



PSA Submission on the scope of the Te Kawa Mataaho Long Term Insights Briefing

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About the PSA

The New Zealand Public Service Association Te Pūkenga Here Tikanga Mahi (the PSA) is the largest trade union in New Zealand with over 80,000 members. We are a democratic and bicultural organisation representing people working in the Public Service including for departments, Crown agents and other crown entities, and state-owned enterprises; local authorities; tertiary education institutions; and non-governmental organisations working in the health, social services and community sectors.

People join the PSA to negotiate their terms of employment collectively, to have a voice within their workplace and to have an independent public voice on the quality of public and community services and how they're delivered.

We are committed to advancing the Tiriti o Waitangi principles of partnership, protection and participation through our work. Te Rūnanga o Ngā Toa Āwhina is the Māori arm of the PSA membership. The PSA is affiliated to Te Kauae Kaimahi the New Zealand Council of Trade Unions, Public Services International and UniGlobal.

Our values

Solidarity - Kotahitanga

We champion members' interests with a strong effective voice. We stand together, supporting and empowering members, individually and collectively.

Social justice - Pāpori Ture Tika

We take a stand for decent treatment and justice. We embrace diversity and challenge inequality.

Integrity and respect - Te Pono me te Whakaute

Our actions are characterised by professionalism, integrity and respect.

Solution focused - Otinga Arotahi

We are a progressive and constructive union, constantly seeking solutions that improve members' working lives.

Democratic - Tā te Nuinga e Whakatau ai

We encourage participation from members. We aim to be transparent, accessible and inclusive in the way we work.

PSA recommendations

We largely support the scope proposed for the long-term insights briefing. The topics proposed cover a good range of issues that need to be addressed by the public service system in the medium term. We make specific recommendations relating to each topic below.

Me pēhea e pai ake ai tā mātou hāpai i te whai wāhitanga mai o te marea ki ngā mahi kāwanatanga ā muri ake nei?

How can we better support public participation in government in the future?

This is a vital question for public services and we support its inclusion in the long term-sights briefing. This should inform the outcomes of the reviews of public service systems currently underway including: the health and disability system review; local government futures; and the education and justice system reforms. The new design of each of these systems must embed more effective approaches to public participation.

We recommend this section of the briefing include consideration of what's needed to ensure that public service agencies have the right kind of high-trust workplace cultures, work design and workforce development needed to support this.

The ability for public servants to develop relationships and fully engage with citizens needs to be replicated in service delivery models and this depends on having sufficient time to do this genuinely. So having high-trust workplace cultures that reflect and support public servants' professionalism; having sufficient staff with the time and training to have conversations with people rather than taking a transactional tick box approach; and having work design that considers and builds the social dimension of services including relationships between public servants and citizens, are all necessary to better support public participation and government in the future.

Me pēhea tā mātou paheko ki te hunga o Aotearoa i te ao o ngā pae pāhapori?

How do we engage with New Zealanders in a social media world?

We agree that this is an important matter for the briefing to consider. The spread of misinformation is a challenge to the development and implementation of evidence-based policy. However, we recommend this section of the Briefing take a broader approach and consider the influence of not only social media but also the further development of artificial intelligence and the virtual world. We are interested in the [Canadian Public Service's work](#) to better understand how this is impacting now and into the future.

Me pēhea tā mātou whakaū i ngā āheinga tika i roto i te hunga mahi o te Ratonga Tūmatanui i ngā rā ki tua?

How do we make sure we build the right capability for the Public Service workforce of the future?

We support the inclusion of this question in the briefing. We recommend that the discussion of this in the briefing include what's needed to create coherent whole of Public Service approaches to workforce and employment relations that increase interoperability and build capability and so promote collaboration, cohesion and resilience in the system. In particular we recommend this include a focus on:

- Effective whole of public service and public sector long-term workforce planning.
- Whole of system approaches to careers, change and just transitions (including retraining) as well as equality of access to these; mobility of people around the system; inclusive workplaces free from bullying, harassment, discrimination and racism.
- Full implementation of measures designed to create more equitable workplaces such as the Gender Pay Principles.
- System-wide approaches to workforce that include both publicly provided and publicly funded workforces. This is increasingly being accepted as critical in the health and disability system reforms and by agencies such as Oranga Tamariki and DOC which are moving more towards partnerships between public agencies and NGOs and Iwi, Hapū and Māori providers in particular.

Me pēhea tā mātou kawē i te wairua auaha i tipu mai ai i te Ratonga Tūmatanui i te wā o te KŌWHEORI-19?

How do we continue the innovation created in the Public Service through COVID-19?

We support the inclusion of this question in the briefing and recommend that this includes consideration of the kind of employment relations approach and workplace cultures and processes needed for innovation. There is considerable evidence that high-trust workplace cultures that encourage “bottom-up” innovation are well supported by high engagement industrial democracy arrangements. Risk is also part of innovation and ways to allow higher tolerance for risk in practice, service design and policy will also need to be found. We recommend this be considered in this section of the briefing.

Me pēhea tā te Ratonga Tūmatanui whakakotahi kia wānanga i ngā raru o anamata me ngā raru tuku iho?

How can the Public Service get more joined-up to tackle future and intergenerational problems?

We support the inclusion of this topic in the briefing. We recommend that this includes consideration of what changes to workforce and employment arrangements could support this. We have some projects underway in this space (including the Common Terms and Redeployment projects) that aim to increase interoperability and so promote collaboration, cohesion and resilience in the system, but more is needed including a cross agency approach to pay – both pay systems and pay rates.

In relation to a focus on intergenerational problems, we are interested in some of the innovations of other jurisdictions including the Welsh [Ministry for Future Generations](#) and the Finnish [Parliamentary Committee for the Future](#).

For further information about this submission, please contact:

Kirsten Windelov

Senior advisor, policy and strategy

New Zealand Public Service Association

PO Box 3817

Wellington 6140

Phone: 04 816 5065

Email: kirsten.windelov@psa.org.nz