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GOOD RESULTS
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PSA GOVERNANCE
Executive Board
Sector committees
National delegates
PSA Member Employee Group

PSA Leadership

Report to
2008 Congress
An extraordinarily busy year — and more to come!

STATEMENT FROM PSA PRESIDENT KEITH GUTSELL

The Report to Congress outlines the PSA’s activities over the past year, our plans, and the challenges we face.

All our actions are designed to further the PSA’s overall objective — to build a union organisation that advances the interests of members in the current social, political, economic and industrial environment.

To this purpose, the PSA was extraordinarily busy in the past year. Members are under increasing pressure — both as individuals facing rising food, fuel and accommodation costs, and as busy public servants heading into the New Zealand general election cycle.

We devoted considerable energy to bargaining collective agreements, with some very large agreements up for renegotiation, for example in health, with agreements covering around 15,000 members on the table.

Before bargaining began, the PSA developed sector-wide strategies that ensured we gained the most traction for members. We can be pleased with the results achieved, as you will read in this report.

The PSA signed the third partnership agreement with government and the State Services Commission in May 2007, called Partnership for Quality: Fairness and Public Value (PfQ3). This agreement is designed to strengthen day-to-day partnership in the workplace, to foster greater productivity and work satisfaction.

PfQ3 fits well within the PSA’s long-term strategy, Democracy at Work, which was also launched during the year. This strategy resulted from decisions that were made at Congress in 2007, and is the result of a far-ranging debate within the union about our philosophy.

As part of the debate, we hosted David Coats from the UK thinktank The Work Foundation, on a tour of New Zealand where he spoke widely on the future of public services.

Later on, a PSA roadshow called The Big Picture met with delegates and members to explain the latest developments in bargaining, PfQ3, Democracy at Work, recruitment and the role of delegates.

The PSA is still New Zealand’s largest union, although the growth in membership numbers reached a plateau during the year. As there is indeed strength in numbers, the PSA launched a recruitment drive in September which raised the union’s profile in workplaces and brought in several hundred new members.

The PSA’s public profile has also been raised during the year by some excellent media work. PSA members are uniquely placed at the heart of this country’s development, and it is time they had a greater voice in vital debates about our national future.

These debates will only become more intense as the election approaches. The PSA will take an active role in the general election, bearing in mind the provisions of the Electoral Finance Act. We will step up our work with political parties to clarify their policies and to pass this information to members, making the most of new technologies to convey emerging trends.

At another election, PSA national secretary Richard Wagstaff was elected as vice president of the New Zealand Council of Trade Unions, which will enable him to advocate for public servants in a wider forum. Congratulations to him on this new role.

Both national secretaries, Brenda Pilott and Richard, work tirelessly on behalf of members, and my thanks to them, and to the committed and hardworking staff of the PSA.

The PSA is in a strong position to face the challenges that lie ahead, and it has been, or is in the process of being further strengthened by new initiatives. These include the review of its representative structures, greater investment in technology and information management, and its excellent financial stewardship of members’ assets in difficult times.

The most pressing challenge facing the PSA is the general election at the end of the year. This is always a time of great uncertainty for members, but you can be sure your union is working effectively, in top gear, to advance your interests — and by extension, those of all New Zealanders who benefit from public services.

At this year’s Congress I will stand down as president of the PSA, after two terms. These four years have been challenging and rewarding, with many highlights including the third partnership agreement, some great bargaining, and seeing the PSA develop as a dynamic and highly effective organisation.

I would like to thank members, delegates and the Executive Board for making my job so much easier. Their enthusiasm, ideas and effort in our shared commitment to protecting and improving the lives of working New Zealanders have lightened my responsibilities.

It’s been a privilege to be at the helm, and I wish the PSA continued success.
This report is an opportunity to take stock of the union's performance and when we reflect on the past year, it's clear just how much progress has been made by and for members.

Our bargaining strategies enabled the union to work effectively to lift employment terms and conditions.

Many members in health are about to move onto new MECAs with improved terms and conditions. After the dark days of the 1990s, when employment legislation tried to divide and weaken workers, this is good news.

People are concerned about the wage gap with Australia. But the pay gap will not close without decent settlements for members, and as the largest union in New Zealand the PSA has a role to ensure members are standard-setters for new pay settlements.

The common employment conditions are a major achievement by the PSA for members and are a tangible result of the Partnership for Quality agreement.

We were extremely pleased to see the partnership model being adopted in the health sector with the new Health Sector Relationship Agreement, which aims to apply partnership principles in district health boards. The PSA has been actively involved in the development of this agreement.

These developments, along with new bargaining strategies and the Democracy at Work strategy, were taken back to members at The Big Picture Roadshow that visited centres around the country. Members told us that their ideas and input had been realised in a form that sets a positive direction for the union.

At the same time, the usual work of the union has continued – training delegates, organising sites, member meetings, and involvement in restructurings such as that which occurred in the transport sector.

And while much has been achieved, there is still more to be done. Disability sector members and health clerical and administration workers are clear examples of groups which have not benefited to the same degree in recent years as other members – employers and government have been intransigent, and it is taking extra effort by the PSA to achieve change.

Performance pay is another area where change must come sooner rather than later. Performance pay was introduced with the idea it would improve productivity, but it is actually having the opposite effect as people become more disillusioned and frustrated with its processes.

The PSA has won some success, notably in areas of the Ministry for Social Development, in replacing performance pay with other systems. In recent months, too, we have been busy at a national political level, meeting with various leaders, as we head toward the election.

Unfortunately, public services were again thrown into the arena as a political football, and we have no choice but to enter the fray on behalf of members, who deserve a lot better than much of the comment being made.

The PSA continues to be a strong voice for professional public servants, often in situations when our members cannot speak out on issues themselves. Advocacy for ethical, strong, well-resourced public services is a core part of our election campaign.

Whatever the outcome of the general election, the PSA will act rapidly and effectively to promote members’ interests. We are in a strong position to weather the coming months and members are clear in what they are seeking: decent work, decent workplaces; high performing workplaces; and public value. Together we have greater strength to achieve this vision – a vision that promotes the well-being of all New Zealanders.

The PSA is a strong voice for professional public servants, often in situations where they cannot speak out.
In June 2007 the PSA began a comprehensive review of its representative structures. This project has resulted in a number of proposed changes, particularly around the operation of sector committees, Te Rūnanga o Ngā Toa Āwhina and delegates. Some proposals will go before the PSA Congress in September 2008 for discussion. Congress must ratify any changes. These proposals are discussed in the “Workplace Representation” section of this report, on page 13.

PSA Executive Board

The Executive Board is the PSA’s governing body. It comprises the president, convenors of the sector committees, the Rūnanga convenor, a PSA staff group representative, and the national secretaries.

ACHIEVEMENTS

The Executive Board met six times during the year 1 April 2007–31 March 2008 to provide strategic oversight of the work of the union. Significant issues before the board, and decisions made, included:

- Monitoring of PSA finances and industrial outcomes.
- The review of the representative structures of the PSA.
- Implementing the strategic agenda, Democracy at Work, including The Big Picture Roadshow.
- Bargaining.
- Support for the conference for high performing workplaces.
- The Health Sector Relationship Agreement.
- KiwiSaver, and related retirement savings issues.
- Election 2008.
- Continued support for the Dan Long Trust.
- Attendance at the Māori Koroneihana (coronation).
- The Electoral Finance Act.
- The local government elections campaign.
- PSA life memberships.
- New directions for delegate development.
- Amendments to the Public Sector Bargaining Strategy.
- State sector reform – participation at the “After the reforms” symposium.
- Royal Commission of Inquiry into Auckland Governance.
- Investment in information management and technology
- Developing a sustainability strategy

For a list of Executive Board members see Appendix 1.

PSA sector committees

The PSA structure is divided into six sectors. Each sector has a sector committee of elected delegates representing members from across the sector. Each sector committee has a PSA organiser in a committee support role.

The body representing our Māori members, Te Rūnanga o Ngā Toa Āwhina, is made up of two representatives from each sector committee.

Sector committees met three or four times during the year of 1 April 2007–31 March 2008.

For a list of sector committee members, see Appendix 1.

For a list of organisations with PSA coverage and the sectors into which they fall, see Appendix 5.

COMMUNITY SECTOR COMMITTEE

Representing members working in five industrial groups, based on commonality of interest: broadcast media, local government, tertiary education, arts and culture, and energy.

There are national delegates committees for the tertiary sector and local government.

ENVIRONMENT SECTOR COMMITTEE

Representing members working in enterprises that are seen to be associated with land-based or environmental industries and science, including Ministry of Agriculture and Forestry, Department of Conservation, AsureQuality, Crop and Food, Land Information New Zealand, AgResearch, Environmental Scientific Research, Landcare and MetService.

The National Science Committee brings together members working in science in a number of enterprises, with a particular focus on the Crown Research Institutes.
GOVERNANCE SECTOR COMMITTEE
Representing members working in government policy, revenue collection and administration, and Parliamentary Services, including the Department of Internal Affairs, Public Trust, IAG, Inland Revenue Department, Statistics New Zealand, Ministry of Foreign Affairs and Trade, State Services Commission, Department of the Prime Minister and Cabinet, and Te Puni Kōkiri.

HEALTH SECTOR COMMITTEE
Representing members working in the health sector, including mental and allied health professions; clerical, administration and technical services; Māori and public health services; non-governmental organisations and disability services; and the Ministry of Health.

INFRASTRUCTURE SECTOR COMMITTEE
Representing members working in public sector agencies, including Ministry of Justice, Ministry of Transport, Ministry of Defence, Customs Department, Crown Law, and Department of Corrections.

SOCIAL SERVICES SECTOR COMMITTEE
Representing members who work in social services such as the Ministry of Social Development, Child Youth and Family, Department of Labour, ACC, Ministry of Housing, non-governmental organisations, Ministry of Education, and the education cluster.

TE RŪNANGA O NGĀ TOA ĀWHINA
Representing the PSA’s Māori members, who work throughout the sectors.

PSA national delegates
National delegates are delegates elected to represent members’ views and interests at a national level. This may mean engaging with the senior management teams of their organisations, including chief executives. National delegate committees are integral to the enterprise planning process.

PSA Member Employee Group
PSA staff are able to join the PSA and are represented and recognised under the PSA rules through the PSA staff group, the Member Employee Group (MEG).

MEG has direct representation on the executive board, allowing staff who are PSA members to have direct involvement, through their representative, in the union’s governance.
Maori make up close to 10 percent of PSA membership, and there are probably more Maori members who have not identified themselves as such. A new initiative for Maori members is the newsletter *Ngā Peka ē Tātou*, which began at the start of the 2008 year, and it is hoped through this newsletter to establish more contact with Maori working in public services and the state sector.
Building Union Organisation

PSA MEMBERSHIP TRENDS
Total membership
Membership by sector
Recruitment

WORKPLACE REPRESENTATION
PSA delegates
Health and safety representatives
Review of workplace representation

TE RUNANGA ONGA TOA AWHINA

PSA NETWORKS
PSA Pasefika
Out@PSA
PSAY – Young Workers

COMMUNICATING WITH MEMBERS
Meetings with members
National roadshows
Resources and campaigns
Electronic media
PSA membership trends

Total membership
At the end of March 2008, PSA membership stood at 55,476, of whom 52,209 members were fee paying. This compares to 55,093 (51,429) at the end of March 2007, meaning there was a rise in paid membership during the year of 0.7 percent. This figure is in line with a significant slowing in union membership growth across New Zealand.

The “churn” rate for membership is still around 20 percent, meaning that just to retain membership at current levels, some 10,000 new members need to be recruited each year.

The September recruitment drive in 2007 focussed the union’s thoughts and energy on the issue of recruitment generally, and some new initiatives and ways of operating have resulted.

Membership by sector
COMMUNITY
The community sector experienced a slight decline in membership, from 7141 at the end of March 2007 to 7082 at the end of March 2008.

One factor in the decline was on-going redundancies at Television New Zealand, where a restructuring resulted in the loss of 130 jobs.

Local government union membership is especially strong in Auckland, for example at Manukau City Council and Waitakere City Council. Other enterprises with high union density, include Radio New Zealand and Gisborne District Council, while Television New Zealand is now low density.

The September recruitment drive was successful for the community sector as it coincided with the run up to local body elections, and the union’s campaign to actively support and engage local body members in these elections.

ENVIRONMENT
Membership within the environment sector over the last 12 months remained virtually static with 6774 members at the end of March 2008, which was 29 more than at the end of March 2007.

