



# Career Development Pathway

# Women in Safety Excellence New Zealand

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## 1.0 Foreword

The Women in Safety Excellence (WISE) New Zealand Network promotes the equity and advancement of women working in the health and safety profession in New Zealand.

This research was commissioned by the Women in Safety Excellence (WISE) New Zealand Governance Committee as part of the WISE NZ Capability Development Project.

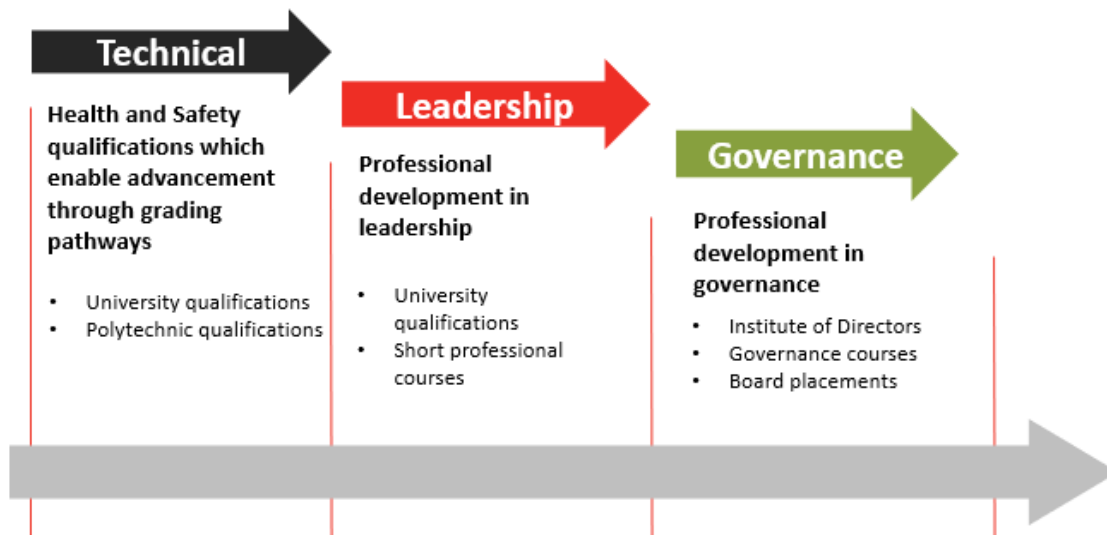
The WISE NZ Capability Development Project consists of two elements:

1. The **WISE Scholarship**, supported and funded by the HASANZ Scholarship Program, offering development in Governance and Leadership. This raises governance and leadership as a priority for women in the health and safety profession as well as supporting scholarship recipients with mentoring and support through their next career steps.
2. A **Governance and Leadership Pathway Research Project**, to provide those in the health and safety profession with sound professional development options, to help take their career to the next level.

This project aims to give existing and potential leaders the pathway and tools to influence positive change in New Zealand, specifically:

*‘To create and provide a capability development and learning pathway, in order to empower and encourage women working in the health and safety profession from a technical level, into leadership and governance roles’.*

**Figure 1 - WISE Capability Development Model**



In New Zealand, the health and safety profession has historically been male dominated; this has changed over the last 20 years as more and more women move into a variety of roles within the profession, across all industries. A survey commissioned in 2017 by the Health and Safety Association of New Zealand (HASANZ) and published in *Building the Profession - HASANZ Health and Safety Workplace Pipeline Report* showed that approximately 53% of the health and safety profession in New Zealand are women.

In addition women are under-represented in leadership and governance roles in the health and safety profession and there is currently little in place to grow leadership capability in the health and safety profession in New Zealand. In New Zealand women are generally under-represented in governance roles and there is currently little in place to grow governance capability in the health and safety profession in New Zealand. Women face a number of obstacles in the profession, in addition to those usually experienced in leadership and governance positions. Women tend to lead differently and there are few learning opportunities or supporting programmes to help nurture their leadership style.

WISE have identified there are opportunities to encourage, empower and teach women, already in the profession, to become great leaders, and to contribute to the overall growth of H&S capability in New Zealand and have a positive impact on New Zealand workplaces.

