

Gender Pay Action Plan

2020 to 2021

MINISTRY FOR WOMEN

The Ministry for Women is committed to ensuring all employees are able to achieve their full potential, by fostering a work environment that is free from all gender-based inequalities in line with the Public Service Gender Pay Principles and the Public Service Gender Pay Gap 2018-20 Action Plan.

The Ministry developed a 2019/20 Gender Pay Action Plan, tailored to its specific needs, with four key areas: flexible-by-default, equal pay, bias and discrimination in remuneration and HR processes, and gender-balanced leadership. This plan was developed in collaboration with staff and PSA following a process of participation and engagement. The Ministry has updated this plan with actions for 2020/21.

MINISTRY'S WORKFORCE

The Ministry is one of the smallest agencies in the public sector, with approximately 35 staff (33 FTEs), as at 30 June 2019. The gender split is 80.8% female and 19.2% male, with 80% female Leadership Team. The Ministry's ethnicity breakdown is: 19.2% Māori, 15.4% Asian and 3.8% Pacific.

The Ministry has a higher than average representation of women and a high uptake of a range of flexible work options by both men and women. Being a small agency has enabled flexible work to be a core part of its working practices for a significant period of time. The introduction of a flexible-by-default approach allows an opportunity to review the existing arrangements, and provide clarity, consistency and transparency going forward.

The Ministry for Women's gender pay gap, as at 30 June 2019, was 1.1 percent in favour of men, compared with 6 percent in favour of men in 2018. This change is mainly due to an increase in the number of male employees hired between 2017 and 2019. Due to its size, changes in the Ministry's staffing (even small changes) impact on the gender pay gap year on year.

LEADERSHIP WITHIN THE PUBLIC SECTOR

The Ministry is lead advisor and influencer on gender issues in the public sector and aims to lead by example. It works to ensure its gender pay gap regularly falls between +/-10%, with its aim being no gender pay gap. To do this it is focused on human resources practices, understanding how these impact on the gender pay gap, and on diversity and inclusion across the organisation.

The Ministry is committed to the principles of Te Tiriti o Waitangi and addressing the needs and perspectives of Māori women, and understanding the pay gap for different ethnic groups.

The Ministry maintains a strong focus on supporting initiatives across the public sector to address the gender pay gap and support diversity and

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2019/20

FLEXIBLE-BY-DEFAULT

Participate in the flexible-by-default pilot with the aim of all roles being flexible by default by the end of 2019. In this area we have already:

- Agreed with the Ministry's leadership team and the PSA a flexible-by-default approach
- Participated in the first adoption of flexible-by-default practices by agencies
- Reviewed system guidance and planned next steps to further accelerate flexible work opportunities
- Operationalised working from home as part of our response to the COVID-19 pandemic. This has helped normalise flexible working in the Ministry.

EQUAL PAY

Review all like-for-like roles to eliminate any unjustified gender pay gaps by the end of 2020. In this area we have already:

- Reviewed like-for-like roles and determined gender was not a factor in pay
- Ensured that data informs remuneration decisions at appointment and remuneration review
- Published remuneration rates in the Collective Employment Agreement
- Advertised remuneration ranges in all recruitment
- Provided a remuneration overview for all new staff and managers, and annual remuneration education sessions for all staff.

BIAS AND DISCRIMINATION IN REMUNERATION AND HR PROCESSES

Review and update the Ministry's remuneration and performance framework by June 2020. In this area, we have already:

- Agreed to review the Ministry's performance and remuneration system
- Introduced salary relativity data when calculating salary on appointment
- Moved to consider salary appointments between 85-115% of the remuneration range
- Delivered unconscious bias training for all managers.

GENDER-BALANCED LEADERSHIP

Develop a plan to increase the gender balance of all tier two (LT) and tier three (Principals) roles by December 2019. Develop a talent management approach to ensure a consistent and transparent approach to development and progression opportunities. In this area, we have already:

- Reviewed recruitment advertising to ensure gender-neutral language and encourage gender balance in all levels and role families.

Collect and analyse our HR data to inform specific gender pay gap actions and ensure our managers make informed people decisions.

2020/21

FLEXIBLE-BY-DEFAULT

- The Ministry has adopted State Services Commission guidance to mature our flexible-by-default approach.
- Recruitment advertisements to highlight the Ministry's flexible-by-default position.

EQUAL PAY

The Ministry's working group to review our remuneration and performance management framework with the PSA is underway with decisions due to be implemented by July 2021. This will include a focus on:

- transparency of remuneration rates through all HR policies and practices including, but not limited to, recruitment and selection (ensuring that the Ministry safeguards against unconscious bias), progression and promotion, performance management and remuneration reviews;
- continuing to ensure gender is not a factor in pay for same or similar roles; and
- eliminating any ethnic pay gaps.

BIAS AND DISCRIMINATION IN REMUNERATION AND HR PROCESSES

- The Ministry's working group is underway and will contribute to addressing these issues.
- The Ministry uses a gender-neutral employee experience approach in recruitment and attraction material. This will highlight the existing gender diversity at the Ministry to new and potential recruits.
- Continue work on eliminating unconscious bias in our remuneration and HR processes through ongoing training and engagement.

GENDER-BALANCED LEADERSHIP

The Ministry intends to develop our talent management approach, as part of the scope of the working group project to:

- create a system of rotation and growth across lower-grade roles, making them more gender-neutral
- facilitate development into leadership roles for existing employees.

OUR MEASURES

No gender pay gap
 Target of average pay gap throughout the year +/- 10%

Staff report high levels of satisfaction with flexible work practice.
 Target of 8/10

A more gender balanced leadership, reflected throughout the organisation.
 Target of 70:30 (from 2020 level of 80:20)