Earlier growth in membership has slowed across most enterprises. However, there has been modest growth at the Ministry of Agriculture and Forestry, Department of Conservation, Environmental Science & Research, NIWA and AgResearch. This growth is mainly being achieved by good outcomes for members in bargaining. The September recruitment month achieved good growth in membership at AgResearch.

Land Information New Zealand (LINZ) and Industrial Research Limited have experienced a larger than desired decline in membership, due to restructuring and loss of government funding.

The sector committee takes an active interest in membership growth, studying the regular reports coming from finance and the assistant secretaries, and has developed specific recruitment strategies for areas of their sector.

GOVERNANCE
Membership began the period at 5964 at March 2007, and ended the year at 5916 members at March 2008.

Membership remained generally steady in the various enterprises, with recruitment activity most evident in bargaining situations. For example, the union’s profile was raised at IAG and Statistics NZ, resulting in above-average recruitment during their bargaining.

Recruitment tended to lessen in the December – January period, as activity and profile lessened. The main reason for membership loss from the sector was members leaving their jobs, with heavier than usual losses in May 2007 and February 2008.
PSA membership trends CONTINUED

The September Recruitment initiative did assist recruitment, although outcomes settled back into the usual pattern once the month was over.

Density at the Inland Revenue Department dropped over the 12 months from about 65 percent to about 51 percent. Although membership totals remained steady, density was affected by IRD taking on new staff. This has highlighted the challenge of recruiting new staff, and having effective systems in place when staff “churn” is reasonably high.

Little progress was made in areas of traditionally low density, such as Treasury and the SSC.

HEALTH
In the year March 2007 to March 2008, total health sector membership fell by 138 to 17,938. Most members in the sector work for DHBs, with the rest – around 20 percent – working for non-governmental organisations, such as disability support service providers.

In DHBs, after several years of rapidly increased membership running alongside significant pay settlements, bargaining in the 2007 year proved to be protracted and was not conducive to recruitment. High turnover of staff remains a reality in this industry.

Some health clerical staff are frustrated at the lack of national pay rates and comparatively lower pay settlements.

In NGOs, turnover is extremely high and a tight financial environment has seen many employers not replace staff.

The membership spread in DHBs (in round figures) is:
Auckland (three DHBs) 5000 members; Midlands (five DHBs) 2500 members; Lower North Island (seven DHBs) 3000 members; South Island (six DHBs) 3000 members.

INFRASTRUCTURE
The infrastructure sector experienced steady membership increases through the year, with 6333 members at March 2007 rising to 6748 members at March 2008, an increase of 415 members.

The increases occurred mainly in the Department of Corrections, connected to bargaining. The Community Probation and Psychological Services section of Corrections had medium to high density, while the Prison Services had low but growing density due to a competing union.

The Ministry of Justice has moderate to high density and stable membership. The Ministry of Defence has density sitting at around 50 percent, while the Aviation Security Service has medium to high density, which is increasing gradually due to bargaining.

The Christchurch International Airport Fire Service has high density, but there is potential for loss due to a competing union coming on site. The New Zealand Customs Service has low density because of competing unions, and is not active in the sector structures.

Bargaining still provides the main opportunity especially for recruitment, via member only benefits.

SOCIAL SERVICES
Membership change in the Sector remained positive. Numbers rose from 10,207 at March 2007 to 10,390 at March 2008, an increase of 183 members.

Factors affecting membership growth included an increase at Housing New Zealand, linked to bargaining, and rises at ACC, possibly for the same reason. The recruitment month worked well at the Department of Building and Housing.

Agencies with high membership density include the special residential schools, the Ministry of Social Development, including Child Youth and Family, and the Education Review Office.

Sector delegates are active in ensuring all new staff are contacted when they start and are offered information and the chance to talk about the PSA, PFQ, the Democracy at Work agenda, membership benefits and so on.

Newsletters are passed on to non members so they can see what has been happening. The PSA Journal is made available in workplace cafes, and noticeboards are kept fresh with timely information.

As the 2008 round of annual member meetings began, these were proving a fruitful recruiting ground, as well as leading to the election of new delegates.
TE RŪNANGA
Māori membership has grown over the last twelve months by 272, with total Māori membership at the end of March 2008 standing at 5499. Growth was mainly in the infrastructure, social services and governance sectors, though all sectors experienced gains.

Māori make up close to 10 percent of PSA membership, and there are probably more Māori members who have not identified themselves as such. Statistics on Māori membership have only been gathered in recent years.

A new initiative for Māori members is the newsletter Ngā Peka o Ōtou, which began at the start of the 2008 year, and it is hoped through this newsletter to establish more contact with Māori working in public services and the state sector.

The Māori Coronation, Koroneihana, may not have delivered an immediate increase in new members, but its value in increasing our profile and having Māori talk about the PSA as a credible organisation for Māori, is expected to contribute to a long term gain.

Recruitment
The September recruitment drive brought in around 600 new members, and was a valuable initiative aimed at using and reviewing old and new recruitment initiatives.

Following campaign analysis a number of recommendations were made to the Executive Board to fine tune recruiting techniques.

In 2008, recruiting will focus on a range of broad and targeted activities, supported by a major programme to improve information, resources and information handling. Initiatives will include:

- Making recruitment a focus of annual members meetings.
- Using the rollout of public service common employment provisions to target worksites with recruiting initiatives.
- Bargaining for union-only benefits.
- Implementing targeted recruitment campaigns in call centres, non-governmental organisations, and enterprises with a potential to lift Māori membership.
- Initiatives to rebuild membership in health.
- A better definition of the role of national organisers and their role in recruitment planning.
- Better follow-up of resigned members.
- Improvements in membership data.
Workplace representation

PSA delegates

Delegates are central to realising the union’s strategy, Democracy at Work, so building strong and effective delegate networks is a key organising task.

At the end of March 2007 the PSA had around 3288 delegates, and this number rose to 3965 by the end of March 2008. Of these, more than half received PSA training during the year.

The third Partnership for Quality agreement, Fairness and Public Value, signed with government and SSC in May 2007, places greater emphasis on the role of PSA delegates as the means of achieving partnership in the workplace.

Where workplaces have partnership agreements they place a strong emphasis on the active and visible promotion of the positive role of delegates.

These workplace agreements have provisions for:

- paid time off and access to facilities for delegates to carry out their role effectively
- reasonable and regular time for delegates to facilitate meetings of members to discuss union business, over and above stop work provisions
- paid time for delegates to attend comprehensive training to enable them to carry out their role.

The Ministry of Social Development and the Department of Labour each now have a full-time role that is jointly responsible to their organisation and to the PSA, with a brief to build Partnership for Quality and to effectively lead delegates.

DELEGATE DEVELOPMENT

Total attendances at delegate workshops during 2007-08 was 2035. This was almost 500 more attendees than in 2006-07 year.

<table>
<thead>
<tr>
<th>Course</th>
<th>Courses offered</th>
<th>Members attended</th>
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</thead>
<tbody>
<tr>
<td>Building your union</td>
<td>54</td>
<td>745</td>
</tr>
<tr>
<td>Problem-solving</td>
<td>30</td>
<td>362</td>
</tr>
<tr>
<td>Employment legislation</td>
<td>26</td>
<td>319</td>
</tr>
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<td>Facilitation skills</td>
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<td>201</td>
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<td>Difficult situations</td>
<td>12</td>
<td>174</td>
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<tr>
<td>Bicultural unionism</td>
<td>12</td>
<td>161</td>
</tr>
<tr>
<td>Disciplinary issues</td>
<td>7</td>
<td>103</td>
</tr>
</tbody>
</table>

NATIONAL CERTIFICATE OF EMPLOYMENT RELATIONS


At the February 2008 PSA Executive Board meeting, it was agreed to phase out involvement with this certificate in favour of a more relevant, practical and timely training model.

The decision to phase out involvement in the PSA-sponsored National Certificate has led to greater flexibility around the length and content of workshops being offered by the PSA.

Delegates wishing to undertake a National Certificate are being referred to the CTU-sponsored National Certificate, which has a more applied focus.

A group of 12 delegates has been referred to the CTU.

NEW WORKSHOPS

From 1 July 2007, two of the existing workshops, problem-solving and employment legislation, were reduced to half-day sessions.

In addition, a new half-day workshop was added, designed to assist delegates to build healthy and positive workplaces. This workshop identifies the elements of a healthy and positive workplace and considers the impact that bullying and harassment can have. It looks at strategies, communication and use of policies to refocus a workplace.

Disciplinary issues, a popular enterprise-based workshop, has now been extended into the generic programme. This course is intended to provide delegates with more confidence, knowledge and skills in dealing with disciplinary issues. Specifically, it helps to develop an understanding of the principles and steps of the disciplinary process; develops skills necessary for dealing with disciplinary issues; and identifies the delegate’s role and responsibility at different stages of the process.
Workplace representation  
CONTINUED

A newly refined communications course, “What did you say?”, covers both communication skills and how to deal with difficult behaviour and difficult situations.

Other developments have included a joint manager/delegate disciplinary workshop, which is being offered to organisations associated with the Tripartite Forum as part of the PSA’s contribution to the third Partnership for Quality agreement. It covers developing an understanding by both parties of the role of the delegate and the role of management in the disciplinary process. It looks at:

- The impact of being involved in a disciplinary process on the member, managers, delegates, the organisation and union/management relationships.
- How to identify and work with the disciplinary process as one of many processes governing employment relationships.
- The nature of human relationships in a disciplinary process and the inherent power imbalance.
- The detail of the disciplinary process and how to view it from the other participant’s perspective.
- The process of challenging employer decisions.
- How to develop plans for refinements that might be needed in the way an organisation deals with disciplinary processes.

NEW HANDBOOK FOR DELEGATES
A handbook for delegates has been developed and will be trialled between June and October 2008.

This handbook provides delegates with some basic guidance on their role, including processes to use around recruitment, dealing with members’ issues, problem-solving and communication techniques, as well as an overview of the structure of the PSA and its objective and strategy.

The delegate workshops cover the topics in this handbook, drawing and expanding on the information. They also provide delegates with practical opportunities to enhance their skills.

Health and safety representatives
Health and safety representatives are elected every two years by their work colleagues and undergo training.

The Council of Trade Unions, in partnership with ACC, provides a three-stage training programme for all elected representatives. Stage one covers the role of the representative, health and safety and employment legislation, hazard identification and hazard management. Stage two covers effective incident investigation, hazard identification and control. Stage three looks at rehabilitation and safe return to work.

<table>
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<tr>
<th></th>
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<tr>
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<tr>
<td>Stage 3</td>
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</table>

The PSA has arranged with the CTU to offer enterprise-specific health and safety training to the Ministry of Agriculture and Forestry, and is keen to extend this enterprise-specific training to other organisations.
Review of workplace representation

The PSA is reviewing its representative structures, as part of its long-term strategic development project called Fresh Perspectives.

The need for such a review became apparent from a study of delegate structures, undertaken by Owen Harvey for the PSA in 2006. Owen’s work signalled the need to align the representative and industrial structures of the PSA, and that changes were needed in how the PSA supports PSA delegates.

The current review of workplace representation is being overseen by a Reference Group established by the Executive Board. Its objective is to "ensure the PSA has a robust democratic structure that enables the voice of all sections of the membership to be heard in the decision-making of the union, and Rules that facilitate the efficient and effective operation of the union."

While the starting point was the review of the structures, the Executive Board has also taken the opportunity to tidy up the Rules of the union.

Following an initial period of consultation, between August and December 2007, the Reference Group met to consider the feedback received and information gathered. From this followed recommendations, which the Group then took back to the wider membership.

Out of this process three different models were identified as options for the structure of the union’s sectors. The first is the status quo (community, environment, governance, health, infrastructure, social services), the second is the status quo plus a separate non-governmental organisations’ sector, and the third is a new structure based on how the public sector is organised (public service, wider state sector, district health boards, non-governmental organisations and local government).

However, no clear preference has been identified for any one of these three options, and further work is planned to progress the issue. There will be extensive consultation with the representative structures before any changes are formalised. The Board is planning to develop a proposal to take to the annual general meeting in 2009.

The Reference Group has also identified a number of administrative solutions to problems sector committees face, including a role description for committee members and improved administrative support.

For delegates, the group recommended a two-year election cycle and clear rules around the conduct of elections, which would be held in the year following a delegates conference. The PSA Rules would also signal a slightly more structured approach to workplace and enterprise organisation, while allowing for flexibility to meet the needs of particular workplaces.

For Māori, more robust representative structures have been recommended, including the requirement for at least one Māori representative on delegate committees of enterprises that employ significant numbers of Māori. Each sector would also hold a biennial hui, which would appoint a sector rūnanga.

