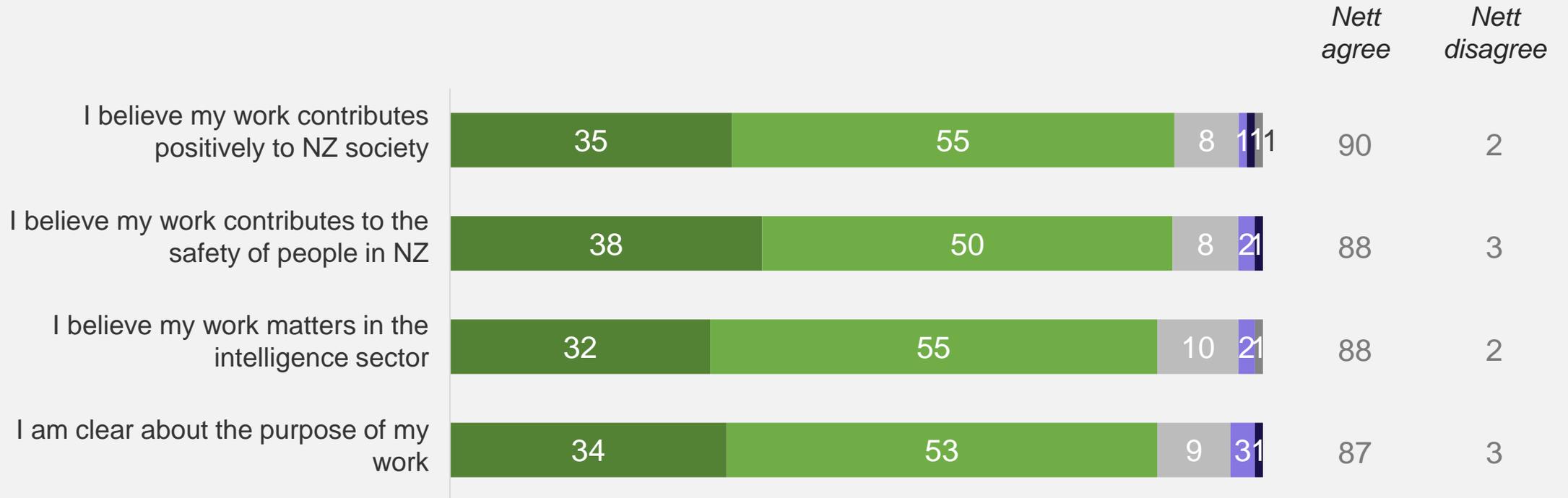
	Average across the intelligence sector	Significantly less likely to agree (either strongly agree or agree)	Significantly more likely to agree (either strongly agree or agree)
Feel connected to other intelligence-related professionals within my organisation	72%	-	NZ Europeans (74%) 10 – 20 years working in sector (80%)
Feel connected to other intelligence-related professionals outside of my organisation	41%	Under 2 years working in sector (29%)	10 years or more working in the sector (50%)
I have opportunities to engage in forums that bring different intelligence-related professionals together	58%	Women (54%) Under 2 years working in sector (44%)	Men (63%) 10 years or more working in the sector (68%)

People working in the intelligence sector have a very strong sense of purpose: around nine in ten agree their work contributes positively to New Zealand society, to the safety of people in this country, they're clear about the purpose of their work, and they believe their work matters.



SENSE OF PURPOSE

% As someone in the intelligence sector...

