

Defence House
34 Bowen Street
Wellington, New Zealand

P +64 (04) 496 0999
E info@defence.govt.nz

PO Box 12703
Molesworth Street
Wellington 6144, New Zealand

www.defence.govt.nz



**MANATŪ KAUPAPA
WAONGA**
NEW ZEALAND
MINISTRY OF DEFENCE

15 June 2026

RESPONSE TO YOUR OFFICIAL INFORMATION REQUEST

Thank you for your email of 3 June 2026, in which you requested, pursuant to the Official Information Act 1982 (the Act), information about the Ministry of Defence performance management. The Ministry's responses to your questions are provided below.

- 1. A description of the performance rating scale currently used by your organisation when determining an employee's overall performance rating.** Please note, I am not requesting information about your performance review process itself, only the rating scale used. For example, does your organisation assign employees a rating based on a 1-5 numerical scale, descriptive categories, matrices, or another model. I would like to know the type of rating scale used and how it defines each stage/step of the scale.
- 2. A high-level description of if/how performance ratings are currently taken into account when your organisation carries out regular remuneration reviews.** Does an employee's performance rating affect their remuneration review and, if so, how?

The Ministry does not use a formal performance rating scale or rating categories as part of its annual performance programme. Employees are not assigned numerical or descriptive ratings to indicate overall performance.

- 2. A high-level description of what employees are currently assessed on as part of their performance review process.** For example, is their rating based on the technical requirements/duties of their role, competencies, behaviours, alignment to values, etc. An indication of how these areas are weighted would also be helpful. A high-level description of your organisation's overall approach is fine, I am not seeking information on a role-by-role basis.

Staff at the Ministry use a programme called Supporting Success. The focus of this system is that the Ministry's people will be engaged and motivated through ensuring that each person is clear about what is expected of them, their work and how they should go about achieving the work. These behaviours are informed by the Ministry's value and the Code of Conduct for

the Public Sector. Staff receive regular support, coaching and feedback from their manager during the year and at year end about their work.

A copy of the Ministry's *Supporting Success Policy* is attached.

Under section 28(3) of the Act you have the right to request the Ombudsman to investigate and review this response.

Yours sincerely

Melissa Thorn
Chief People Officer

Enclosed:

- Ministry of Defence *Supporting Success Policy*

POLICY: SUPPORTING SUCCESS

Policy Owner	Chief People Officer
Contact Person	People and Capability
Approved By	Strategic Leadership Team
Approval Date	June 2024
Review Date	June 2026
Interim review	30 March 2026 to reflect the Code of Conduct for the Public Sector

Purpose

1. This policy sets out the Ministry's approach to supporting its people to perform to their best and be successful in their roles enabling the Ministry to deliver on its strategic priorities.

Policy Statement

2. The Supporting Success framework, enables individuals to do a good job by:
 - 2.1. understanding what work is expected of them,
 - 2.2. understanding the behaviours expected to deliver that work
 - 2.3. being supported by their managers to deliver their best work
 - 2.4. identifying and working on areas to develop their success
 - 2.5. understanding how successful they are throughout the year
3. The Ministry hires people who come to work to do a good job and ensure the Ministry delivers on its commitments.

Scope

4. This policy applies to:
 - 4.1. all permanent employees of the Ministry
 - 4.2. Ministry employees who are employed on a fixed-term basis for 12 months or more.
5. Remuneration is covered in the Remuneration policy and career progression is covered in the Progression and Promotion Policy.

Relevant legislation

6. Relevant legislation can be located at www.legislation.co.nz or obtained directly from HR:

6.1. [Employment Relations Act 2000](#) and its amendments.

6.2. The Public Service Act 2020

Related Ministry policies and documents

7. Supporting Success Procedure
8. Supporting Success Individual form
9. Learning and Development Policy
10. Learning and Development Guide
11. Ngā Kete
12. Remuneration Policy
13. Managing Poor Performance Policy and Procedures
14. Disciplinary Policy and Procedures
15. Progression and Promotion Policy
16. Addressing Workplace Bullying Harassment and Discrimination Policy
17. Ministry's values
18. Ministry's Statement of Intent
19. The People Strategy

Principles

20. The Ministry will be successful if its people are engaged and motivated in their day to day work and understand how their work contributes to the achievement of the Ministry's objectives and strategic priorities.
21. The Ministry's people will be engaged and motivated through ensuring that each person:
 - 21.1. is clear about **what** is expected of them, their work and **how** they should go about achieving the work. These behaviours will be informed by the Ministry's value and the Code of Conduct for the Public Sector.
 - 21.2. receives **regular support, coaching** and **feedback** from their manager about the work they are undertaking
 - 21.3. has access to appropriate **learning and development** opportunities that enable them to do their job better and support their career aspirations.
22. The majority of people in the Ministry will perform at the level expected of them. Exceptionally, in the event a staff member does not perform at the required level this will be managed outside of this policy.

23. The conversations that individuals have with their manager about their work are **transparent, fair** and conducted in a way to ensure that there are no surprises for either party.
24. Managers and individuals ensure that conversations are undertaken in a **constructive** and open manner, and that sufficient time is always available.
25. Where there is the need to make changes to the work or priorities that an individual is working on at any one time, these are managed effectively through the **regular conversations**.
26. Managers and staff are **committed** to undertaking **regular and quality** conversations.
27. There is **no** direct link between the conversations undertaken as part of this policy and the remuneration of individuals. Remuneration levels for employees are determined through other processes. This enables constructive conversations between managers and their staff, helping to remove any concern from employees that their **openness and honesty** during these conversations about performance will have an adverse effect on their remuneration.

Responsibilities

28. The success of this policy relies on the Ministry's people being clear on their roles and responsibilities. These are set out below.
29. The Strategic **Leadership Team** (LT) is responsible for:
 - 29.1. ensuring that the Ministry has clear objectives and strategic priorities that can be used by managers to help set the work for their direct reports.
 - 29.2. creating an environment where regular and quality conversations between managers and their direct reports are the expected norm and role model this practise themselves.
30. **Managers** are responsible for:
 - 30.1. ensuring that each individual understands their work for the **year ahead**.
 - 30.2. enabling their staff to understand how their work contributes to the work of the Branch, Division and the Ministry. They should help their staff draw a line of sight from the Ministry's strategic priorities to their daily work.
 - 30.3. having **regular conversations** with all of their staff to discuss their work-to-date, provide **feedback** on performance, offer **coaching**, discuss any **learning and development** needs and **check-in** on their general wellbeing. These are a mix of 'on the hoof' conversations and dedicated time for focussed discussions.
 - 30.4. ensuring that their direct reports have the tools, resources, and **learning and development** they need to be successful.
31. **Individuals** are responsible for:
 - 31.1. being clear about the work they are expected to do for the **year ahead** and how it contributes to the Ministry's commitments.
 - 31.2. actively and constructively engaging with their manager on a **regular and ongoing** basis about their work, their performance and their development. This may include **conversations** about their career where that is applicable.
 - 31.3. being open to **feedback** and **coaching** with the aim of improving their performance

31.4. taking responsibility for their own **learning and development**, discussing this with their manager and participating in learning and development activities offered to them.

31.5. doing their job to the best of their ability.

32. The **Human Resources** team is responsible for:

32.1. providing advice to the SLT on contemporary practise in supporting the performance of employees

32.2. developing policies and procedures on supporting employee performance

32.3. providing advice and support to managers and individuals on the application of this policy.

Further guidance

33. Guidance on implementation of this policy is contained in the Supporting Success Guide.

Released under the Official Information Act 1982