New Rules for the PSA have been drafted and these will be presented to Congress as a notice of motion.

Members were asked to:

HAVE YOUR SAY!
Te Runanga o Ngā Toa Āwhina

Tenā koutou rau rangatira ma ki runga i te kaupapa e whakahuihui mai ana i a tatou katoa. Kei te huri taku kanohi ki a koe e te rangatira Kiwhare, nau te a e arahi ana i a tatou mo Te Pūkenga Here Tikanga Mahi, tena koe.

Māori hold a unique place in New Zealand society as tangata whenua (indigenous people) with a special status conferred by the nation’s founding document, Te Tiriti o Waitangi. Te Tiriti o Waitangi is recognised by the PSA Te Pūkenga Here Tikanga Mahi through Te Runanga o Ngā Toa Āwhina (Te Rūnanga) – the national body representing the interests of Māori members.

Te Rūnanga has had a busy two years, and this work is clearly having results with an increase in Māori membership (see PSA Membership Trends, page 10.)

Te Rūnanga national delegates are very committed and their major focus over the last two years has been to:

- Strengthen their capacity and understanding of their roles and responsibilities within each of the sector committees and Te Rūnanga.
- Strengthen Māori networks, delegate potential and capability through the organisation of sector rūnanga hui.
- Report and follow up on Māori delegate queries and successes through the use of the “kōmara vine”.
- Keep the Māori membership database up-to-date.
- Develop a network of experienced Māori delegates, with a view to establishing strong leadership and mentoring support for new delegates out in the regions.
- Have input into designing a number of marketing resources, including a PowerPoint presentation on the role and responsibilities of Te Rūnanga, that are available to use in workplaces.
- Play a major role in the work programme of the CTU rūnanga.

Te Rūnanga met three times and teleconferred four times in the year March 2007-08. Te Rūnanga also met and participated over a three-day weekend at the Koroneihana (Kingitanga movement celebrations) in August 2007.

Other hui held include:

- Te Rūnanga Ratonga Papori Social Services hui on 7-8 May 2007 and 18-19 May 2008. The first hui looked at developing a social services network, issues for Māori, and understanding the PSA structure; and the second hui looked at electing Te Rūnanga representatives, Election 2008 – what are Māori Party policies, political neutrality and disciplinary issues. The hui were successful in that Māori delegates took some first no-fail steps to keep in contact via the “kōmara vine”, progressed bicultural issues in their workplaces, and expressed interest in attending other PSA meetings, that is PSA Congress and Te Rūnanga Congress.

- Te Rūnanga Hauora, the health sector rūnanga, met in September 2007, and four regional health hui will be held in July 2008 to increase the Māori member network.


- Environment hui on 15-16 August 2007. Focus of the hui was on PSA structure, Māori delegates and how we build networks, encouraging participants to become delegates, and report back from Te Rūnanga.

- A community sector hui is upcoming.

MSD, IRD and DOC are at varying stages of implementing a Māori delegate structure internally. ERO has established a Māori national delegate structure.

CTU RŪNANGA

The PSA plays an active part in the work of the CTU rūnanga – Te Rūnanga o ngā Kaumatua Māori o Aotearoa. PSA kaumātua Kiwhare Mihaka is also kaumātua of the CTU, and Marlene Pitman (CYF) is the PSA representative on the CTU rūnanga. They report back to the PSA on CTU rūnanga issues and convey ideas and feedback from the PSA to the CTU.

Te Rūnanga has had a busy two years, and this work is having results with an increase in Māori membership.
PSA Pasefika

PSA Pasefika is a network that encourages the involvement of Pacific Island members in union activities and decisions. The network has been particularly active over the last year, and has set about re-establishing itself as an effective and responsive grouping. Three fono were delivered in the main centres (Auckland, Wellington and Christchurch). The theme of each fono was New Beginnings, as members of PSA Pasefika were aware of the need to build up networks and gain the trust of Pacific Island members and delegates. The fono addressed the issues of networking, operations and communications, and a number of recommendations were made to the Executive Board.

A national fono will be held in 2008.

PSA Pasefika members are also working to lift the group’s profile. The PSA had a substantial presence with the CTU at Pacific festivals in Auckland and Wellington through the year.

PSA organiser Stella Teariki is co-convenor of the CTU Komiti Pasefika, and in March 2008, she and PSA president Keith Gutsell attended the PSA Oceania Sub-regional Advisory Committee meeting in Sydney. They presented material on Democracy at Work and Stella ran a workshop on collective bargaining.

PSAY – Young workers

There are many different perceptions as to who is considered to be young. The PSA has decided to adopt the Public Service International guideline of under 35 years of age, although those who are “young at heart” will not be excluded!

According to the State Services Commission, 16 percent of public service employees are young (less than 30 years old). The PSA has not consistently recorded age information, but it is estimated that there is a much lower proportion of PSA members in this category (about 4 percent of PSA members are under 25 years of age).

To ensure representation, we need to increase our membership of young workers and increase youth participation in our delegate, sector, Executive Board, AGM and Congress representative structures.

On 22-23 May 2008, a meeting of seven young PSA members was held in Wellington, facilitated by two PSA organisers. This group set about learning, discussing and thinking about youth and the union. At its conclusion the following was agreed:

- The name of the group will be PSAY – Public Service Association Youth / People Speaking About Youth.
- The role of PSAY is to develop a national network, similar to CTU Komiti Pasefika and Out@PSA, to provide a forum for youth to talk about youth and to youth.
- Develop regional structures (and meetings) based on north, central and south.
- Set up a PSAY@PSA.org.nz email account and PSAY page on the PSA website.

Manukau City Council delegate, Benedict Ferguson, has been endorsed as the PSAY convenor.

As well, the PSA is actively involved in the work of the CTU Youth Council, with PSA organiser Hina Short as its co-convenor. The CTU Youth Council has a website with links to its pages on Bebo, MySpace and YouTube.

Out@PSA

The Out@PSA network is a group of PSA members who identify as gay, lesbian, bisexual, transgender/transsexual or intersex (GLBTI). The network has operated largely informally, and provides advice and support on relevant employment matters.

Early in the year, 12 PSA members attended the CTU Out@Work Kamp in Wainuiomata and participated in a varied programme on educational, organising and human rights issues. This activity encouraged renewed enthusiasm and in the second half of the year Out@PSA:
- Gave input to the review of the PSA representative structures.
- Began developing an organiser training resource on employment issues for GLBTI members.
- Attended a Human Rights Commission/Ministry of Social Development seminar on “Sexual orientation and gender identity issues in the workplace”.
- Gave input to the development of a CTU pamphlet for Out@Work.
- Advised the Human Rights Commission on EEO pre-employment guidelines.

The Out@PSA network is continuing to strengthen. PSA organiser, Ian Gordon, is a co-convenor of the CTU’s Out@Work council and provides a link between the PSA and CTU.
Communicating with members

Good communication is essential to the effective operation of the PSA, and the union is continually improving its processes, publications and media work to respond relevantly to a rapidly changing environment.

Meetings with members

Thousands of meetings with members of one sort or another were held during the year. These ranged from organisers meeting with individual members on workplace issues, annual member meetings, to delegate and sector meetings, partnership meetings with employer representatives, to large meetings of members about bargaining, to roadshows that bring specific issues to members around the country – and a few other kinds besides, such as meetings for local government members around local body elections and meetings involving delegates and organisers as part of the 2007 September recruitment drive.

Sector committees met three or four times a year, and at the annual general meeting. As well, sub sector meetings were held, for example, by the National Science Committee, the Local Government National Delegates Committee and the Tertiary Sector National Delegates Committee.

National roadshows

The 2007 year began with a national roadshow called The Big Picture, which looked at Partnership for Quality, Democracy at Work, bargaining, the role of delegates and recruitment. It ended with another national roadshow, Raising the Bar: Public Service Roadshow, running into the 2008-09 year.

Raising the Bar looked at progress on implementing the third partnership agreement, changes to the public sector bargaining strategy, and the PSA's election campaign.

At both roadshows, meetings were well attended with a good spread of departments in most cases. New resources, outlining the issues, were prepared for both and these were well received.

Resources and campaigns

The PSA produces a variety of printed campaign material, for example for the roadshows, for the September recruitment drive, and for bargaining campaigns around collective agreements – to boost the effectiveness of campaigns.

PSA JOURNAL

The PSA Journal goes to all members four times a year. It aims to be a lively and topical magazine that engages members in their union.

It is strongly focussed on member issues, including bargaining, health and safety, and human interest stories. Each issue of the magazine has a comprehensive feature section on a relevant issue, such as partnership or performance pay systems.

During 2007, it received a face lift with a redesigned cover.

SECTOR NEWSLETTERS

Since the last Congress, a series of sector newsletters have been developed: Pulse for the health sector, The Local for local government members, and Te Here Tikanga for members in non-governmental organisations, largely in disability support.

Members have responded positively to a more detailed analysis of the issues facing their sectors.

A fourth newsletter, for Māori members, Ngā Peka o Tātou, was launched in May 2008 and has been very well received. The name of the newsletter translates as Our Many Branches, and the kaupapa is outlined as "The korero is based on whakapapa using the genealogical tree as our structure. The roots of the tree are our foundation – us the members, the workers. The trunk is the delegate and the organiser who are the bearers of sustenance and relationships with employers and other outside interests (whānau, politicians, iwi, health boards, and so on) who are the branches."

MEDIA

The PSA stepped up its media work during the year, and consequently received wider coverage of its issues, particularly in broadcast media. This work will only increase as the general election draws closer.

Electronic media

WEBSITE

The PSA website was overhauled during the year, and the work is continuing. An initial in-house redesign and restructure will be complemented by a major redesign in coming months. This redesign will feature a fresh new look as well technical improvements to enable user-friendly content management, interactive features, member-only access, a holiday home booking facility, and other features.

The website is an increasingly useful tool for rapid communication with members. The significantly increasing number of "hits" it is receiving indicates its popularity.

EMAIL NEWSLETTERS

An external monthly newsletter, Noticeboard, goes each month to about 75 percent of members who can be reached by email. It's particularly useful to communicate the latest news and issues to members, and often elicits a large number of replies.

TEXTING

The PSA is increasingly using text message to contact members whose numbers are on the database. This is a useful tool to have during bargaining, and also for the upcoming general election.
Industrial Outcomes

BARGAINING IN THE PUBLIC SECTOR
- Public Sector Bargaining Strategy
- Partnership for Quality: Fairness and Public Value
- Performance pay
- Bargaining by sector

BARGAINING IN THE HEALTH SECTOR

BARGAINING IN LOCAL GOVERNMENT

PAY AND EMPLOYMENT EQUITY
Bargaining in the public sector

Collective bargaining is a critical aspect of the union’s work on behalf of members, and one of its most visible activities. The PSA bargains for members in around 400 organisations, with the aim of improving members’ conditions of employment and their wages. 

The period under review was busy for bargaining, and a large number of agreements were negotiated. Bargaining often goes on for several months, especially where employers have sought to resist the PSA’s bargaining strategies.

Significant new agreements were achieved at Inland Revenue Department, Ministry of Agriculture and Forestry, Department of Conservation, several science agencies, Statistics New Zealand, Radio New Zealand, Child Youth and Family, Ministry of Justice, Ministry of Education, ACC, Corrections (Psychological Services), New Zealand Defence Force, while negotiations continued in other key public service departments such as Department of Labour and Corrections.

The PSA has pushed for settlements in keeping with the union’s bargaining strategy, in particular the right to negotiate pay and have pay rates in collective agreements. In the face of resistance by some employers in some departments, considerable resolve has been shown by members who have had to resort to industrial action to achieve their goals. Where members have taken this step they have been successful at getting improved offers and settlements.

Overall, settlements were positive with many achieving good pay rises. In the light of rising prices these have proved to be realistic, contrary to some political comment that pay rises in the public sector have been too high. In fact, decent pay and conditions are essential to achieving quality public services that are efficient and productive.

Industrial action is only ever taken as a last resort. It requires the commitment and energy of members, delegates and staff as well as resources. PSA members have shown enormous patience, with many negotiations going on for many months, but when there is no indication that employers are willing to reach agreement on fundamental issues, such as the right to negotiate pay, members have had no alternative but to take action.

Public Sector Bargaining Strategy

Bargaining strategies are a key mechanism for delivering a whole-of-union approach to bargaining that offers the union the ability to exert greater influence at the bargaining table. The Public Sector Bargaining Strategy has proved effective in identifying and prioritising expectations and the means of achieving them in agreements for members. Strategies evolve as changes occur in the bargaining environment, and accordingly, in 2007, the Public Sector Bargaining Strategy was reviewed.