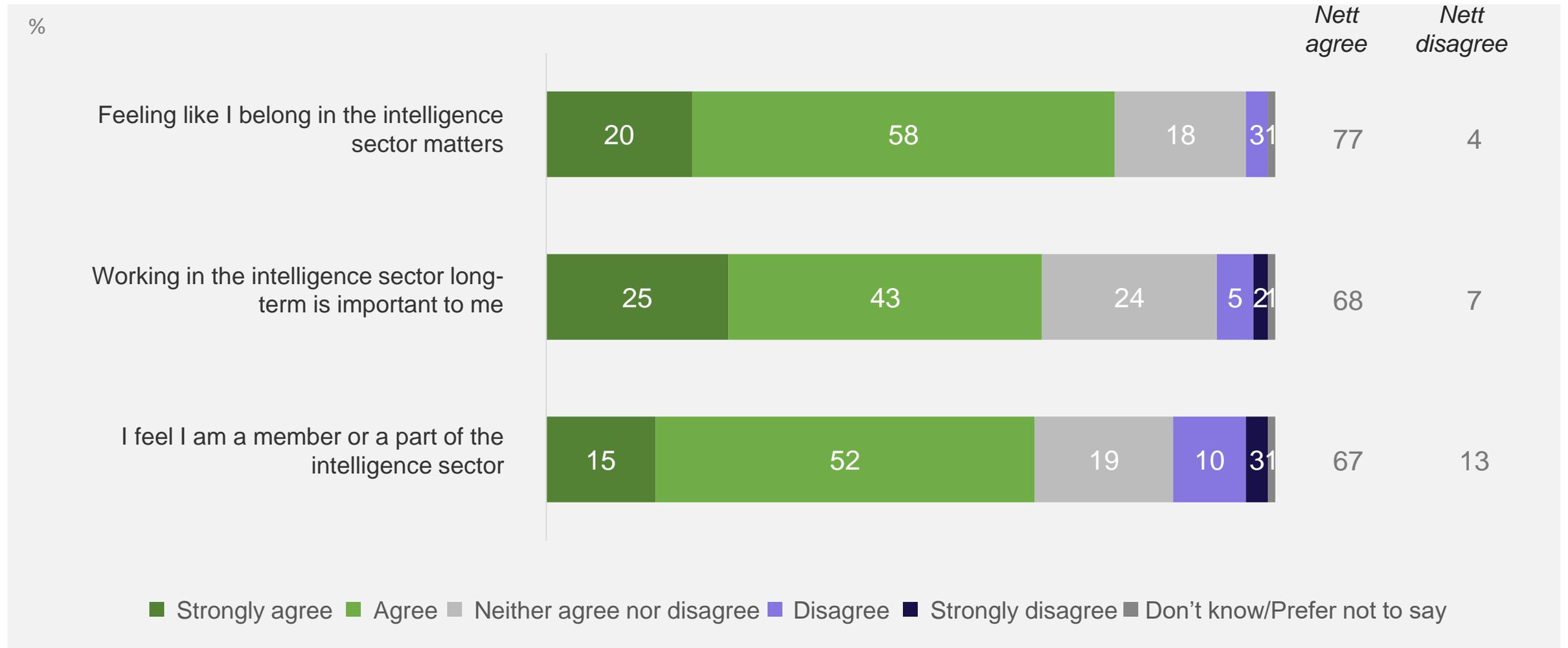


■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Don't know/Prefer not to say

Just over three quarters of people working in the intelligence sector agree feeling like they belong matters, while hardly anyone disagrees. Furthermore, two thirds of people actually feel like they're a member or part of the sector. Sixty-eight percent of people agree that working in the intelligence sector for a long time is important to them, indicating a collective long-term commitment to the sector.



