Capability in State Land Management in New Zealand
Craig Harris | Land Information New Zealand

Presentation to FIG Working Week, Sofia, Bulgaria May 2015
Introduction

- Introduction
- State Land in New Zealand
- Why capability is important
- Current Issues
- Our strategy
- Actions to date
- Summary

State Land in New

- State ("the Crown") owns around 40% of New Zealand’s land
  - Most of this is national parks and conservation land
- Many management tasks (e.g. building maintenance, controlling public use) is outsourced to private sector
- Compared to most countries, NZ Government agencies have small, centralised state land teams
Role of LINZ

- Land Information New Zealand (LINZ) is New Zealand’s government land information agency
- It also looks after 2 million hectares (or 8%) of state-owned land
- This land includes riverbeds, forests and pastoral lease land
- LINZ has around 50 staff in its state land teams in two offices (one South Island, one North Island)

Why capability is important

- State land is a significant resource for New Zealand
- How this estate is managed is vital
- Managing this land requires people with a wide range of technical and management skills
- Decisions about state land are influenced by unique issues that are not widely known
- Much of the capabilities required extend across teams and professions within and outside government
Current Issues for LINZ

- Substantial growth in demand for capability across our workforce
- State land laws unique and complex
- Private sector delivery of services
- Experienced technical staff retiring
- Limited pool of technical talent to recruit from across New Zealand
- Changing systems and processes
- Significant growth in normal operational business

Current Issues (continued)

- Changing role of state land managers
- Greater need for commercial skills
- Absence of formal training
- Knowledge not recorded or hard to find
- Changing career patterns
- Changing demographic of staff
Changing Demographic – LINZ property staff

Number of Years experience in state land management

<table>
<thead>
<tr>
<th>Number of Staff</th>
<th>0</th>
<th>2</th>
<th>4</th>
<th>6</th>
<th>8</th>
<th>10</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 to 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 to 15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 to 20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 to 25</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 to 30</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Initial Strategy

- Understand our workforce
  - Establish workforce planning
  - Complete skills analysis
  - Identify AT ROK roles
  - Align activities to LINZ strategy

- Recruitment strategy
  - Identify talent gaps
  - Develop, implement, and manage hiring processes
  - Specific recruitment approach
  - RH strategy

- Increasing capacity
  - Develop and implement technical pathway
  - Develop and implement non-technical pathway
  - Identify and develop leadership pathway

- Retaining our staff
  - Retain sector links for ongoing opportunities
  - Succession planning
  - Talent management
  - EMP/reward strategy

- Create a fulfilling workplace
  - Ensure clear pathways for all PR employees
  - Support and promote \( \text{LINZ} \) mission, values, and culture
  - Support and grow \( \text{LINZ} \) employees

- Stakeholder engagement and support
  - Establish relationships
  - Identify opportunities
  - Develop programmes with clear objectives

- Measure, monitor, and adjust
  - Measure workforce data to determine success
  - Review and adjust objectives quarterly
  - Refresh objectives annually as required
  - Share success with \( \text{LINZ}, \text{Sector} \)
Actions to date

- Increase understanding of importance in “state land capability”
- Profiled skills and experience needed for our roles
- Determined career paths for our staff (where can we get them from, where can they move to?)
- Identified training sources
- Determined key technical capabilities that our state land managers need

State Land Technical Capability
Actions to date (continued)

- Documented key processes for our staff
- Pilot Knowledge Base – online tool for recording technical knowledge
- Published first online training module in state land management with private sector education provider (more to come)
- Encouraged older staff to mentor new entrants

Lessons/Conclusion

- We are just starting out but have a number of observations:
  - Succession planning is vital – people move on; how do we replace them?
  - Sharing knowledge has to become part of the everyday work of a state land manager
  - Knowledge can be lost if not properly recorded (and easily available)
  - Need to promote capability as part of an overall strategy
Thank you