A number of amendments were proposed to provide greater clarity and support for advocates and negotiating teams, to ensure greater consistency across the union, and to lead to better outcomes for members.

These amendments were presented to delegates at regional meetings in March and April 2008 and included:

- The inclusion of pay in collective agreements as a bottom line.
- Reference to a model remuneration system.
- An explicit obligation to bargain pay and employment equity review outcomes.
- A change to the section on flexible work to reflect the passage of the Employment Relations (Flexible Working Arrangements) Amendment Act.
- Inclusion of the common employment provisions.
- A review of bargaining resources.

Partnership for Quality: Fairness and Public Value

This third partnership agreement was signed in May 2007 between the Government, the PSA and the State Services Commission. It has significant implications for bargaining.

The work programme following from the agreement sets out a detailed plan to implement the ideas and goals into practical working arrangements in the public sector.

As a result, the PSA continued to negotiate partnership agreements with enterprises in the public service, and it intends to have individual partnership agreements with each department during 2008.

Specific provisions were also being negotiated into collective agreements, for example, around enhanced support for delegates.

The PSA continued to negotiate partnership agreements with enterprises in the public sector, and it was intended to have individual agreements with each of them during 2008.
COMMON EMPLOYMENT PROVISIONS

The Partnership for Quality agreement contained a couple of concrete priorities for workplace implementation. The first of these concerns the development and implementation of common employment provisions, designed for inclusion in all collective agreements covering public sector workers. They represent significant improvements for most members and will support and enhance public service-wide careers. Over time, they are expected to influence employment provisions in the wider state sector.

During the year, considerable effort was spent in sorting out how the provisions would be applied in practice. There were attempts to limit their scope and effectiveness, but after talks with the State Services Commission and various ministers, a Cabinet meeting approved steps toward their implementation.

Initially, these common leave provisions will be rolled out to those covered by PSA agreements.

Looking ahead, the PSA is working on additional provisions that would apply to union facilities, change management, and bargaining process agreements.

Performance pay

In the main, pay systems across the state sector have delivered faster wage movement for workers in the education and health sectors, than for those in the core public service. It is clear that those workers who have more progressive pay systems, which minimise employer discretion and provide for transparent progression, have received consistently higher salary movements than public service workers who are subject to performance pay.

Private sector pay has moved at about the same rate as that in the public sector in recent years. The common factor here between the public and private sectors is that they both have performance pay.

In the public sector, performance pay is a holdover from the “reforms” of the 1980s and 1990s, but as time goes on it is becoming clear that many of these pay systems are fundamentally flawed and do not focus or motivate staff.

Research shows they fail for several reasons, including:

- Employees rightfully perceive performance pay as subjective and unfair, undermining any motivational effect.
- An employee’s performance is highly dependent on the way they are resourced, supported and managed.
- Gender bias creeps in.

In the public service, performance pay has increasingly become a tool to limit spending on pay. As a result, even when a person’s performance is rated highly, they may in fact end up with a pay rise that bears little relationship to their rating, because the pool of money available to reward performance is limited and contested by other workers.

Collective pay bargaining in the public service stopped in the early nineties.
Over the year, it became evident that members were increasingly ready to challenge performance pay, even to the extent of taking industrial action to change their pay systems.

That said, some discretionary pay systems are worse than others, and those based on competencies rather than so-called performance have proved more palatable.

Nevertheless, it appears likely that performance pay, pay systems and the right to negotiate pay into collective agreements – including the right to negotiate pay rises during the term of an agreement – will remain as issues for PSA members.

Clear evidence of this was seen on the Raising the Bar Roadshow where members were strongly interested in the PSA’s model remuneration system. New resources critiquing performance pay and market-based remuneration systems, and presenting an alternative model, were distributed to provide bargaining teams with clear direction on how to overturn undesirable pay systems.

**Bargaining by sector**

**SOCIAL SERVICES**

A number of settlements were achieved, including at the Ministry of Social Development with agreements covering members working at Child Youth and Family, National Office, Work and Income, and those working with students, seniors and on integrity services. Collective agreements have also been negotiated at the Ministry of Education, the Tertiary Education Commission and the Accident Compensation Corporation.

Bargaining at the Department of Labour proved protracted, as the employer’s offer on pay was unrealistically low and there was no movement on a performance pay system that was unfair and unworkable. The agreement expired in November 2007, but a settlement had not been reached by March 2008, and industrial action was taken in June, leading to a deal to be presented to members.

A very positive outcome was achieved for members at Child Youth and Family, with the development of a new pay system with pay scales based on competencies. Altogether, it took the PSA and CYF working closely together, using partnership principles, to achieve the pay and development system, after a period of industrial action in 2005 delivered tight terms of reference for a working party to produce a changed pay system. The last offer achieved pay parity for social workers with those working at district health boards. This has been a long struggle, but we can be proud of the achievements gained.

At the Ministry of Education, the PSA made progress by making pay a clearly negotiable matter as part of collective agreement bargaining. Work is underway on developing changes to their pay system.

**INFRASTRUCTURE**

Bargaining at the New Zealand Defence Force was finally completed in late 2007 after 14 months of difficult bargaining. The critical issue being addressed at bargaining is still continuing in a working party. The employer had created division in the workplace by offering employees on individual agreements better pay but reduced conditions. This is a repeat of the 1990s, demonstrating that the employer can apply the same divisive practices under the Employment Relations Act as were applied under the Employment Contracts Act.

The parties are reviewing the provisions in the collective agreement, with a view to aligning salaries with those paid under the individual agreements.

At the Ministry of Justice, field staff and manager/team leader collectives were ratified in October 2007, and the agreement has been varied to incorporate the national office. At Justice, we were unable to make satisfactory progress around the PSA remuneration model, but other aspects of the bargaining strategy were achieved.

Bargaining at the Christchurch International Airport Fire Service was also protracted.
At the Department of Corrections, bargaining for the Prison Service had reached ratification on a deal that maintained incremental-based salary scales. This settlement was initially rejected by PSA members, on the recommendation of the bargaining team, and this led to further improvements such as recognition of previous service, a shorter term and more money.

Bargaining was due to start in June at Community Probation and Psychological Services (CPPS), as it was at the Aviation Security Service – both of which have competency-based remuneration systems with incremental steps.

For CPPS bargaining, there will be pressure to achieve substantial pay increases and discussion is planned on workloads. Although staff numbers have been increased with the new sentencing act, workloads are still too high.

Settlements before October 2007 managed to achieve some leave entitlements that exceeded SSC guidelines. One unsatisfactory trend was that remuneration levels remained low for administration staff.

GOVERNANCE
Te Puni Kökiri merged two collective agreements into one, and improved terms and conditions, including pay movements.

Industrial action was required at Statistics New Zealand in order to create a resolution satisfactory to members. The major issues included the ability to negotiate pay, and the status of field interviewers.

The Ministry of Culture and Heritage also settled, with the negotiation of pay becoming the important factor.

Collective agreements do not exist in some public service organisations where our membership density is minimal, such as State Services Commission and Treasury. Members in these enterprises will benefit from the common leave implementation, which will also provide an opportunity to lift PSA profile and recruitment.

Department of Internal Affairs was in bargaining in June 2008. Bargaining was also about to start for the various collective agreements in Parliamentary Service.

Public Trust was due to begin bargaining later in 2008.

ENVIRONMENT
The Environment Sector Committee played an active role in monitoring the outcomes of both the Public Sector and Science Sector Bargaining Strategies.

Science bargaining achieved improvements on pay and leave, in line with the Science Bargaining Strategy, and with member-only benefits.

All of the collective agreements that expired during the year were renegotiated. Bargaining at the Ministry of Fisheries continued into the 2008 year, with the possibility of industrial action again in view.

An agreement was settled at the Department of Conservation, which contained a particularly good outcome for low paid workers.

COMMUNITY
Radio New Zealand settled a one-year agreement with a 3 percent pay increase, but with a focus on joint work to secure increased funding to implement an agreed remuneration strategy.

New collective agreements were ratified for academic and general staff at seven New Zealand universities. Delegates were pleased with the Executive Board’s decision to continue the PSA’s presence in this sector. Balloting for a national multi-employer collective agreement with all unions and universities in the sector was held in March and April.

The Tertiary Sector National Delegates Committee has overseen the PSA’s plans to represent members in bargaining as well as in political forums.

After around 18 months of negotiations, members at the Ministry of Culture and Heritage finally settled an agreement. They won the right to negotiate pay as part of their agreement, along with other improvements, including to leave. This was achieved after industrial action, including not answering emails.
Bargaining in the health sector

During the year, the two large DHB MECAs expired and bargaining the renewal of these agreements constituted the major industrial activity in the sector.

The Mental Health and Public Health Nurses’ multi-employer collective agreement (MECA) and the Allied Health, Public Health and Technical (APT) MECA had not been finalised by the end of the year, and report back meetings were planned with members in late June.

A new and successful initiative used during bargaining has been the Industrial Councils – one for each of these groups. They consist of an email network of delegates across enterprises to facilitate rapid communication of developments during bargaining.

For APT, the negotiations have been intense and prolonged as the huge job of amalgamating four regional collective agreements required much detailed work. Well over 30 occupational groups were coming together in the new document, each with their own history with their DHB and varying terms and conditions.

As talks were drawing toward a conclusion in June, negotiators were hopeful that a good settlement would be reached, with improved conditions and pay rises. Outstanding issues remained, but it was hoped these could be resolved.

For nurses, a breakthrough seemed close in June, which would also have brought a good deal for members.

Both sets of negotiations used a new process for bargaining based on shared interests, rather than a more confrontational positional style of bargaining. As a result there were more constructive discussions, and it was expected this would lead to documents that were more satisfactory to all parties.

As part of the negotiations, and resulting from settlements of earlier MECAs, joint working parties were set up to finalise a progression system for senior and supervisory staff to use to obtain salary movements above the automatic steps on the salary scale. A large number of members participated as part of a reference group that formed a consultative channel.

Health clerical and administration workers are the only large group of DHB employees who do not have national pay rates and have not received a pay jolt of additional government funding. This has been very frustrating for members, and has led to issues around recruitment and retention.

To make progress for these members, the PSA has been running a campaign with a number of strands – including bargaining and political lobbying. The issue has been raised with the Minister of Health and has the support of other unions in the health sector.

There are four regional MECAs covering health clerical and administration members, two of which do not expire until 2009. There has been discussions with DHBs to try and permit earlier access to bargaining. As of June 2008, the other half of these members were engaged in bargaining, and in these regions the PSA was strongly advocating for a significant increase in pay and conditions.

For non governmental organisations, where the PSA has several thousand members, particularly in disability support services, the year proved frustrating. Some good settlements were achieved, for example at Spectrum, Health Care NZ and Te Roopu Taurima, but overdue extra funding for the sector that was announced in the 2007 Budget did not flow through to pay packets. Instead it was used by the Ministry of Health to address a budget blow-out elsewhere in the sector. The PSA is lobbying hard to address this issue, as low pay rates in the sector are affecting staff and patient safety.

The creation of an NGO subcommittee in the sector will lead to greater coordination of our work in this area.
Bargaining in local government

The main focus in local government during the year was the elections held in October 2007, which provided a focus for organising and recruitment. A temporary national co-ordinating position for the sector was appointed, and the role has now become permanent.

A revised Local Government Bargaining Strategy was rolled out across the sector, with a focus on better pay and subsidies for retirement provisions, including KiwiSaver.

Around 40 agreements were settled in local government, with negotiations ongoing at other councils. Overall, settlements were positive with many pay settlements around 4 percent and several achieving an extra week’s leave.

For example, members at Napier City Council won a 3.8 percent pay rise and a fifth week of annual leave; at Palmerston North the settlement included pay rises of 2.33–4.94 percent, additional annual leave, and 3.5 percent on allowances; and the West Coast Regional Council settlement included a 4 percent pay rise and increases to allowances.

However, at Tasman, negotiations were difficult as the employer sought clawbacks.

Auckland City Council, as an employer, showed greater willingness to engage with the PSA, and members endorsed a plan to extend the collective agreement, and joint working groups continued. At Auckland Regional Council, it was planned to initiate for a collective agreement, focussing on job protection and union rights, to lock in these provisions ahead of the outcome of the Royal Commission on Auckland.

A continuing issue in the sector is to have pay addressed in collective agreements. It is not always possible to achieve this, but each new round of bargaining is an opportunity for members to build up their understanding of what is involved in this issue. In many workplaces, this will be a long-term campaign.

The Local Government National Delegates Committee has been active in developing plans to extend influence and build membership. The committee has also overseen the local government election strategy and the submission on Auckland regional governance.