SENSE OF BELONGING

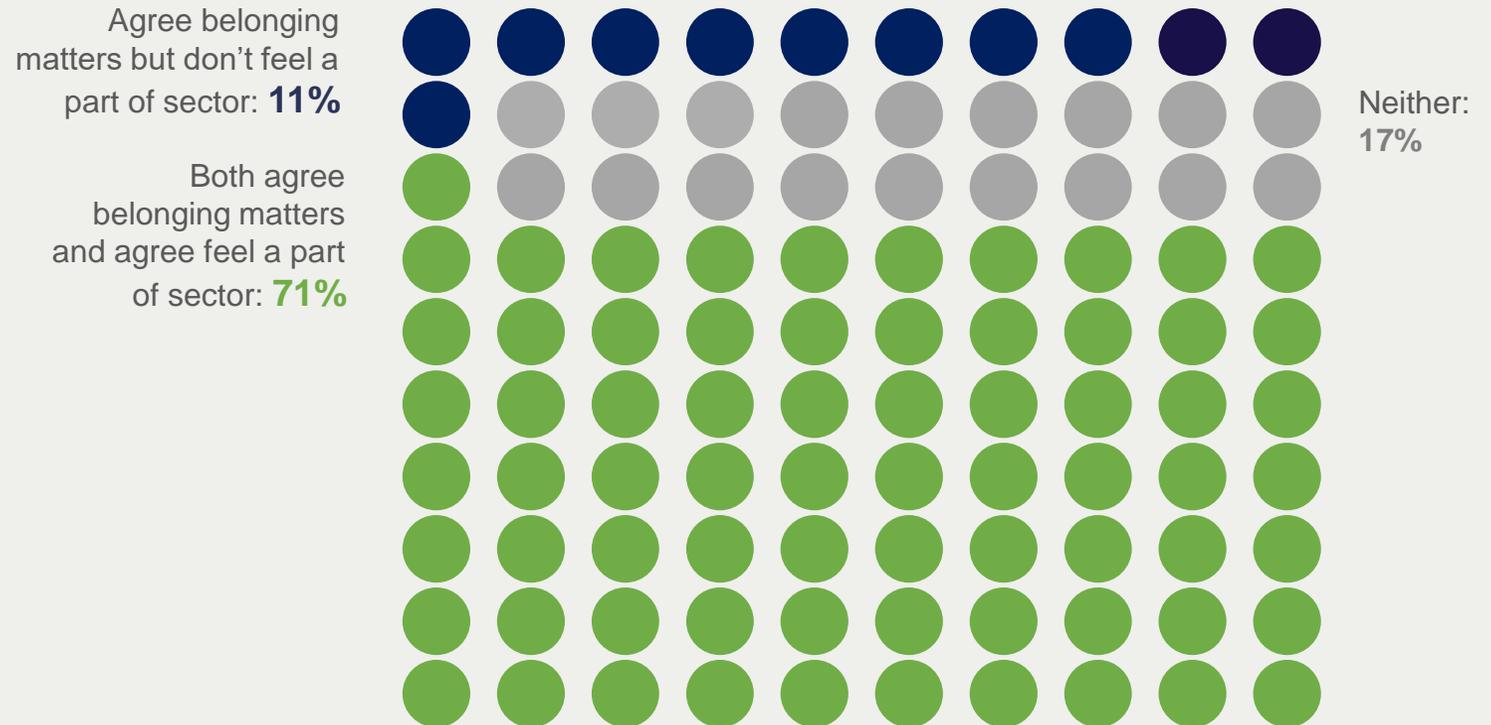


Two of these statements can be analysed against each other to see if people who believe that ‘**feeling like I belong in the intelligence community matters**’ actually have their needs met, i.e., they feel like ‘**I am a member or a part of the intelligence sector**’.

The analysis to the right shows the proportion of people who believe that ‘belonging in the intelligence community matters’ by whether they feel like they’re ‘a member or a part of the intelligence sector’. In general, people who feel that belonging in the intelligence sector matters also feel like they’re a member or part of the sector (71%). However, one in ten people feel that belonging matters but that they don’t currently feel like they’re a member or part of the sector (11%).

There’s no significant differences between our different demographic and organisational groupings of staff for this 11% of people, however, Pacific peoples, those living in provincial cities or towns, and/or advisors/consultants are slightly more likely to be in this group.

THINK BELONGING MATTERS BY WHETHER ACTUALLY FEEL LIKE THEY’RE A MEMBER OR PART OF THE SECTOR



There are a wide range of personality traits that people in the intelligence sector perceive as being valued. The ones most often mentioned are integrity, having an analytical and pragmatic way of thinking, being trustworthy, having good communication skills, the ability to problem solve, experience and knowledge, and curiosity.