## 2.0 Overview

The research was undertaken during July 2021 to determine what professional development opportunities (leadership and governance) currently exist for women working in the health and safety profession.

An internet search was initially undertaken based on keywords (women in leadership, leadership, governance, executive leaders, C-suite, health and safety leadership, applied management, management professional, senior leadership and management, online, courses, short courses and programmes). However, due to *search engine* bias, a search of courses and programmes accessible at New Zealand Universities, Polytechnics, Colleges and private training providers was also undertaken. Also, initial internet searches for courses specifically related to promoting women into leadership and governance roles indicated that these were scarce and so the search parameters were broadened to include all opportunities to upskill in these areas.

Information from the internet search was collated into an Excel spreadsheet. The detail collected was dependent on the provider's internet site and typically included the course and programme title, a summary of outcomes, course duration, qualification achieved (if relevant or career development credits if mentioned), the provider and location, course accreditation, acceptance criteria or experience, cost and a hyperlink to the course. It should be noted that the level of detail found in a provider's website was highly variable and the limited time available did not allow for an individual screening of every course prospectus. The spreadsheet has been designed so that courses and programmes can be filtered into categories related to the different aspects of the course (for example, title, provider, qualification). Notes have been added to cells where further details were available.

The primary objective of this research was to determine what courses were available to encourage and support female health and safety practitioners to upskill from a technical level into leadership and governance. The ultimate goal being for these practitioners to become aware of how they can become adequately upskilled so that they are able to influence health and safety leadership and governance practice when in a senior or leadership role within a business, organisation, government agency or non-government agency.

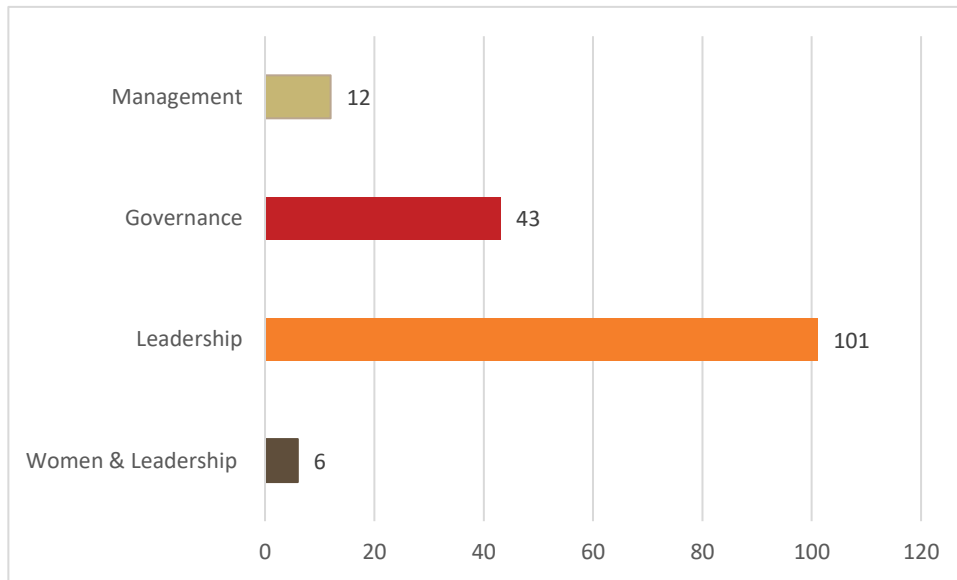
**This report relates to the findings of an internet search for courses relating to professional development opportunities for women in:**

- Leadership
- Governance

The internet search found 162 results that included courses, modules in courses, short courses or programmes that were relevant to some degree to the search parameters used.

### 3.0 How many professional development opportunities are currently available for women in leadership and governance?

- Development opportunities can be divided into four broad categories of learning that specialise in different aspects of leadership and governance.
- Only six programmes were tailored specifically towards women in leadership and governance.



