

Kia Toipoto (Public Service Action Plan 2022-2024) November 2022

Manatū Wāhine is committed to ensuring all our people can achieve their full potential, by fostering a work environment free from all gender and ethnic-based inequalities, in line with the Public Service and the Public Service Action Plan 2022-2024, aimed at closing gender, Māori, Pacific and ethnic pay gaps. We are equally committed to creating a fairer workplace for all, including disabled people and members of rainbow communities.

What's new?

Kia Toipoto (Public Service Action Plan) builds on the success of Public Service Gender Pay Action Plan 2018-2020. Kia Toipoto's three-year goals are to:

- Make substantial progress toward closing gender, Māori, Pacific and other ethnic pay gaps
- Accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- Create fairer workplaces for all, including disabled people and members of rainbow communities.

Outcomes:

1. Broaden data to include ethnicity and gender.
2. Shift to monitor and embed work done within Kia Toipoto focus areas:
 - Ngā Hua Tōkeke mō te Utu | **Equitable pay outcomes**
 - Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | **Eliminating all forms of bias and discrimination**
 - Te Taunoa o te Mahi Pīngore | **Flexible work by default**
3. Extend work on gender-based leadership to include ethnicity and achieve ethnic and gender balance across the workforce, as set out in the Kia Toipoto focus area:
 - Te whai kanohi i ngā taumata katoa | **Leadership and Representation**
4. Have transparent and equitable career progression, training, and development opportunities that support ethnic women, disabled people and members of rainbow communities to achieve their career aspirations, as set out in the Kia Toipoto focus area:
 - Te Whakawhanaketanga i te Aramaha | **Effective career and leadership development**

About Manatū Wāhine

The Ministry is the Government's principal advisor on improving the lives of wāhine women and kōtiro girls in Aotearoa New Zealand. We provide system leadership, working across government and with a range of partners and groups. Our people are crucial to achieving the strategic outcomes set out in our Statement of Intent.

Our work currently focuses on achieving four strategic outcomes:

- *Wāhine Māori have improved outcomes*
- *All wāhine women and kōtiro girls enjoy economic security and thrive throughout their lives*
- *All wāhine women and kōtiro girls fully participate in society*
- *All wāhine women and kōtiro girls are safe from all forms of violence*

To fulfil this role, we are reliant on the strength and commitment of our team. As a Crown partner to Te Tiriti o Waitangi, our success also depends on growing our organisational capability to engage with Māori and to understand Māori perspectives.

Manatū Wāhine | Ministry for Women is part of the Kia Toipoto Working Group, Te Whakapiri, alongside Te Kawa Mataaho, Te Rūnanga o Ngā Toa Āwhina/ Te Pūkenga Here Tikanga Mahi, Te Puni Kōkiri, the Ministry for Pacific Peoples, the Ministry for Ethnic Communities and employee led networks who worked together to develop guidance and tools for agencies/entities, as well as initiatives to close pay gaps facing specific groups.

The Ministry developed a Gender Pay Action Plan in 2019/20 in collaboration with staff and the PSA following a process of participation and engagement. This plan was updated with actions in 2020/21 and again in 2021/22. This plan sets out the progress we have made to date and the next steps in our journey to align with Kia Toipoto (Public Service Action Plan 2021-2024).

Who are our people?

As at 30 June 2022, we had 40 permanent and fixed-term people in our organisation (excluding secondees, contractors and the Chief Executive). Our workforce profile tells us:

- 85% of our people are women
- We have 80% women leaders at Tier 2
- Our people self-identify their ethnic representation as the following: 67% European; 25% Māori; 13% Asian; 0% Pacific or MELAA and 10% other (some staff identify as more than one ethnicity)
- We have one staff member who is disabled (who consented to the release of this information) - 2.5% of our workforce

Milestones

In 2021/22 we achieved all the Public Service Gender Pay Gap Action Plan milestones and made progress on all five of the Kia Toipoto focus areas. Our Papa Pounamu work and Whāinga Amorangi are aligned with Kia Toipoto. We have continued to:

- Close unjustified gender and ethnic pay gaps for our people in like for like roles.
- Offer a flexible-by-default approach to work for all our kaimahi
- Review our recruitment and remuneration processes and HR policies to remove bias and build diversity, inclusion and equity.
- Deliver unconscious bias training for all staff, and inclusive leadership training for all leaders
- Embed our cultural capability plan (Whāinga Amorangi)

Further detail is set out on the next page.