CHARACTERISTICS AND BEHAVIOURS MOST VALUED IN THE INTELLIGENCE SECTOR





11

Awareness of NZIIP and how they can support the sector's diversity goals

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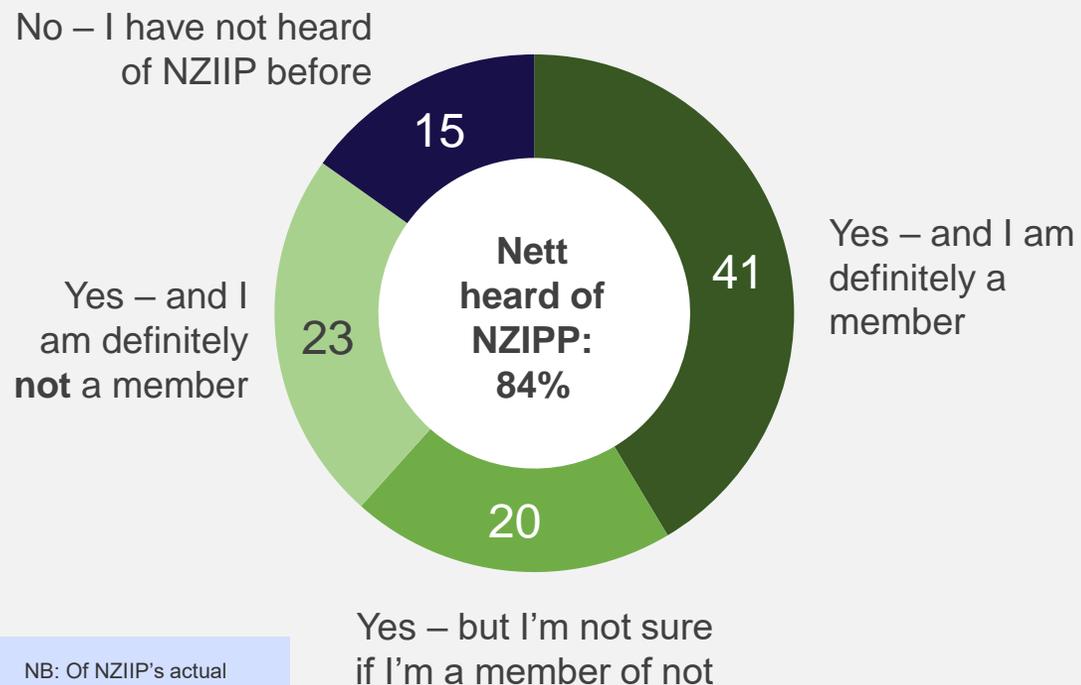
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NZIIP awareness and knowledge: by all in the intelligence sector



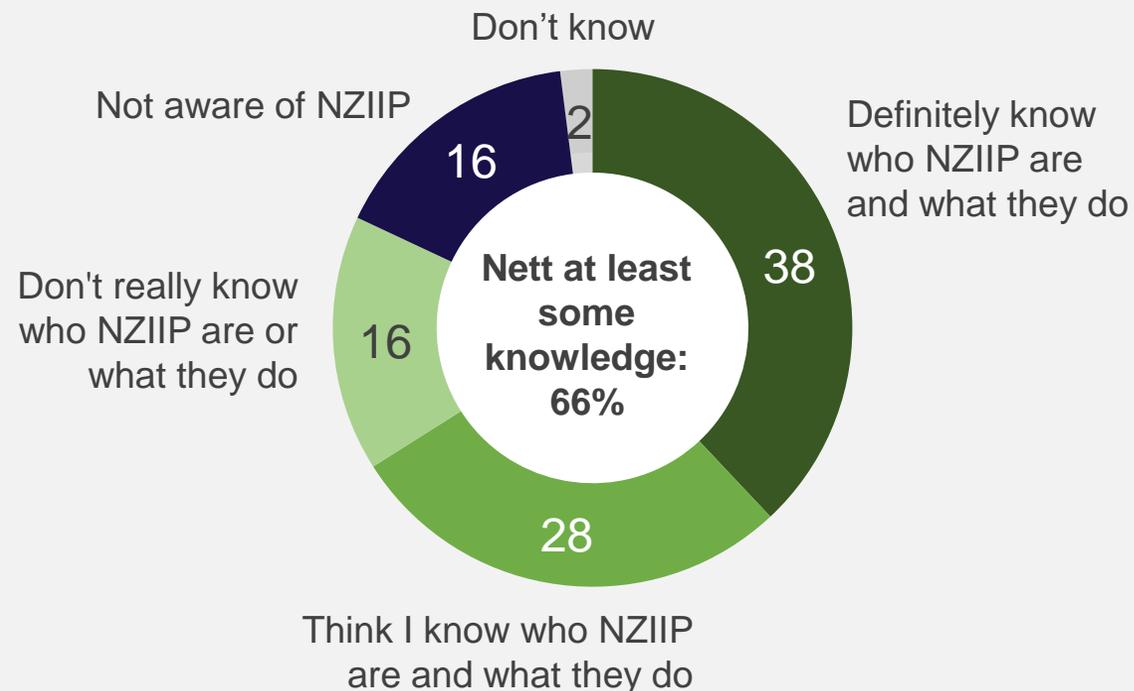
AWARENESS AND KNOWLEDGE OF NZIIP

% Awareness and membership of NZIIP - All respondents



NB: Of NZIIP's actual members: 10% are unsure if they're a member or not, and 4% think they're definitely not a member