The PSA has been actively involved since last year with the proposals for change to governance of Auckland’s local authorities. It made a submission in Manukau, Auckland on 10 June 2008 to the Royal Commission of Inquiry into Auckland Governance. The PSA has encouraged members to get involved with this issue and is primarily concerned with protecting members’ jobs in the event of a restructuring.
Pay and employment equity

The PSA continues to play an active role in the government’s Pay and Employment Equity Plan of Action.

A survey of full-time wage and salary workers released in 2007 found the average hourly rate for women is $20.39 and for men it’s $23.72 – a 14 per cent gap. At the same time the previous year, the gap was 13 percent and in 2005 it was 16 percent.

An international survey of 63 countries, released by the International Trade Union Confederation, found the global pay gap is stuck at around 16 percent.

Since 2004, 22 out of 38 public service departments have completed pay and employment equity reviews. The rest have begun reviews which are at various stages of completion. Work is also being undertaken in the public health and education sectors.

The PSA employs a pay and employment equity advisor, funded through the Department of Labour’s Pay and Employment Fund, who works with PSA representatives undergoing reviews and with a variety of government agencies and unions, particularly in developing effective tools and resources to streamline the review process.

After a review has been completed, an organisation develops a response plan to address the issues found in the review. Typical issues have been a gender pay gap, higher starting salaries for men, inflexible working hours that affect women with family responsibilities, and limited career opportunities for women.

Performance pay systems are being found to disadvantage women, with men progressing faster than women and getting higher ratings. Part-time workers (predominantly female) are also disadvantaged in performance pay systems.

During 2007, it became apparent that while organisations were drawing up comprehensive plans of action, some were dragging the chain on implementing their plans.

It is clear that members, organisers and delegates must continue to press for implementation, and a way to do this is through partnership forums in particular organisations.

In the wider state sector, a breakthrough was the decision by three Crown research institutes, HortResearch, AgResearch and ESR, to voluntarily undertake pay equity reviews. They will share resources where they can to complete the project.

A scoping study of five district health boards found significant issues among clerical workers, confirming the PSA view that health clerical and administration workers are a group with a particularly pressing claim to improved terms and conditions. The PSA will raise this issue with DHBs as part of extensive bargaining that is underway for health clerical members in 2008.

In local government, Gisborne District Council and Waitakere City Council have agreed to undertake reviews.

Recommendations for pay investigations for specific groups are beginning to emerge in action plans, including investigations for social workers and librarians. Both these occupations are female-dominated, and have a sizeable number of PSA members. The PSA is meeting with professional organisations, such as LIANZA, the librarians’ association, to discuss the possibility of a cross-sector approach.

Also during the year, the PSA commissioned an independent job evaluation in the disability sector. It showed that the work done by community support workers is similar in size and value to the work done by corrections officers working in prisons – yet the average top pay rate for a community support worker is $17,500 a year less than for a corrections officer.

One of the reasons cited for these low pay rates was the fact that 76 percent of CSWs are women. The job evaluation was commissioned by the PSA and carried out by Janice Burns of Top Drawer Consultants.

It compared the work done by community support workers (CSWs) with both corrections officers and health/therapy assistants. The evaluation compared the knowledge, skills, emotional and physical demands and levels of responsibility, required to do all three jobs. It found that the jobs are of substantially similar size and value.

Yet CSWs’ average top pay rate is $16.20 an hour or $33,696 a year, while health assistants’ pay increases to $39,908, after 5 years, with a top pay rate of $41,109, and corrections officers’ pay rises with internal training to $51,257, $17,551 more than CSWs, or a 52 percent pay gap.

The PSA will use these results to continue its campaign to improve pay rates and working conditions for CSWs.
Building Influence

POLITICAL INFLUENCE: LOCAL AND GENERAL ELECTIONS
Local and general elections
State sector reform
Engagement
Retirement savings

WORKPLACE PRODUCTIVITY

COUNCIL OF TRADE UNIONS
Local and general elections

POLITICAL PARTIES
The PSA meets regularly with ministers from the Labour-led Government, and MPs from other political parties.

In 2007, PSA representatives met with the Prime Minister and the Leader of the Opposition, and with leaders of the smaller political parties.

Invitations were sent to all political parties to speak at Congress, and acceptances had been or are expected to be received by all of them.

2007 LOCAL ELECTION CAMPAIGN
The PSA ran an active campaign in the latest local body and DHB elections. The campaign had three objectives:

- To strengthen the PSA presence as the primary union in local government, and strengthening and building union organisation in the sector.
- To advance the PSA’s political strategy through promoting the Democracy at Work agenda in a local government context.
- To promote participation in the elections by encouraging people to enrol and vote, and to vote for candidates who supported the PSA agenda.

A range of communications tools were used to this purpose, including leaflets, electronic messages and a centrespread in the PSA Journal. Local government organisers contributed their energy and enthusiasm to a lively campaign focussed on members.

All PSA members in local government were advised on the issue of political neutrality, and members were pleased when we challenged employers who gave contradictory information.

Linking the campaign to wider recruitment initiatives, in particular the concurrent September Recruitment Drive, worked well in building membership awareness of the PSA’s political agenda, and new members were recruited.

Significantly, there was no negative comment on the PSAs’s engagement in the election, signalling that members generally agree with the union’s approach.

2008 GENERAL ELECTION
The PSA has historically taken an active role in general election campaigns, and the coming election will be no exception.

Preparations began in 2007, and the Executive Board has decided the PSA’s 2008 election campaign will focus on a call to elect a worker-friendly government that invests in strong public services. The PSA’s Democracy at Work agenda will be the primary focus of the union’s campaign.

Care is being taken to meet the requirements of the Electoral Finance Act, and the PSA has registered as a third party under the Act. The PSA president issued a statement through the Noticeboard e-newsletter setting out the requirements of the Act and why we registered, and restated our objectives as a union and our 2008 election agenda.

Campaign co-ordinating groups and processes were set up to identify and organise members who want to play an active role in the campaign.

Considerable work was also undertaken on political neutrality, and the PSA successfully negotiated the wording on the SSC guidance that supports the rights of public servants to engage in political activity and for the PSA and its members to engage in union activity focussed on the election. Further advice to members on political neutrality is forthcoming.

The PSA is working closely with the CTU on elements of our election campaigns that align.

State sector reform
A Fresh Perspective on the State Sector is a PSA project that came out of the Fresh Perspectives policy development programme.

It looks at the reform of the state sector, or more properly the machinery of government, in light of the work done by Demos, the Work Foundation, and the resolution passed by Congress 2006.

In 2007 the project identified its priorities as:

- Public/private partnerships
- The Chief Executive as employer and a career public service
- Contracting out and the implications of using private and not-for-profit agencies to deliver public services
- Public Value – promoting it as an approach to state sector reform
- Ensuring the independence of the public management system from the political system.

The PSA’s Democracy at Work agenda will be the primary focus of the union’s general election campaign.
Political influence

This is a long-term project, but in the short term it has been used to inform the PSA’s priorities for its engagement in debates during the 2008 general election campaign.

In a related event, the PSA was invited to present a paper at the Victoria University of Wellington symposium, “After the Reforms: Where are we now? Where are we heading?” The PSA paper “Public sector chief executives as employers – and how they reinforce the New Public Management silos” was well received. An abridged version of the speech was printed in Public Sector, the journal of the Institute of Public Administration New Zealand, to which the PSA belongs.

Engagement

PUBLIC SERVICE TRIPARTITE FORUM

The Public Service Tripartite Forum is convened by the Minister of State Services and meets at least four times a year. It enables the three parties – government, the PSA and public service employers – to engage in full and frank debate on key issues of the day.

In May 2007, the parties signed a third partnership agreement, Partnership for Quality: Fairness and Public Value.

Subsequent meetings focussed on the implementation of this document. The PSA was able to raise concerns that some employers appeared to pay lip service to the agreement. A detailed work programme was developed and then debated in the forum to accelerate the commitment to partnership, including a timeline to achieve specific partnership agreements with individual agencies.

The forum was also where some of the lead work on the common employment provisions was hammered out.

Productivity is another issue on which the forum has focussed, and the conference on productivity and high performing workplaces held in July 2008 was progressed at the forum.

Heading into 2008, more issues around bargaining appeared on the forum’s agenda and the PSA circulated a detailed paper to forum members setting out a number of issues about bargaining and the government’s bargaining parameters.

A very frank discussion resulted, with a key point being a recognition that some attitudes needed to change. The forum intended to decide, as the year progressed, what steps would need to be taken to ensure the bargaining parameters were effective.

HEALTH SECTOR TRIPARTITE STRUCTURES

The PSA, with the Council of Trade Unions, has been working within a tripartite context in the DHB sector for about six years. An initial Tripartite Steering Group document attempted to get the parties to work together with a more strategic and national focus. A health sector Code of Good Faith was also established.

The parties have also worked together to put together a document very much like the PSA’s Partnership for Quality agreement with government and the SSC, called the Health Sector Relationship Agreement.

Involving the 21 DHBs in this process has taken considerable effort, but with the support and facilitation of the Partnership Resource Centre, a draft Health Sector Relationship Agreement has been hammered out.

PSA members can take heart that an approach pioneered in the public sector is planned to roll out across the health sector.

HEALTH SECTOR COMMITTEE

The sector committee invited a number of politicians to attend sector committee meetings to hear government intentions in the industry and to lobby on key issues of concern to members.

Steve Maharey spoke about education and workforce development in the twenty-first century; Maryan Street attended twice and discussed clerical bargaining issues, in particular; Sue Moroney spoke about the need of politicians to remain connected to grassroots delegates in unions; and Sue Kedgeley updated the committee on initiatives favoured by the Greens.

DISABILITY SECTOR

PSA fears were unfortunately realised when extra funding announced in the 2007 Budget for low paid and overworked workers in this sector failed to flow through to pay packets.

When the extra funding was announced, the PSA urged that it be tagged to collective agreements, but it wasn’t. Instead, the money was used by the Ministry of Health to fix a budget blow-out in another area of the sector. The PSA deplores this situation and continues to lobby actively for members. The issue was raised by the PSA, and representatives from other supportive unions, at a meeting with the new Minister of Health David Cunliffe.

The PSA speaks regularly at Parliamentary select committee hearings.
Political influence

Transport Sector Review
On 25 May 2007, the government announced a review recommending the merger of Land Transport New Zealand and Transit New Zealand and the transfer of policy responsibilities to the Ministry of Transport.

Over the past year, the PSA has actively engaged with the unit responsible for establishing the new New Zealand Transport Agency.

Members have been involved in developing a PSA view of the changes proposed for the transport sector, and the PSA has advocated for members’ interests through submissions on the Next Steps review, the Land Transport Management Bill and the proposed design of the new transport agency.

Members have been kept informed through a regularly updated page on our website: http://www.psa.org.nz/transport/index.asp

The review is moving into a change management phase and we will be working to ensure members’ interests are safeguarded.

Community Sector
The PSA took part in the tripartite forum in the tertiary sector with employers, government and other unions, representing members on several significant developments.

A number of meetings were held with the Minister of Broadcasting, with particularly constructive engagement on Radio New Zealand.

PSA representatives were also involved with The Local Government Industry Training Organisation.

National Science Committee
PSA representatives from this committee (the NSC) met with the Minister of Research, Science and Technology on several occasions to discuss science funding, capability and science salaries in Crown Research Institutes (CRIs).

Agreement was reached with the minister to establish a tripartite forum between CRIs, government and the PSA. This forum met once, with a new minister now wishing to reconsider the purpose of the forum.

The NSC continued to strengthen its relationships with other industry stakeholders such as Science New Zealand, the New Zealand Association of Scientists, and the Ministry of Research, Science and Technology.

In addition, the PSA has continued to promote Partnership for Quality (PQ) and has increased the number of collective agreements with PQ provisions. The partnership forums in DOC, ESR, NIWA and Hort Research are all working well. The Minister of Science Research and Technology’s 2008-09 operating framework to CRIs has asked that all CRIs have PQ agreements with the PSA, and also to agree on a work programme for the year.

Asure and AgriQuality Merger
Counter-productive competition between two state-owned enterprises in the Environment Sector, Asure and AgriQuality, which both supplied meat inspection services, continued as an issue into the 2007 year.

The PSA actively opposed this, and the government eventually passed legislation providing for the merger of the agencies in October in the new enterprise AsureQuality.

The sector also met with ministers over the issues of food safety in meat inspection.

Political Neutrality
This issue came to a head during the year with the high profile case of the Communications Manager at the Ministry of the Environment, Madeline Setchell.