CATEGORIES		NUMBER OF COURSES
Management	7%	12
Governance	27%	43
Leadership	62%	101
Women Leadership	4%	6
<b>TOTAL</b>		<b>162</b>

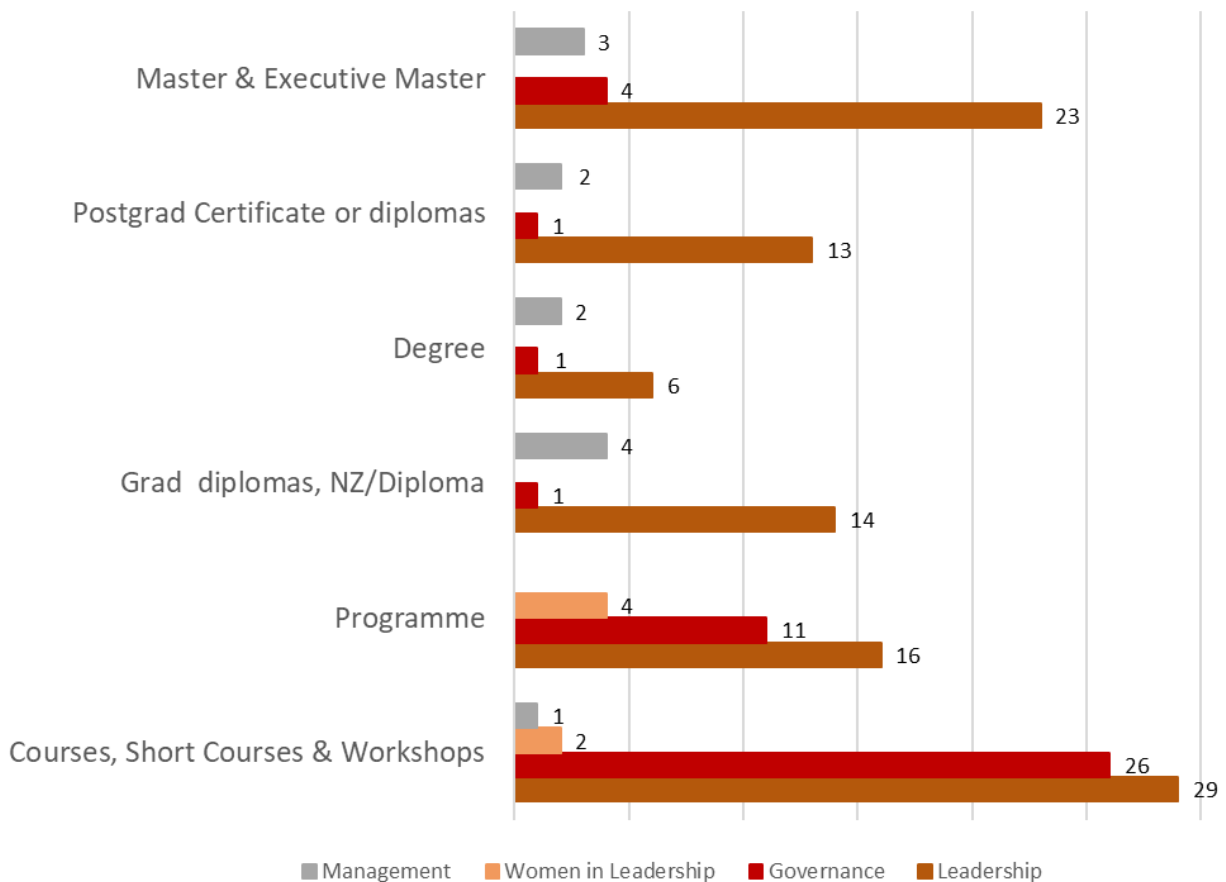
## 4.0 What types of courses typically cover aspects of leadership and governance?

- Subjects like Management and Business Management do include course modules that cover leadership and governance.
- Courses and programmes have also been specifically designed in leadership and governance to upskill senior leaders, or managers aspiring to enter these roles.