% Knowledge of NZIIP - All respondents

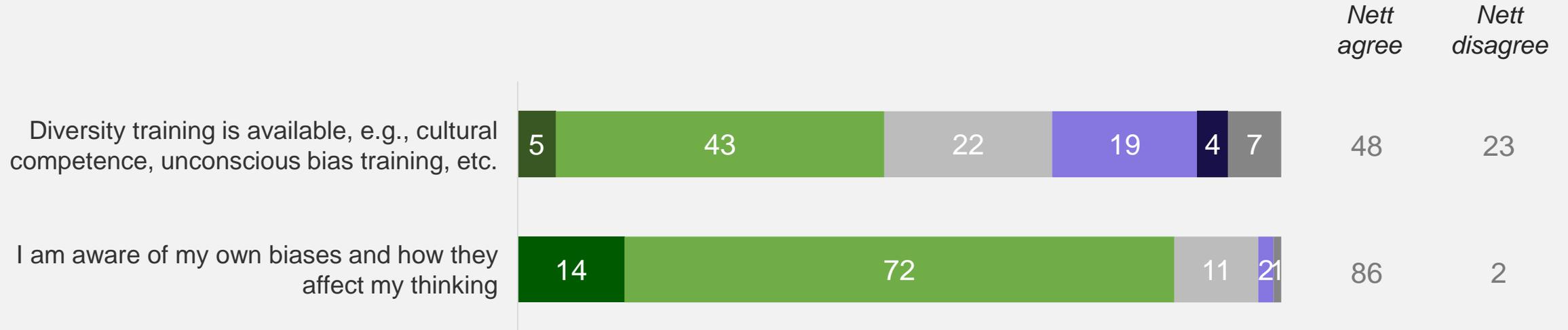


Just under half of people in the intelligence sector agree there's some form of diversity training available, for example cultural competence, unconscious bias training, etc. However, there's certainly an opportunity to provide more or better training, as a quarter of people disagree that it's available.



AVAILABILITY OF DIVERSITY TRAINING

% As someone in the intelligence sector...