The PSA’s views on the case received wide media coverage, and the union’s diplomatic yet firm stance on the issue of public servant neutrality seemed to strike a positive chord with members.

In response to wide interest, the PSA held a members’ forum in Wellington to clarify the issues. A submission was also made to the Independent Inquiry into the case.

Code of Conduct
A new code of conduct for the state sector, Standards of Integrity and Conduct, was launched in late June and came into effect on November 30.

The PSA was involved in developing the code and the guidelines on how it is applied, and will monitor how this is done in practice.

Because some public service managers had tried to use the previous code to prevent union members making public comments and taking part in union activities, particularly at election time, the PSA is calling for good training for managers on the new code.

The code is a one-page document that states employees must be fair, impartial, responsible and trustworthy.

Workers employed in the core public service are currently covered by the code, and it will extend across much of the state sector, covering around 110,000 people, working for 120 agencies ranging from government departments to DHBs.
Retirement savings
The State Sector Retirement Savings Scheme (SSRSS) was one of the outcomes of the PSA partnership agreement with government, and the PSA had been hoping to extend it to the wider state sector, particularly health.

However, the government’s KiwiSaver scheme overtook events, and the PSA has taken a close interest in how it applies to members, and has been passing on this information through a special KiwiSaver bulletin, the website, newsletters and The Journal.

The PSA made its views clear, and was pleased when the government announced that while it would close the SSRSS to new members from 1 April 2008, the scheme would remain open to the 22,000 public servants still in it.

The government also announced it would continue to fund government departments for their employer contributions for both KiwiSaver and the SSRSS. This means when public servants choose to join KiwiSaver, departments will carry no cost for their employer contribution.

The PSA is also working at a national level to persuade employers to make full use of the $20 tax credit. The full amount of the $20 tax credit is available to employers – even when their compulsory 1 percent contribution doesn’t reach $20 a week. This means they could make a 4 percent contribution on a salary of up to $26,000 or 2 percent on a salary of up $52,000 – at virtually no cost to themselves.

Workplace productivity

The PSA worked hard to drive home its message that a strong union voice is necessary if the national discussion around productivity is to have a meaningful long-term outcome.

The PSA’s Democracy at Work agenda recognises that improving productivity is key to continuous improvement in public services – and that involving union members in the decisions around productivity is vital to ensuring its success. Productivity is also a key plank of the new Partnership for Quality agreement.

HIGH PERFORMING WORKPLACES
The PSA commissioned a paper from the UK thinktank, The Work Foundation, called “Reviving the Public – fresh insights into the current debate about public sector management”, which helped shape some of the ideas at the core of the Democracy at Work agenda.

David Coats came to New Zealand on a speaking tour sponsored by the PSA to promote the union point-of-view in the national debate.

Further to this, a plan was proposed to hold a conference on high performing workplaces. This idea was subsequently taken up by the Public Service Tripartite Forum, and the conference, organised by the SSC with the Department of Labour and the PSA, was to be held in Wellington in July 2008.

David Coats was to return to New Zealand to speak at the conference as The Work Foundation has acted as consultants to numerous UK institutions, including the BBC, National Health Service agencies, and the Scottish Civil Service, to improve working conditions and productivity.

The conference was to have a practical focus. Around 120 delegates, in teams of 8 to 10 from different departments, were to listen to the latest thinking on productivity before settling down to address particular issues and projects in their own workplaces.

PRODUCTIVITY KIT
Also at the conference, a new productivity kit for the public sector was to be launched by the Department of Labour. It had been developed by the Department of Labour, SSC and PSA.

It includes a diagnostic tool, case studies from both the state and private sectors, and information on where to go next, the seven drivers of productivity, the SSC Development Goals and Partnership for Quality.

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Council of Trade Unions

The PSA is a committed affiliate of the Council of Trade Unions and actively participates in its national and local forums and programmes. Appendix 2 includes a list of PSA representatives to CTU groups and forums.

NATIONAL AFFILIATES COUNCIL
The National Affiliates Council (NAC) is the CTU’s main representative forum, and meets regularly through the year to address key matters facing the union movement. PSA national secretary and CTU vice president Richard Wagstaff represents the PSA on this council.

HEALTH SECTOR STANDING COMMITTEE
This committee (the HSSC) has met quarterly through the year and is the main forum for establishing a health sector view for the CTU. The unions who regularly attend are the PSA, the New Zealand Nurses’ Organisation, the Service and Food Workers’ Union and the Association of Salaried Medical Specialists.

The major focus has been this year on the implementation of the Health Sector Relationship Agreement. The HSSC provides affiliates with a forum and mechanism to brief other CTU affiliates on industrial activities and workforce issues enabling co-ordination and a common approach. A major focus has been on the low-paid health and disability workforce. There has been activity working with sector groups and government to improve wages and conditions though progress has been frustratingly slow, especially in the disability area. A background health sector paper has been developed for CTU affiliates to use in their analysis of health sector policy in the election lead-up.

Tripartite and bipartite forums
There have been regular meetings with district health board chief executives culminating in the drafting of the Health Sector Relationships Agreement (see Health Sector Tripartite Structures on p27).

PAY AND EMPLOYMENT EQUITY
The PSA is represented on the CTU Pay and Employment Equity Project Group. The group comprises the three CTU representatives on the Department of Labour steering group overseeing the roll-out of the government’s Pay and Employment Equity Plan of Action and representatives of the CTU Women’s Council.

The purpose of the group is to contribute to and support the work of the CTU on pay and employment equity.

For more information on PSA actions on pay and employment equity see page 24.

CTU WOMEN’S CONFERENCE
A PSA delegation attended the CTU biennial women’s conference in Wellington on 29-30 July. The overall theme was “Building our power: union women in action”. Speeches and workshops highlighted the key themes of processes for change and democracy.

PSA delegates valued the learning and networking, as well as speeches by the Prime Minister, Greens spokesperson Sue Bradford, and Minister of Labour Ruth Dyson.

CTU BIENNIAL CONFERENCE
The PSA sent a delegation to the CTU biennial conference – “Unions, Sustainability and Democracy” – held in Wellington on 15-17 October. The CTU launched its political strategy, Fairness and Respect at Work, with a focus on enhanced worker rights, strong public services and higher wages.

Speakers included outgoing president Ross Wilson, incoming president Helen Kelly, ACTU president Sharan Burrow and the general secretary of the International Trade Union Confederation. A series of workshops also featured.

The PSA agenda is well recognised within the CTU, and the election of PSA national secretary Richard Wagstaff as vice-president of the CTU will further enhance our role in the organisation. PSA kaumātua Kiwhare Mihaka continues as the CTU kaumātua.
Looking to the Future

GENERAL ELECTION 2008
The PSA election campaign
Challenges
Priorities
The year ahead will be dominated by the upcoming general election.

The PSA is well placed to participate in the election and to respond to whatever outcome it delivers. We have a large corps of active, involved delegates as well as many effective enterprise and sector committees and working groups.

We have good governance, headed by a dynamic and informed Executive Board. The PSA is an active and committed affiliate of the CTU, and has endorsed the CTU’s election campaign to “support the election of a worker-friendly government which invests in public services”.

The PSA’s policy and communications teams provide strong support to the organisation and our members. Work is on-going to raise the profile of the PSA, including an upgraded website and a greater emphasis on media work.

Good policy analysis ensures the messages that we’ll use in the election are relevant and well-researched. The June Journal included an 8-page special on the forthcoming election.

Members, and others outside the PSA, have responded positively and are motivated by the Democracy at Work agenda, which will focus and direct our energies over the coming year.

The PSA election campaign

As this report went to press, the PSA’s election campaign was taking shape. A campaign slogan, Strong Public Services. Worth Voting For, had been developed along with a logo.

Campaign goals and plans for members and for the general public and the media were in place, and issues relating to the Electoral Finance Act and the PSA’s ability to communicate with members in workplaces were being worked through.

A PSA election network was established and a good showing of members had registered their interest. A postcard was being designed to introduce more members to the campaign.

The campaign was officially launched via a set of six questions sent to the six political parties. These included questions on the benefits the party sees in strong public services, the impact of tax cuts on public services, whether the party agrees with research showing solid public support for strong public services, and on partnership for quality. The replies to these questions will be publicised.

The PSA has also commissioned poll questions, and a new website was due to come online as the springboard for a strong web presence for the campaign.

Stories about members and the work they do will be highlighted throughout the campaign to illustrate public value.

Challenges

But the PSA does have challenges. The election result is looking uncertain and the outcome could have a significant impact for the PSA as an organisation and our members as state servants.

We need to work on strengthening and supporting our delegate networks, and the PSA’s internal information systems still require work.

The external environment in which our members work is often critical, and commentators and politicians do not always value the work our members do – this tends to come into strong focus during election campaigns.

Priorities

In the year ahead, the priorities for everyone at the PSA are simple:

- Promote the Democracy at Work strategic agenda. This will underpin the PSA’s political and industrial work, focus our election agenda, and connect the PSA to the CTU’s political campaign.

- Focus on the general election. This provides a vehicle for advancing our strategic agenda, as the public sector will again feature in the general election. Many members are keen to participate in the election.

- Focus organising effort on putting the PSA and its membership in the strongest possible position. This includes, as a priority, getting pay and employment equity and Partnership for Quality structures in place. Recruitment and bargaining continue to be important and need to be clearly aligned to the work of building membership presence and influence in enterprises.

Following on from recent years where the PSA took time to engage in an internal debate to develop long term goals and a strategy on how to achieve these, our focus during the year will be streamlined.

There will be no special projects or new policy initiatives, other than those that contribute to these three priorities. The work of organisers, including the recruiting and retention of members, introducing common employment provisions, implementing Partnership for Quality, and getting pay into collective agreements, sits within these priorities.

If significant political change occurs, it may have considerable impact. Any new strategic direction adopted by the government of the day would undoubtedly affect members. The PSA must be and is ready to act positively on behalf of members to ensure any change is constructive.

It is an important year for members of the PSA. The priorities for the year are all about future proofing. Each of the challenges we face can be met – with a united and disciplined effort, and with teamwork and imagination.
PSA Capability and Resources

PSA STAFFING
- Recruitment and turnover
- Length of service
- HR policies and projects
- Pay and employment equity (PAEE)

ORGANISATIONAL DEVELOPMENT
- Operational priorities
- Sustainability
- Centenary
- Workplace representation

PSA SERVICES AND EXTRA BENEFITS
- PSA plus – the extra benefits
- PSA assets
PSA staffing

Recruitment and turnover

In the period March 2007 – March 2008, staff numbers have increased from 118 to 121 (67 female and 54 male).

Six staff (one HR advisor, two legal officers, one Policy Advisor, one organiser and one organising administrator) resigned during this period which equates to a 4.9 percent turnover.

Eight staff were appointed during the reporting period to fill existing permanent positions. The majority of these staff were appointed at our national office in Wellington, including the HR advisor, one legal officer, one support services officer for the membership unit, one organising administrator and two communications officers. One organiser was appointed in Christchurch.

Length of service

In the reporting period, there was a growth in experience across the PSA as the number of staff who have worked for the PSA for more than six years has increased from 44 to 48, and there has been a decline of staff with less than three years experience, from 49 to 41.

Among organisers, in particular, the category with over six years’ experience has increased from 36 to 38. In the category of organisers with three to six years’ experience, numbers have increased from 14 to 24, and there has been a significant decrease of organisers with less than three years’ experience (from 38 to 29).

HR policies and projects

In the 2007-08 year, the PSA policy review committee reviewed all current PSA policies including the following areas:

Transition to retirement. The PSA is committed to assisting employees as they prepare for retirement, and we aim for a sound transition to retirement while balancing this with the PSA’s operational needs.

Performance development. The PSA is committed to encouraging staff development and strong performance through individual performance development plans.

Starting salaries for new staff. The PSA has a transparent methodology in place in relation to starting salaries and secondment/fixed term arrangements. In order to avoid any possible unjustifiable pay gap between men and women, the PSA is committed to carrying out a proactive process to assess whether the applicant’s current salary may be at that level due to inequities in the external job market.

Pay and employment equity (PAEE)

In 2007, a PSA working party was established to review pay and employment equity issues in the PSA. This party followed the process set out in the Department of Labour’s “Working towards Pay and Employment Equity for Women: Pay and Employment Equity Review” workbook. The review focused on whether there were differences based on gender in the areas of, inter alia, reward and participation. A range of methods to gather information were used, including an e-survey.