CATEGORIES		NUMBER OF COURSES
<b>Management</b>	Management	5
	Business Management	7
<b>Governance</b>	Governance	20
	Governance/Leadership	6
	Governance Professional	6
	Board	1
	C-Suite	6
	Executive	3
	Strategy	1
<b>Leadership</b>	Leadership	38
	Leadership/Management	33
	Leadership/Mentoring	4
	Executive Leadership	10
	Executive Management	2
	Strategic Management	2
	Applied Management	12
<b>Women Leadership</b>	Women Leadership	4
	Women's Executive Leadership	2
<b>TOTAL</b>		<b>162</b>

## 5.0 What qualifications are there in leadership and governance?

- There are two pathways for professional development in leadership and governance:
  1. working towards a tertiary qualification (levels for graduates, postgraduates to Executive Master), or
  2. registering for specialist courses, short courses, workshops or programmes.
- The majority of courses offered at, or above, the level of Bachelor degree are delivered face-to-face on campus in a formal learning environment. Although there are some opportunities to learn online.
  - More leadership-focused courses are taught in a formal learning environment (Universities, etc.,) than governance.
- Upskilling in governance is mostly taught in short courses, workshops and programmes.
  - Short courses and programmes specialising in leadership and governance are delivered either face-to-face or online.
  - There are substantially more opportunities for studying these subjects online.
- Women in leadership courses are only available to New Zealanders as programmes or a short courses.
  - All programmes are online. Only one course is presented face-to-face in New Zealand.



## 6.0 Are courses and programmes from reputable and accredited providers?

- Qualifications from New Zealand Universities, Polytechnics, Institutes and Colleges generally align with NZQA requirements.
- Providers of online courses, short courses and programmes are available worldwide. Information about Accreditation (<sup>Acc</sup>), or whether there is a Certificate of Completion (<sup>CC</sup>), Certificate of Attendance (<sup>CA</sup>) or Participation (<sup>CP</sup>) is included in the course description.

### Women in Leadership

Course Provider	Course Title
<b>Senior managers with 10 years or more experience</b>	
<b>UK</b> <ul style="list-style-type: none"> <li>• Saïd Business School, Oxford University <sup>CA</sup> (online)</li> </ul>	<ul style="list-style-type: none"> <li>• Women’s Executive Leadership Programme (6 weeks/PT)</li> </ul>
<b>USA</b> <ul style="list-style-type: none"> <li>• eCornell (online) <sup>CC</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Executive Women in Leadership (3 months/PT)</li> </ul>
<b>Middle to senior managers with 5 -10 years of experience</b>	
<b>New Zealand</b> <ul style="list-style-type: none"> <li>• Women and Leadership NZ/ Deakin Univesity (online) <sup>Acc</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Executive Ready (7 months/PT)</li> </ul>
<b>USA</b> <ul style="list-style-type: none"> <li>• eCornell (online) <sup>CC</sup></li> <li>• Stanford Business (Live online) <sup>CC</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Women in Leadership Certificate (3 months/PT)</li> <li>• High-Potential Women Leaders Program <sup>(9 days/FT)</sup></li> </ul>
<b>Women with management aspirations</b>	
<b>New Zealand</b> <ul style="list-style-type: none"> <li>• Victoria University of Wellington (Short course. On campus)</li> </ul>	<ul style="list-style-type: none"> <li>• Aspire: Women's Leadership Development Programme (8 half days)</li> </ul>

Part-time course (PT); Full-time course (FT)



## 7.0 Leadership: Providers of courses, short courses & programmes

### Keys words mentioned in courses:

- Executive Leadership
- Agility
- Organisational
- Management
- Performance
- Strategic Execution
- Values-Based
- Psychology
- Negotiation
- High Impact
- Servant
- Development
- Essentials
- Principles
- Diversity and Inclusive

