

**Our story**

**Who we are**

We are the Government's principal advisor on achieving better results for New Zealand women and girls.

**What we do**

Our vision is that Aotearoa New Zealand is a great place to be a woman or girl, wāhine Māori succeed as Māori, and gender is not a barrier to wellbeing.

To achieve our vision we are focusing on three strategic outcomes:

- the contribution of all women and girls is valued
- all women and girls are financially secure and can fully participate and thrive
- all women and girls are free from all forms of violence and harassment.

**Our workforce**

The Ministry for Women's workforce has some unique features. We are one of the smallest agencies in the public sector, with approximately 30 staff. We have a higher than average representation of women and a high uptake of a range of flexible work options by both men and women.

As at 30 June 2018, our profile was:

- 35 employees, with 33 FTEs
- 89% female and 11% male in gender split
- 9 Maori, 9% Asian and 6% Pacific
- 6% gender pay gap
- 80% female Leadership Team.

**Our gender pay gap**

The Ministry's gender pay gap, as at 30 June 2018, was 6% in favour of men. Last year, the Ministry's gender pay gap was 5.6 percent in favour of women. This change is mainly due to an increase in the number of male employees we hired between 2017 and 2018.

These were senior roles and increased the average male salary, resulting in a significant increase in our overall gender pay gap. Due to our size, changes in the Ministry's staffing (even small changes) impact on our gender pay gap year on year.

**Our focus**

We are a lead advisor and influencer on gender issues in the public sector and aim to lead by example in our own organisation.

We will work to ensure our gender pay gap regularly falls between -/+10%, with our aim being no gender pay gap. To do this we are focused on our human resources practices and understanding how this impacts our gender pay gap.

We are 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..

**Gender Pay Principles**

Working environments in the state sector are free from gender-based inequalities. All employees are able to achieve their full potential regardless of their gender. Gender pay gaps are eliminated.

Freedom from bias and discrimination

Transparency and accessibility

Relationship between paid and unpaid work

Sustainability

Participation and engagement

**Public Sector Goals**

**Equal Pay**

- By the end of 2020, all agencies will have closed any gender pay gaps within the same roles.
- Pay Equity Principles are used to address Pay Equity claims in the Public Service (and state sector).

**Flexible-by-default**

- By 2020, all agencies will be flexible-by-default e.g. treating all roles as flexible unless there is a good business reason for any role not to be.
- Flexible options are equally available to men and women and do not undermine career progression or pay.

**Bias and discrimination in remuneration and HR practices**

- By mid-2020 all managers will understand the impacts of bias and be equipped to address these.
- By mid-2020 all agencies will have remuneration systems and human resource practices designed to remove bias and ensure transparency.
- By the end of 2018, there will be no gender pay gaps in starting salaries for the same roles.

**Gender balanced leadership**

- By the end of 2019, women will hold at least 50% of the roles in the Public Service's top three tiers of leadership.
- By the end of 2019, all agencies will set a target date and plan for achieving gender balance in their own top leadership positions.

**Our goals**

Contribute to eliminating the overall public service gender pay gap (currently 12.2%).

Create a work environment where our people feel valued and receive equal and consistent treatment regardless of gender.

**To achieve our goals we will focus on the following areas**

Understanding the drivers of our gender pay gap to reduce their impact.

Leveraging our expertise on the gender pay gap to become a system leader, through what we do internally and how visible and successful we are.

Improving our transparency, communication and engagement with our people on our people practices.

**Working together**

**Leadership commitment**

Our Chief Executive and Leadership Team (LT) are collectively committed to this plan and provide the budget and resources required to achieve it. The Director, Communications and Stakeholder Engagement is the sponsor of this plan and has specific responsibility for overseeing its implementation and measuring progress.

**Union engagement**

Working together with our union partners in a genuine and meaningful way will make this plan stronger. Our discussions through bargaining have provided a good starting point. We will make sure we are engaging at the right time, asking the right questions and coming up with solutions that are in the best interests of the organisation and our people.

**Communication and engagement with our people**

We want our people to know what we have committed to and how we plan to achieve it. We want this plan to reflect our people's experiences. We will get their input along the way through ongoing communication and consultation.

**Prioritising and resourcing**

We are realistic and we know we cannot achieve everything at once. We will prioritise the areas where we think we need to do the most work. We will use our unique and collective knowledge and experience in this area. Where there are small changes we can make we will do it quickly. Other areas will require more time and effort to make sure we get it right for the long term.

**Our context**

Our Gender Pay Action Plan has been developed in the context of our overall approach for our people, as set out in our People Plan (in draft).

**Our people aspiration**

Our aspiration is for the Ministry for Women to be a high performing, 'one-team' where everyone feels a sense of belonging and commitment to our shared vision (in draft).

**Diversity and Inclusion**

We are diverse, inclusive and we value our people. Creating a diverse and inclusive environment is an important part of our people aspiration. Our aim is to create a diverse workforce, reflective of New Zealand's population and the communities we serve, and who contribute diverse perspectives that strengthen the quality of our advice to government and our decision making.

**Collective Bargaining**

Our engagement with staff and the PSA through bargaining has progressed conversations and commitments in areas that touch on this plan, such as remuneration, flexibility and skills and experience gained through unpaid work.

## The Ministry's action plan

The Ministry's priority for 2019 is Flexible work-by-default and HR data collection and analysis.