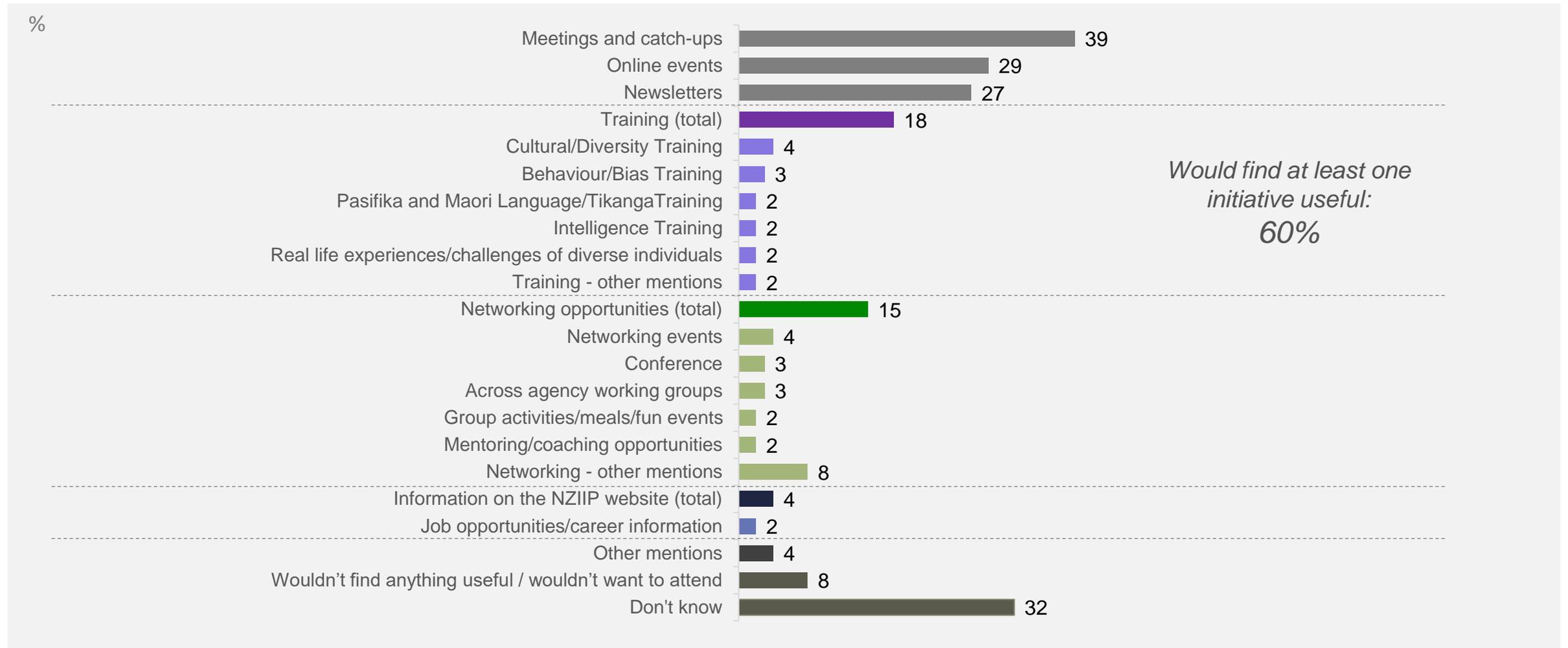


■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know

There is a range of initiatives people in the sector would find useful for NZIIP to offer:



INITIATIVES USEFUL FOR NZIIP TO OFFER



The following verbatim are examples of some of the initiatives that people within the intelligence sector are interested in NZIIP offering:



QUOTES TO ILLUSTRATE DIVERSITY AND INCLUSION INITIATIVES INTERESTED IN NZIIP OFFERING

Training initiatives

“I really like the way the US “GovLoop” offer sound-bites of training, and thought pieces to tackle difficult issues, like racism or conflict in the workplace.”

“Courageous conversations, The Wall Walk; opportunities to hear from diverse individuals to talk about their experiences and challenges of diversity; ways that build awareness and have an impact on others.”

“Intercultural awareness and understanding. How Te Ao Māori fits in the intel sector.”

“Training and facilitated sessions on diversity and inclusion, that allow us to learn more about each other and practical ways we can bring about better working methods.”

“Cultural awareness and language in intelligence (Pasifika and Te Ao Māori focus). A community-based training programme for those who are not in the intelligence sector to attend, free of charge, to understand intelligence and drive for more diversity in the NZ intelligence sector (I think that there are some individuals disadvantaged as they feel they would never meet the criteria for working in intelligence – e.g., no uni qualification).”

Networking opportunities

“Fun, discovery, participation, experiential stuff like, workshops, trivial (intel) quiz, maze, puzzles, tabletop exercises.”

“Overnight at a marae (Pipitea Marae and Function Centre comes to mind), and learn what partnership could be for you, participate and learn the lore, take away a fresh reason for doing what we do and protect what we all have.”

“A networking event for younger members of the NZIIP and their academic colleagues would be very advantageous, this removes the barriers that the younger members feel when talking with much more senior members of NZIC and would allow for more frank discussions.”

“Hold events outside of just Wellington. Consider Auckland, Wellington and Christchurch.”

“Mentoring; supporting personal growth in intel/knowledge of the sector. Note: can be hard to get to meetings during work time if the topic is not job-specific, evening meetings allow for flexibility to attend what is of interest personally.”

“Perhaps arranging a monthly social gathering. Doesn’t have to be resource intensive just organising a date and place where intel practitioners have a regular opportunity to chat and get to know each other.”

And there's a range of different ways NZIIP can optimise take up of these different diversity and inclusion initiatives:



OPTIMISING TAKE UP OF NZIIP INITIATIVES





12

Appendix: understanding our workforce better

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Employment level, length of time working in the sector, and employment type