Method of Learning	
Worldwide - online	New Zealand - online
<ul style="list-style-type: none"> <li>• LinkedIn Learning</li> <li>• Online tutorials</li> </ul>	<ul style="list-style-type: none"> <li>• Victoria University of Wellington (n=2)</li> <li>• Open Polytechnic</li> <li>• Freedom Institute of Higher Education</li> <li>• Courses for Success</li> </ul>
South Africa	New Zealand - face-to-face
<ul style="list-style-type: none"> <li>• University of Cape Town Graduate School of Business <sup>Acc</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Institute of Directors</li> <li>• Institute of Strategic Leadership (n=2)</li> <li>• Massey University (Corporate programme)</li> <li>• Otago University (Residential immersion experience)</li> <li>• University of Auckland Business School (n=3)</li> <li>• Victoria University of Wellington (n=8)</li> </ul>
UK	
<ul style="list-style-type: none"> <li>• Saïd Business School, Oxford University <sup>CA</sup></li> <li>• University of Cambridge <sup>CC</sup></li> </ul>	
USA	
<ul style="list-style-type: none"> <li>• eCornell <sup>(n=6) CC</sup></li> <li>• EGADE Business School at Tecnológico de Monterrey <sup>Acc</sup></li> <li>• Harvard Business School <sup>(n=5) CC</sup></li> <li>• MIT Sloan School of Management <sup>CC</sup></li> <li>• Stanford Business School <sup>CC</sup></li> <li>• UC Davis Graduate School of Management <sup>CC</sup></li> <li>• University of Dayton <sup>CC</sup></li> <li>• Yale School of Management Executive Education <sup>CP</sup></li> </ul>	

(n=number of courses available)

## 8.0 Governance: Providers of courses, short courses & programmes

### Keys words mentioned in courses:

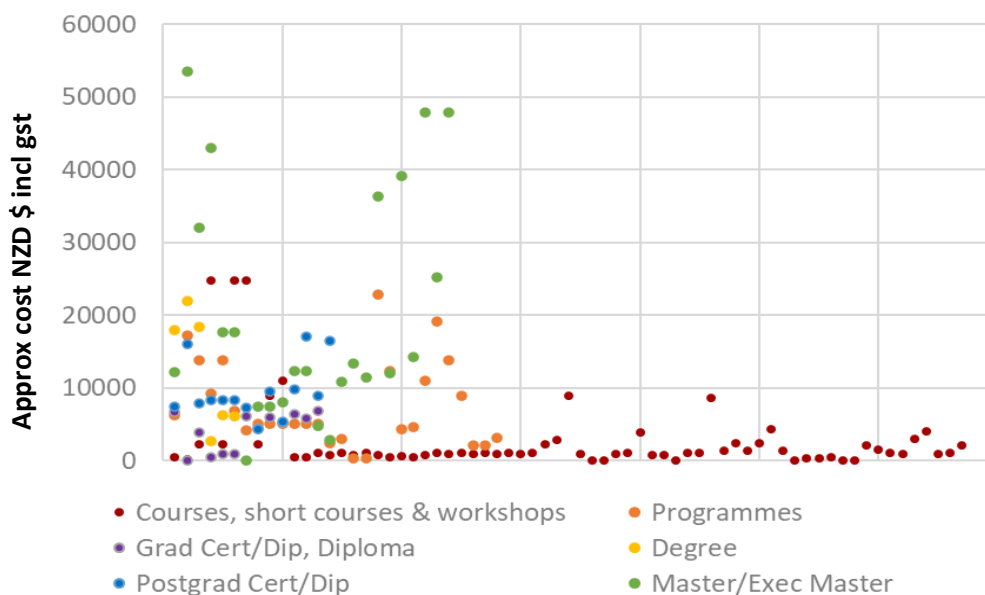
- Leadership
- Governance
- Executive Leadership
- Strategic
- Chief
- C-Suite
- Professional Education
- Effective
- Directors Board Resolutions
- Negotiation
- Audit
- Risk
- Integrated thinking
- Reporting
- Advanced
- Development
- Tool