Key data from the report:

- 56 percent of the PSA’s staff are female and 44 percent are male.
- The PSA occupational gender segregation (more females than males in administration jobs) reflects the same reality as in the wider public service and labour market.
- When staff leave, women and men leave for the same reasons.
- Take-up of a number of provisions in the PSA collective agreement (for example, superannuation, the wellness payment and study assistance) were found to be gender-neutral.
- The appointments process is gender neutral and employees are trusted.
- The organisation has a willingness to improve its policies and practices.

The project team also presented a response plan and the majority of the recommendations in this plan have been approved and will be implemented during 2008 (for example, policy in relation to starting salaries).

<table>
<thead>
<tr>
<th>Salary range ($)</th>
<th>Total staff</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>35,000-55,000</td>
<td>30</td>
<td>24</td>
<td>6</td>
</tr>
<tr>
<td>55,000-65,000</td>
<td>29</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>65,000 and over</td>
<td>62</td>
<td>24</td>
<td>38</td>
</tr>
<tr>
<td>Total</td>
<td>121</td>
<td>67</td>
<td>54</td>
</tr>
</tbody>
</table>
Organisational development

Operational priorities

In 2004-05 the PSA initiated a number of reviews, projects and plans designed to overhaul existing systems and instil best practice procedures in the union’s operations.

Much of the work is now complete, with significant changes made to organising practice and administrative support. The Organising Centre is working well, and is proving successful also as a training ground for PSA members of staff who want to shift from their existing positions into organising.

INFORMATION MANAGEMENT

Changing technology and requirements, combined with costliness, mean the work to upgrade our information management will continue to evolve over time.

This is recognised in the Information Systems Strategic Plan and Information Management Project 2006-09, which identifies a number of methods of achieving goals related to information sharing and knowledge management.

As part of this project, investigations were carried out during the year into purchasing new software for website content management, document management, development of the intranet, and improved electronic communication, including voice and video needs.

After assessing several options, two comprehensive and well-supported Microsoft products were identified. These were expensive but after extensive negotiations, a deal was reached, part of which will involve the PSA being a reference site for Microsoft. It is felt this will benefit the PSA as Microsoft will have an investment in ensuring the project succeeds.

The review of membership systems and processes was completed and work is now underway to implement changes in how we use Unison, our membership database. We expect to have greatly improved membership data available as the project progresses.

OFFICE UPGRADE

A project to upgrade the Wellington office, after several years of rather crowded conditions, continued into the year. The organisers, the development team and the Organising Centre are now located on the 5th floor.

Work continued on the 4th floor to create a good environment for the rest of the Wellington-based staff to work in.

Altogether, the new arrangements are a huge improvement on the previous situation.

Sustainability

Sustainability issues have been highlighted with the growing awareness of climate change and a range of other environmental issues. PSA members are increasingly engaged by these issues, and are involved in environmental and sustainability initiatives in the workplace.

The PSA is keen to support members in their work on “green” issues, as this becomes more important in the workplace.

If the PSA is to effect more of a leadership role on sustainability issues with government and employers, on behalf of members, it will need to demonstrate consistency in its own behaviour. Therefore, work began to improve the sustainability of what the PSA does:

- The finance and asset management team is taking into account the PSA’s own economic and environmental sustainability, for example, with the lease arrangement on the car fleet.
- An internal working group of staff was set up to look at PSA practices and make recommendations.
- Environment sector committee member Bruce McKinlay, from the Department of Conservation, developed a paper that will serve as the basis of a workshop at Congress this year.

The PSA has been supportive of initiatives by the Council of Trade Unions on climate change and other environmental issues.

However, given that there is no coherent strategy on sustainability within the PSA, it has been decided to develop one. Work on this includes:

- Exploring the use of the four well-beings from the Local Government Act as the basis for the PSA’s view of sustainability.
- Improving the PSA’s own performance as a sustainable organisation.
- Joining the Sustainable Business Network as a means of helping us establish a starting point, develop the strategy, and apply it.
- Encouraging debate among members and delegates on what we should be doing.
- Demonstrating leadership on sustainability issues in workplaces.
- Identifying and changing unsustainable practices, where this is supported by evidence and a good rationale – this began during the year, rather than waiting for the strategy to be launched.

Centenary

Planning is underway for the PSA centenary in 2013. This celebration will be significant for the PSA and the trade union movement as a whole.

The Executive Board has established a centenary project, which is developing ideas. Members are also asked to contribute ideas.

Workplace representation

An extensive review of the PSA’s representative structures in workplaces occurred during the year.

For more details on this review, see Building Union Organisation, page 13.
PSA services and extra benefits

PSA plus – the extra benefits
PSA plus adds extra value to PSA membership through a range of benefits and money-saving discounts. These include:

- PSA holiday homes – Whitianga (new location), Rotorua, Raumati, Nelson, Carters Beach, Otematata and Te Anau
- Home, contents and car insurance
- Travel insurance
- Life, income protection and health insurance
- Optometry and optic (glasses)
- Rental car discounts
- Tyres and tyre services discount
- Fuel and car wash discounts
- Duty free discounts
- Long-term travel insurance.

HOLIDAY HOMES
In October 2007, the PSA purchased a nine-unit motel in Whitianga. This new location has proved hugely popular with members, and had near capacity bookings over the summer months.

The Whitianga units were paid for entirely from revenue generated by the PSA’s other holiday homes and the other benefits provided to members through PSA plus. No money was required from fees.

When PSA president Keith Gutsell opened the units, he said he was fulfilling a promise made at a ceremony to mark the refurbishment of the PSA’s holiday home at Raumati Beach, north of Wellington, in 2006. At that time, he said the union’s next holiday home project would be to provide a facility in the top half of the North Island, to meet the needs of PSA members living in Auckland and Waikato.

All holiday home locations are well used by members and there is difficulty meeting demand in weekends and holiday periods.

FINANCIAL AND DISCOUNT SERVICES
Negotiations began with a New Zealand-owned trading bank to establish banking facilities, including personal loans and mortgage discounts for members. It was hoped to have these discounts available to members in July/August 2008.

The arrangement with American Express has not been renewed.

PSA Assets
OFFICES
Changes to office premises are outlined below:

Auckland
The current lease was due for renewal on 30 June 2008. As reported to the 2006 Congress, the present Auckland premises are too small for our needs though the location is ideal. We have been successful in securing a little more space on the same floor which avoids moving to another location. The new lease will be for a six-year term, with a right of renewal for a further six years after that.

Nelson
The lease for the Nelson office is due to expire at the end of March 2009. A review of needs and availability of suitable space will begin soon.

Palmerston North
The lease for Palmerston North is due for renewal on 1 July 2009.

CAR FLEET
The present vehicle fleet is due for replacement in July 2009. The process for determining suitable replacement vehicles will begin in the last quarter of this calendar year.

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<th>Product / Service</th>
<th>Members</th>
<th>Comments</th>
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<td>Holiday homes</td>
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<td>Regency Duty Free</td>
<td>$73,302 spend</td>
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<td>Vero – travel</td>
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<td>Fuel card</td>
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<td>Affiliate membership</td>
<td>277 members</td>
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International Activities

PUBLIC SERVICES INTERNATIONAL

ITUC

PACIFIC UNIONS
Tonga
Samoa
Fiji

AUSTRALIA

UNION NETWORK INTERNATIONAL

Report to 2008 Congress
International activities

Public Services International
The PSA is an active member of Public Services International, a global union federation made up of more than 650 trade unions, representing more than 20 million workers who deliver public services in 160 countries around the world. The PSA pays an annual affiliation fee to PSI. PSA House in Wellington is the headquarters for the PSI Oceania sub-regional headquarters secretary.

PSA president Keith Gutsell and national secretary Richard Wagstaff attended the PSI Centennial Congress held in Vienna in September. They voted on a swathe of remits and contributed to two workshops. At both of these, there was a core group of people, especially from the UK, Canada and Australia with common concerns and interests in promoting the concept of “public value”. There was much interest in PSA material, including the Democracy at Work agenda.

PSA senior policy advisor Glenn Barclay remains as the PSI’s health and social services regional co-ordinator for the Asia-Pacific region, and he attended meetings in Manila in December 2007 and Bali in April 2008.

PSA organiser and CTU Komiti Pasefika co-convenor Stella Teariki attended PSI Pacific sub-regional meetings.

ITUC
The International Trade Union Confederation (ITUC – formerly known as the International Confederation of Free Trade Unions) comprises 311 national trade union affiliates, representing 168 million trade union members in 155 countries and territories, and campaigns to defend workers’ rights worldwide. The PSA is represented at ITUC through the CTU.

PSA organiser and CTU Youth Union Movement co-convenor Hina Short was part of the CTU delegation attending the meeting of the Asia Pacific regional section of ITUC in Bangalore, India, in September 2007.

The challenges identified for Pacific youth in the trade union movement included the need to build some national action plans around the issues of gender, equality and youth, and the need to make youth issues a priority in union organising.

Pacific unions
TONGA
The PSA has been supporting the fledgling union movement in Tonga, particularly the Tongan PSA. Its general secretary Mele ‘Amanaki came to New Zealand to receive training and recruitment ideas from the PSI and the PSA. Her job is made difficult by the Tongan government’s hostility to unionism.

SAMOA
The PSA continues to support the development of union organisation and activity in Samoa.

FIJI
A representative from the Fiji PSA spent most of September working at the PSA’s Auckland office. The Fiji economy has stagnated under the military regime, and pay cuts and early retirement have been imposed on public servants. A partnership agreement was also cancelled.

Australia
Over the past few years, the PSA has enjoyed a good working relationship with our Australian public service union counterparts at a federal and state level.

The relationship has grown to the point where, at the end of the year, the PSA was invited by the Community and Public Sector Union to develop closer relations and share ideas more regularly. This development was welcomed, and it is hoped will result in more joint projects and thinking over the coming year.

Union Network International
Union Network International (UNI) is a global union federation representing 15 million members in 900 unions including workers in the mass media, entertainment, and the arts. The PSA has affiliated its broadcasting workers to UNI.

In August, Executive Board member Ian Bull, from Radio New Zealand, attended the UNI-MEI (UNI – Media and Entertainment) Pacific Broadcasting Workers’ Conference in Jakarta. The conference identified a real need to defend the public sector, especially public broadcasting, to ensure the ideals inherent in public broadcasting are both maintained and, where possible, enhanced to provide audiences with a balanced source of information so they can participate more fully in a democratic society.

Ian’s report to the conference on New Zealand focused on the notion of public value inherent in public broadcasting and its value in supporting New Zealand’s cultural identity.
Appendices

BOARD AND COMMITTEE MEMBERS
Executive Board
Sector committees

REPRESENTATIVES
CTU committees
Representing CTU on external bodies
Other representative roles

PSA SUBMISSIONS

LEGAL REPORT
Training for staff
CTU lawyers network
Review of Accredited Employer Programme
Representation

ORGANISATIONS WITH PSA COVERAGE
APPENDIX 1

Board and committee members

PSA Executive Board members
Keith Gutsell (president)
Paula Scholes (vice president), Environment
John Upfold (treasurer), Governance
Georgina Kerr, Te Rūnanga o Ngā Toa Āwhina
Ian Bull, Community
Colette Rafter, Health
Gordon Mosley, Infrastructure
Marlene Pitman, Social Services
Ian Gordon, PSA staff group representative
Brenda Pilott, PSA national secretary
Richard Wagstaff, PSA national secretary

Sector committees
PSA sector committee members and organisations in which they work

COMMUNITY SECTOR COMMITTEE
Ian Bull (convenor), Radio New Zealand
Gina Beston, University of Auckland
Walter Cook, National Library
Neil Coup, Hutt City Council
Benedict Ferguson, Manukau City Council
Pam Jemmett, Otago University
Diana McRae, National Library
Roy Ramsey, Marlborough District Council
Ted Rippey, Waipa District Council
Greg Whaipu, Manukau City Council
PSA organiser support: Margaret Takako

ENVIRONMENT SECTOR CTTEE
Paula Scholes (convenor), Environment and Scientific Research
Chris Buckler, Land Information NZ
Peter Embling, AgResearch
Lynell Greer, Department of Conservation
Keith Gutsell, Asure
Ken Lloyd, Asure New Zealand
Alby Marsh, Crop and Food
Bruce McKinlay, Department of Conservation
Dave Nendick, Ministry of Agriculture and Forestry
Craig Ross, Landcare
Mike Tana, Ministry of Agriculture and Fisheries
PSA organiser support: Malcolm Blair

GOVERNANCE SECTOR COMMITTEE
John Upfold (convenor, Statistics New Zealand
Judy McCready, Inland Revenue
Abdiel Rafik, Inland Revenue
Martha Selwyn, Public Trust
George Snell, Inland Revenue
PSA organiser support: Stephany Mitchell