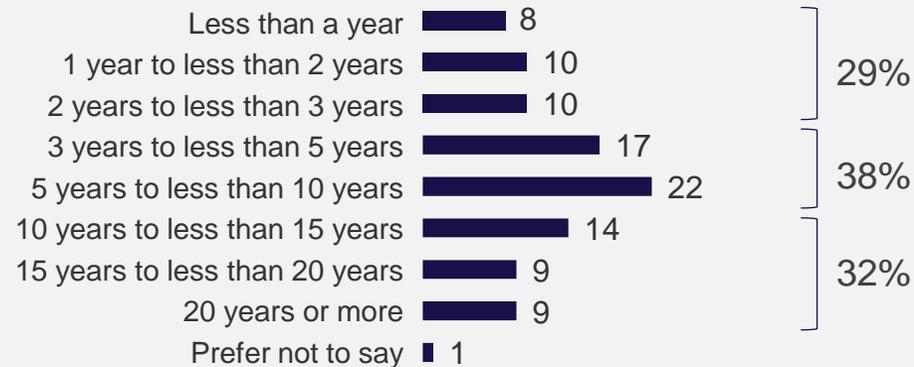
INFORMATION ABOUT THE INTELLIGENCE SECTOR WORKFORCE: 1

%

Employment level



Length of time in intelligence sector



Employment type

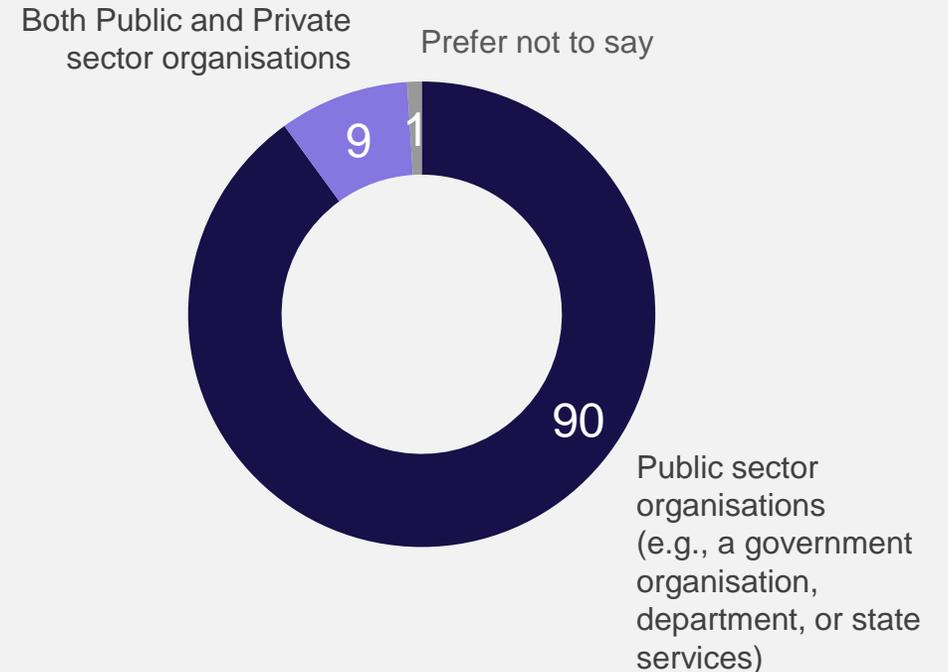
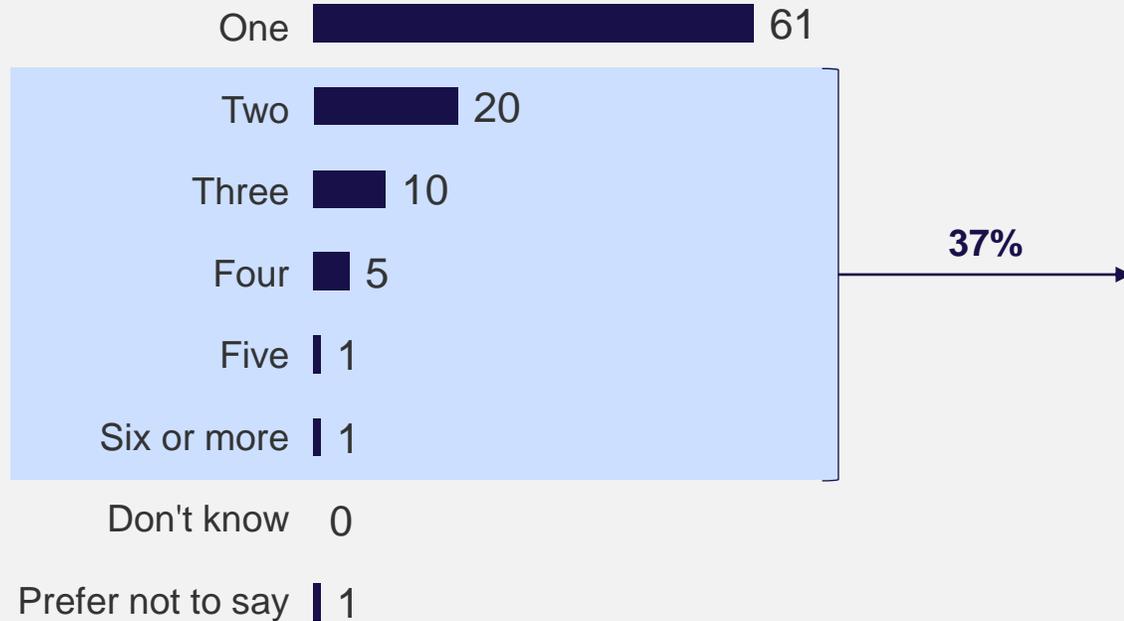