Method of Learning	
<p><b>Worldwide - online</b></p> <ul style="list-style-type: none"> <li>○ LinkedIn Learning               <ul style="list-style-type: none"> <li>• Oneline tutorials</li> </ul> </li> <li>• Alison.com</li> </ul> <p><b>Canada</b></p> <ul style="list-style-type: none"> <li>• The Institute on Governance (IOG)</li> </ul> <p><b>UK</b></p> <ul style="list-style-type: none"> <li>• Saïd Business School, Oxford University <sup>CA</sup></li> <li>• University of Cambridge <sup>CC</sup></li> </ul> <p><b>USA</b></p> <ul style="list-style-type: none"> <li>• Harvard Business School - online <sup>(n=5) CC</sup></li> </ul>	<p><b>New Zealand Face-to-face</b></p> <ul style="list-style-type: none"> <li>• Governance NZ <sup>(n=6)</sup></li> <li>• Institute of Directors <sup>(n=15)</sup></li> <li>• Learning Partnerships <sup>(n=3)</sup></li> <li>• Massey University</li> <li>• Otago Polytechnic Ltd</li> <li>• University of Auckland Business School <sup>(n=3)</sup></li> <li>• University of Canterbury</li> <li>• University of Auckland Business School <sup>(n=7)</sup></li> <li>• Victoria University of Wellington <sup>(n=4)</sup></li> </ul>

(n=number of courses available)

## 9.0 How much does professional development cost?

- Higher costs are associated with degrees, postgraduate certificates/diplomas, or Master offered *on campus* at a University (or similar provider) and these costs increase accordingly with the level of qualification.
- Online programmes typically take between 6 weeks to 1 year and cost more than short online courses (1-3 days).
- Some online providers offer free courses, courses at cost or access to courses through a subscription and provide alternative learning methods that are opportunities to investigate new subjects before enrolling on an academic course.





NOTE. The distribution of costs for individual courses in each category is an approximate cost in 2021 and may vary due to currency conversion rate changes.

BASIC STATISTICS					
Course Cost (\$)	MINIMUM	MAXIMUM	MEDIUM	MEAN	STD DEVIATION
Courses/Short & Workshops	23	24,815	1,080	2,770	5,303
Programmes	299	22,885	5,105	7,600	5,834
Grad Cert/Dip & Diploma	450	6,831	5,549	4,133	2,409
Degree	2,700	22,000	12,136	12,279	8,133
Postgrad Cert/Dip	4,284	17,130	8,402	9,702	4,020
Master/Exec Master	2,800	53,500	13,454	20,422	15,422

### 10.0 How do I know whether I am qualified to apply for courses or programmes?

- There are prerequisite entry requirements for courses offered at Universities, Polytechnics and Colleges that relate to a successional learning pathway in any subject area, for example, from a Bachelor degree to a postgraduate diploma, and then to a Master.
- Specialist courses and programmes are typically directed at candidates with particular experience profiles. For example, Managers with 5-10 years of experience; Senior Managers with above 10 years to enable upskilling; or newly appointed Managers (and those with aspirations to move into a managerial role) and provide practical guidance, i.e., specialist courses are designed to cultivate and elevate the learner into more challenging roles.
- Before deciding on a course or programme, a necessary step would be to find out what the criteria for acceptance is, course availability, course content and cost. The research undertaken for this report also suggests that it would be pertinent to investigate online study opportunities. For example, while two courses were available in New Zealand for Women in Leadership, four additional courses were offered online by prestigious overseas Universities which increases the chance to find a course with the best fit.

## Appendix A: Summary of WISE Career Development Opportunities

		 New Zealand Institute of Safety Management	
Category	Qualification	Type of Learning	
Applied Management	Certificate	Corporate programme	4
Board	Course	Course	11
Business Management	Degree	Course or online	10
C-Suite	Diploma	Course/online/combo	8
Executive	Executive Master	Distance	4
Executive Leadership	Grad Cert	FT or distance	1
Executive Management	Grad Dip	Internal Delivery	1
Governance	Master	Live online	2
Governance / Leadership	NZ Diploma	Not specified	4
Governance Professional	Postgrad Cert	On campus	59
Leadership	Postgrad Dip	Online	42
Leadership / Management	Programme	Online or distance	1
Leadership/Mentoring	Short Course	Online/ digital	5
Management	Workshop	Online/evening classes/weekend workshop	1
Strategy	Various	Programme	1
Strategic management	Short Course & Workshop	Provider's site	4
Women/ Leadership		Residential immersion experience	1
Women's Executive Leadership		Sometimes offered virtually	1
		Workshop	2
<b>Total</b>	<b>162</b>	<b>Total</b>	<b>162</b>
Other (H&S course)	Other (H&S course) - Certificate	Other (H&S course) - Distance	1