### Flexible-by-default

#### Actions

Participate in the flexible-by-default pilot with the aim of all roles being flexible by default by the end of 2019. Specifically, this includes:

- developing and agreeing our approach to flexible-by-default with LT
- reviewing our employment life cycle to understand the impact of flexible working
- running bias training with all managers
- developing a pre and post pilot survey measurement tool
- communicating and launching our flexible-by-default plan with staff
- reviewing our job adverts to include a specific reference to flexible working
- developing flexible working guidance with staff, managers and the PSA.

#### Timeframes

March 2019: flexible-by-default agency meetings with SSC. Employee life cycle is reviewed. Bias training for managers and LT is organised. Staff are consulted on flexible-by-default approach.

April 2019: flexible-by-default pilot approach agreed with LT and communicated with staff.

May to July 2019: pre-pilot survey run with staff. Flexible-by-default is launched and running. Regular check-ins and support provided.

### HR data analysis

#### Actions

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

- reviewing our employment life cycle to understand the key pieces of data we want to collect
- collecting and analysing all HR data
- developing an ongoing HR data tool and integrate data into each stage of our people practices
- developing guidance for managers on the use of data when making people decisions.

#### Timeframes

March 2019: employee life cycle is reviewed.

April to May 2019: data is collected and analysed.

June to August 2019: regular metrics and reporting is developed for LT. Guidance is developed for managers on using data in people decisions.

### Equal Pay

Review all like for like roles to eliminate any unjustified gender pay gaps by the end of 2020. Specifically, this includes:

- defining like for like roles in our agency (e.g. by role or by band)
- gathering the relevant data to ensure we make informed decisions
- briefing our managers and communicating with staff on the process to be undertaken.

Improve transparency and understanding of our remuneration system. Specifically, this includes:

- publishing our remuneration rates in our Collective Agreement
- publishing our remuneration ranges on all job adverts
- providing a remuneration overview for all new staff and managers, and annual remuneration education sessions for all staff.

#### Our employee life cycle

We know that to really have an impact we need to make enduring change. We are committed to reviewing our employee life cycle to understand if there are areas that may be contributing to our gender pay gap.

We know that as our people go through each stage of their employment journey with us, bias and discrimination may be coming into play.

By understanding our policies, practices and the decisions we make at each stage, we can really start to have an impact on our gender pay gap.

### Bias and discrimination in remuneration and HR processes

Review and update the Ministry's remuneration and performance framework by June 2020. Specifically, this includes:

- reviewing our performance rating and moderation process
- reviewing the performance of staff who have been on parental leave, acting up or on secondment
- reviewing the criteria and length of time for remuneration progression within bands.

Implement bias training for all managers and leaders and embed a bias focus in all managerial decision making points.

Develop a transparent criteria for salary decisions by June 2020. As a priority, this will include:

- salary on appointment
- salary for internal progression to a higher band or change of employment status.

Reviewing our recruitment approach and ensuring we have a gender neutral approach to job evaluation.

#### Ensuring equitable outcomes for all women

We know that the gender pay gap for all women is not the same. Many women also experience multiple workplace barriers, associated with the combined effects of gender and ethnicity.

As a result Māori, Pasifika and Asian women, and women from other ethnic communities face additional challenges requiring actions that recognise these combined barriers.

We will seek to understand and address this in our organisation, firstly through more detailed data collection and secondly, by analysing our employee life cycle to understand the employment situation of different groups of women in our workforce.

### Gender balanced leadership

Develop a plan to increase the gender and ethnic 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.

#### Te Tiriti o Waitangi

The Ministry recognises that the application of the Te Tiriti o Waitangi and its principles must be adapted to new and changing circumstances.

How we consider and engage with the perspectives and needs of Māori women as we address structural drivers of the gender pay gap is an example of this adaptation in action.

As leaders and decision-makers our goal is to develop strong relationships with Māori women to ensure we achieve equitable outcomes with and for them.

#### Our outcomes

Our people data is accurate and timely, and informs managerial decisions.

There are no unjustified pay gaps in starting salaries and our gender pay gap in like for like roles is zero.

Flexible work-by- default is an accepted part of our working environment.

Our leadership roles are diverse in gender and ethnicity.

All people are treated equally and consistently.

Our employees understand how their pay is set and reviewed.

Our interview short lists are diverse in gender and ethnicity.

All managers understand unconscious bias and the impact of people decisions.

#### Our measures

We will measure our progress in implementing our actions and achieving successful outcomes. We will use a range of measures to do this, including:

- annual gender pay gap
- quarterly reporting of our gender pay gap and HR data to LT
- staff surveys to check understanding and impact of people practices
- annual remuneration review and comparative analysis
- internal pay rate analysis for all new appointments
- recruitment data such as applicant and shortlist composition
- pre and post pilot survey on flexible working
- composition of staff at different leadership tiers
- demographics of flexible work arrangements
- training records and pre and post training evaluation data
- entry and exit interviews.

#### Evaluating our impact

Evaluation is a key part of the cyclical nature of this plan.

It differs from measurement of outcomes or reporting of metrics because it goes beyond the achievement of one milestone to consider what impact the achievement of that goal has had; whether any impact was made at all; or if the impact was unintentionally negative. It also allows us to adjust our approach – which may include adjusting what our next milestone might be and how that is measured.

Evaluation is really important for hard to measure behavioural and structural issues that contribute to the gender pay gap and take a long time to embed.

It is particularly important to ensure that any actions that might seem to be effective for women 'in general' (which given the ethnic make- up of the public service often reads as Pākehā) are not perpetuating or increasing inequality for different groups of women that may be underrepresented in the public service.