HEALTH SECTOR COMMITTEE
Colette Rafter (convenor), Otago DHB
Melanie Bourgeois, Spectrum Care
Nancy Dally, Counties-Manukau DHB
Allan Franks, Canterbury DHB
Julie Hollamby (Tairawhiti DHB)
Jen Lankshear, Child Oral Health Service
Tania MacDonald (Waikato DHB)
Michael Naughton, Hawke’s Bay DHB
Erana Poulsen, Waitakere DHB
Janet Quigley, Canterbury DHB
Colleen Sayer-Roberts, Auckland DHB
Glenis Stewart, Taranaki DHB
Mark Straud, Northland DHB
Fa’alia Vaeau, Counties-Manukau DHB
PSA organiser support: John Shennan

INFRASTRUCTURE SECTOR CTTEE
Gordon Mosley (convenor), Ministry of Justice
Steve Clarke, Department of Corrections
Trevor Day, Ministry of Justice
Jean Jurisch, Department of Corrections
Tracey Karena, New Zealand Defence Force
Norm Mannix, Chch International Airport
Keith Oldcorn, New Zealand Defence Force
Marshall Tangaroa, Department of Corrections
Andrew Tanner, Aviation Security Service
Hami Te Arahauta, Department of Corrections
Brendon Trask, Ministry of Justice
Sylvia Young, Department of Corrections
PSA organiser support: Pam Hornby

SOCIAL SERVICES SECTOR CTTEE
Marlene Pitman (convenor), Child Youth and Family
Sam Battatcharjee, ACC
Colleen Boyer, Child Youth and Family
Richard Chalklen, Special Residential Schools
Jocelyn Coppins, Ministry of Education
Dennis Gibbs, Education Review Office
Georgina Kerr, Education Review Office
Neil Lester, Department of Labour
Ben Prasad, Housing New Zealand
Alison van Dyk, Ministry of Social Development
PSA organiser support: Sheryl Penehio

TE RŪNANGA O NGĀ TOA ĀWHINA
Georgina Kerr (kuia, convenor), Education Review Office
Kiwhare Mihaka (kaumātua), Inland Revenue
Allan Franks, Auckland DHB
Jean Jurisch, Department of Corrections
Alby Marsh, Crop and Food
Marlene Pitman, Child Youth and Family
Erana Poulsen, Waitakere DHB
Martha Selwyn, Public Trust
Mike Tana, Ministry of Agriculture and Fisheries
Marshall Tangaroa, Department of Corrections
Greg Whaipu, Manukau City Council
Organiser support: Hina Short, Ria Walker
APPENDIX 2

Representatives

CTU LEADERSHIP ROLES
CTU kaumātua Kiwhare Mihaka
CTU vice president Richard Wagstaff

CTU COMMITTEES
Communications group: Kate Drury, Nick Hirst
Health and safety: Anne Thewles
Health Sector Committee: Richard Wagstaff, Glenn Barclay, Warwick Jones
International Committee: Glenn Barclay
Migration Work Group: Glenn Barclay
National Affiliates Council: Brenda Pilott
Organising and Education Committee: June Hoddle
Pay and Employment Equity Reference Group: Christine Ross
State Sector Committee: Christine Ross
Tertiary Education Sector Committee: Tricia French
Te Rūnanga: Marlene Pitman
Women’s Council: Kirsten Windelov
Workplace Productivity Education Programme governance group: Christine Ross
Youth Union Movement: Hina Short
The PSA is represented on most of the 16 local affiliates councils.

APPENDIX 3

PSA submissions

HEALTH
• Submission to the Ministry of Health on the Review of the Health Practitioners’ Competence Assurance Act 2003 – Phase 1 Consultation
• Submission to the Ministry of Health on the Review of the Health and Disability Services (Safety) Act 2001
• Submission to the Ministry of Health on a Career Framework for the Health and Disability Workforce in New Zealand

LOCAL GOVERNMENT
• Submission to the Local Government and Environment Select Committee on the Auckland Regional Amenities Funding Bill
• Submission to the Review of the Local Government Act 2002
• Submission to the Local Government Rates Inquiry, April 2007

OTHERS
• Submission to the Justice and Electoral Select Committee on the Electoral Finance Bill
• Submission to the Finance and Expenditure Select Committee on the Taxation (Annual Rates, Business Taxation, KiwiSaver, and Remedial Matters) Bill
• Submission to the Independent Inquiry for the Investigation into Public Service Recruitment and Employment of Madeleine Setchell
• Submission to the Commerce Select Committee on the State-Owned Enterprises (AgriQuality and Asure New Zealand Limited) Bill
APPENDIX 4

Legal

The PSA legal team provides advisory assistance, and where appropriate provides advocacy in legal proceedings.

Training for staff

The team has delivered training for new organisers and professional development for industrial staff. The training has covered such topics as natural justice in employment investigations, communication during collective bargaining, multi-employer collective agreement (MECA) bargaining and the good faith duty applying to employment relationships.

CTU lawyers network

The legal team actively participated in the CTU legal network. The network is designed to ensure that lawyers from different unions assist and support each other in the work they do. The network also provides an opportunity to discuss upcoming cases and legislative reform. The CTU hosted an Employment Law Conference where an agenda for legislative change was set.

Review of Accredited Employer Programme

The Injury Prevention, Rehabilitation and Compensation Act 2001 provides for the accreditation of employers to self manage and fund work injury claims arising out of their workplace. An operational review of this Accredited Employer Programme was established as a joint initiative between ACC, the Department of Labour, Business New Zealand, and the CTU to identify current issues, and opportunities for improvement of the programme. The PSA legal team participated in the review as a CTU representative.

Representation

As well as representing several members at mediation and the Authority, some of the larger cases the PSA has been involved in this year include:

NZPSA V WAIKATO DHB & ORS

The PSA filed proceedings against the Midlands DHBs about the appropriate salary scale for Alcohol and Drug Clinicians and Health Promoters as well as the entitlement of members to progress through the salary scales under their MECA. This was strongly defended by the employers but resulted in an order from the Employment Court that resulted in backdated salary increases for some PSA members.

NZPSA V SPECTRUM CARE

The PSA has filed proceedings in the Employment Relations Authority against Spectrum Care alleging that their payment of a flat rate for “sleepovers” is a breach of the Minimum Wage Act 1983. This matter has been to mediation with no resolution and will carry on through the legal process. It could have significant implications for many government-funded care providers and the Ministry of Health has been briefed about its implications.

NZPSA V AUCKLAND DHB & 16 ORS

When the application of scales of pay resulted in a marked disparity between community nurses represented by the PSA compared with others, the PSA filed proceedings regarding the interpretation of the National Terms of Settlement. This was not successful as the Authority found that the clause in the terms of settlement did not require movement of nurses to the salary scale that the PSA contended it did. The PSA is seeking to address this anomaly in current bargaining.
APPENDIX 5

Organisations with PSA coverage

SOCIAL SERVICES
ACC
Across - Te Kotahi tanga O Te Wairua
Anglican family care
Anglican Trust For Women and
Auckland Regional Migrant Service
Barnardos
Birthright
Career Services
Central Plateau - REAP
Christchurch Methodist Mission
CYF
Department of Building and Housing
Dispute Resolution Services
DOL
Education Review Office
Families Commission
Family Help Trust
Family Start
Family Start Support Services Trust
Gateway Housing Trust
GSE
HNZC
Kirikiriroa Family Services Trust
Leadership Development Centre
MDE
NZ Council for Education
NZ Qualifications Authority
NZ Teachers Council
Office of the Commissioner for
Phoenix
Phoenix Supported Employment
School Support Limited
Special Res Schools
Te Ha o te Whanau Trust
Teachers Refresher Course
Tertiary Education Commission
Victim Support
Waahi Whaanui Trust
Workbridge
Youth Horizons Trust

GOVERNANCE
Archives New Zealand
Atradius – DXCO
Audit New Zealand
Office of the Clerk of the House of Representatives
Datamail Limited
Department of Internal Affairs
Department of the PM and Cabinet
Electronic Data Systems
GSB Supplycorp Limited
IAQ New Zealand Limited
Inland Revenue Department
Ministry of Economic Development
Ministry of Foreign Affairs and Trade
Ministry of Pacific Island Affairs
Ministry of Women’s Affairs
National Provident Fund
New Zealand Institute for Economic Research
New Zealand Tourism Board
New Zealand Trade and Enterprise
Office of the Controller and Auditor-General
Parliamentary Service
Public Trust
State Services Commission
Statistics NZ
Te Puni Kōkiri
Te Tauroa Whiri (Maori Language Commission)
The Treasury
Tower Corporation

ENVIRONMENT
AusureQuality Limited
Antarctica New Zealand
Auckland Meat Processors
Building Research Association
Carter Observatory
Cawthron Institute
Consumers Institute
Crown Research Institutes
Environmental Science and Research [ESR]
Horticulture and Food Research Institute of New Zealand Ltd. (Hort Research)
Industrial Research Ltd (IRL)
Inst of Geological and Nuclear Sciences [IGNS]
Landcare Research
NZ Institute for Crop and Food Research [Crop & Food]
NZ Institute of Water and Atmospheric Research (NIWA)
New Zealand Agriculture Research Inst (AgResearch)
SCION (Forest Research)

DITZ NZ
Department of Conservation
Dexel Limited
Energy Efficiency and Conservation Auth
Environmental Risk Management Authority
Fonterra Research Centre
Gribbles
Kaikoura Whale Watch
Land Information New Zealand
Landcorp Farming Limited
Māori Language Commission
Meteorological Service of NZ
Ministry of Agriculture and Forestry and Biosecurity
Ministry for the Environment
Ministry of Fisheries
Ministry of Research, Science and Tech
NZ Food Safety Authority
NZ Historic Places Trust
New Zealand Fish & Game Council
New Zealand Forest & Bird Society
PGG Wrightson Ltd.
Quotable Value New Zealand
Terralink

INFRASTRUCTURE
Airports Corporation
Armed Forces Canteen Council
Aviation Security Service
Christchurch International Airport Fire Service
Civil Aviation Authority
Commerce Commission
Community Law Canterbury
Crown Law Office
Department of Corrections
Government Communications Security Bureau
Human Rights Commission
Land Transport New Zealand
Law Commission
Legal Services Agency
Maritime New Zealand
Marborough Community Law Centre
Ministry of Defence
Ministry of Finance
Ministry of Transport
New Zealand Defence Force
NZ Fire Service
New Zealand Police
New Zealand Customs Service
Office of Film & Lit Classification
Office of the Ombudsman
Office of the Privacy Commissioner
Quarantine Airport Corporation
SOS NZ

Serco Project Engineering
Serious Fraud Office
Task Protection Services
Transfield Services SDNZL
Transit New Zealand
Transport Accident Investigation Commission
Vehicle Testing NZ
VIT Fitzroy Ltd

HEALTH
Access Ability Limited
Access Home Health
Action For Mental Health (Nth Shore/Rodney)
Altana Healthcare
Alcoholic Liquor Advisory Council
Aorangi Hospital
Artificial Limb Board
Auckland Regional RMO Services
Baptist Action Support Office
Boulcott Hospital & Specialist Ctre
Cavt Rehabilitation Services Limited
CCS New Zealand
Central Otago Health Services Ltd
Challenge Trust
Children’s Health Cmps
Clutha Health First
Coast Care Trust
Community Living Trust
Community Connections
Christophe Baptist Community Trust
Dalcam Company Ltd
Disability Resource Centre (HB) Trust

District Health Boards
Auckland District Health Board
Bay of Plenty District Health Board
Canterbury District Health Board
Capital and Coast District Health Board
 Counties Manukau District Health Board
Hawke’s Bay District Health Board
Hutt Valley District Health Board
Lakes District Health Board
MidCentral District Health Board
Nelson Marlborough District Health Board
Northland District Health Board
Otago District Health Board
South Canterbury District Health Board
Southland District Health Board
Tairawhiti District Health Board
Taranaki District Health Board
Waikato District Health Board
Waiauta District Health Board
Waitemata District Health Board
West Coast District Health Board
Whanganui District Health Board

Donaldson Residential Trust
Elizabeth Memorial Hospital
Enable
Epilepsy Association NZ Inc
Focus 2000 Limited
Goodwood Park Trust
Gracelands Vocational Services
Hapai Te Hauora Tapui
Hawkesbury Trust
Health Alliance
Health and Disability Commissioner
HealthPac
Health Support Services Ltd
Healthcare of New Zealand Ltd
Hokanga Health Enterprise Trust
Kapiti Disability Information & Equipment Ctre
Life Unlimited
MASH Trust
Mahitahi Trust