Organisations worked for in intelligence sector

INFORMATION ABOUT THE INTELLIGENCE SECTOR WORKFORCE: 2

% Number of organisations worked for in intelligence sector

Type of organisation worked for (if 2+ organisations)



Organisations worked for in intelligence sector



INFORMATION ABOUT THE INTELLIGENCE SECTOR WORKFORCE: 3

	People surveyed in the intelligence sector	Proportion in NZ according to the 2018 Census* (New Zealanders aged 20-69 years)
Gender identify as	Female / Wahine	48%
	Male / Tāne	48%
	Non-Binary	1%
	Transgender	1%
	Another gender	-
	Prefer not to say	2%
Age	15 – 19 years old	-
	20 – 29 years old	23%
	30 – 39 years old	32%
	40 – 49 years old	23%
	50 – 59 years old	13%
	60 – 69 years old	5%
	70 years old or over	-
	Prefer not to say	4%
Ethnicity	NZ European	76%
	Māori	11%
	Pacific (nett)	2%
	Asian (nett)	7%
	Another ethnicity	12%
	Prefer not to say	5%

Note: 'n' indicates a subgroup of less than 1%

Organisations worked for in intelligence sector



INFORMATION ABOUT THE INTELLIGENCE SECTOR WORKFORCE: 4

	People surveyed in the intelligence sector	Proportion in NZ according to the 2018 Census* (New Zealanders aged 20-69 years)	
Sexual orientation	Bisexual	4%	n/a
	Heterosexual	81%	n/a
	Homosexual	5%	n/a
	Another sexual orientation	1%	n/a
	Prefer not to say	8%	n/a
Long-term disability	Long-term disability or impairment	8%	n/a
	No long-term disability or impairment	86%	n/a
	Prefer not to say	5%	n/a
Region	Northland	1%	3%
	Auckland	21%	35%
	Waikato	3%	9%
	Bay of Plenty	^	6%
	Gisborne	^	1%
	Hawke's Bay	1%	3%
	Taranaki	^	2%
	Manawatu-Wanganui	5%	5%
	Wellington (including Kapiti, Wairarapa)	58%	11%
	Tasman	^	1%
	Nelson	1%	1%
	Marlborough	1%	1%
	West Coast	-	1%
	Christchurch / Other Canterbury	7%	13%
	Otago	1%	5%
Southland	-	2%	
Urban / rural split	Big city	77%	n/a
	Provincial city or large town	13%	n/a
	Small town	5%	n/a
	Rural area or farm	3%	n/a
	Prefer not to say	2%	n/a

Note: '^' indicates a subgroup of less than 1%

Organisations worked for in intelligence sector



INFORMATION ABOUT THE INTELLIGENCE SECTOR WORKFORCE: 5

	People surveyed in the intelligence sector	Proportion in NZ according to the 2018 Census* (New Zealanders aged 18-69 years)
Buddhism	1%	1%
Christianity (including Anglican, Baptist, Catholic, Jehovah's Witnesses, Latter-day Saints, Lutheran, Methodist, Orthodox, Presbyterian, Ringatū, Rātana)	21%	38%
Hinduism	1%	3%
Islam	1%	1%
Judaism	^	^
Māori spirituality	1%	^
Sikhism	^	1%
Spiritualism	2%	^
Another religion	^	1%
Don't practice any religion / spirituality	64%	48%
Prefer not to say	9%	7%

Religion or spirituality**

Note: ** indicates a subgroup of less than 1%

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FOR FURTHER INFORMATION PLEASE CONTACT

Ellen Parkhouse and Emma Appleton

Kantar Public | Colmar Brunton

Level 9, 101 Lambton Quay
Wellington 6011
Phone (04) 913 3000