Understanding our pay gaps

Gender Pay Gap (GPG)

The Ministry's GPG data is not included in public service workforce data, because it does not meet the threshold required to produce meaningful high-level gender pay gap statistics as specified in the Stats NZ guidelines. The Ministry does not meet the requirement of having at least 20 men and 20 women within its workforce. The Ministry releases its figure proactively, but due to its size, minor changes can significantly affect our gender pay gap and make the number volatile. Instead, we use other information, such as trends, workforce profile, people data and recruitment statistics, to indicate our progress. The Ministry's gender pay gap at 30 June 2022 was -0.1% in favour of women. In previous years it has been: 8.5% (2021) and 7.6% (2020) in favour of men.

Māori Pay Gap

For the same reason as above, the Ministry's Māori Pay Gap data is not released proactively. However, we will continue to collate this data and review indicative trends. We will use annual data to look at long-term trends.

Our information tells us:

- Of the 18 people we recruited between July 2021 and July 2022, all but one were women. 22% of our hires during that period identified as Māori, adding to the diversity of our team.
- During 2021/22 the Ministry reviewed like-for-like salaries to ensure small gender and ethnic gaps had not re-emerged.
- A review of starting salaries for the previous 12 months, as at 30 June 2022, showed no unjustified difference by gender or ethnicity for the same role.

Our Progress

Our efforts under the Gender Pay Action Plan are driving change. Our focus for 2022/23 is on continuing to embed practices to eliminate bias or discrimination in our remuneration system and human resources practices and to improve transparency and accessibility for our people. We will continue to monitor the impact of our actions.

The Ministry continues to champion diversity and inclusion initiatives across the public service, including through our work with Te Kawa Mataaho and the implementation of *Kia Toipoto*, the Public Service Pay Gap Action Plan.

Embedding the Kia Toipoto focus areas

| Kia Toipoto focus area | Our activities in 2021/22 | What will we do to embed this focus area | What does success look like? |
|--|--|--|--|
| <p>Ngā Hua Tōkeke mō te Utu Equitable pay outcomes</p> | <ul style="list-style-type: none"> The People team continued to be involved in agreeing all proposed salaries, to ensure neither gender or ethnicity is a factor in pay for the same or similar roles. The joint working group (PSA and Manatū Wāhine) co-designed the performance management and remuneration framework. These were ratified as part of the Ministry's CEA in late 2021. The design, based on the gender pay principles, resulted in a step-based remuneration system which allows for higher incremental percentages for initial steps in all bands, as well as higher percentage increases for the lower bands, both with a continued focus on closing the gap between the higher and lower paid. The approach to remuneration, means all individuals covered by the CEA will be eligible for any approved increases, unless they are on a performance improvement process, and eliminates potential for bias and subjectivity. We reviewed starting salaries for the previous 12 months to ensure gender was not a factor in any justified pay gaps. A Te Reo Māori allowance to be assessed in conjunction with Te Taura Whiri was agreed as part of the new CEA in 2021. | <ul style="list-style-type: none"> Our People team will continue to provide active and early advice to ensure that gender and ethnicity are not factors in starting salaries. They will continue to monitor to ensure starting salaries are fair and equitable, and are not influenced by gender, ethnicity, or any other biases. Having no rating scale eliminates potential for bias or subjectivity and focuses on regular coaching conversations as well as <i>Your Journey</i> six-monthly look ahead conversations. There is some capability building required to embed our coaching model. Decisions about salary band placement in the new remuneration framework will include our People team, to ensure we continue our focus on reducing bias. Recognition of cultural capability is part of any decision-making in band placement. Further focus on reviewing current position descriptions to ensure content is correct and gender neutral; review job sizing, and carry out market comparison analysis to move to a position where meaningful comparisons can be made across similar public sector roles. | <p>We review like-for-like and starting salaries within the same band, annually; no unjustified pay gaps are found.</p> <ul style="list-style-type: none"> In the 2023 review of starting salaries and salaries within same bands we will find no unjustified pay gaps. We have introduced a step-based remuneration system which allows greater transparency and ensures that we are continuing to close the gap between higher and lower paid staff. We will report our HR data bi-annually from February to our Leadership team so that there is transparency. |
| <p>Te Taunoa o te Mahi Pīngore Flexible Work by Default</p> | <ul style="list-style-type: none"> We continued to embed our flexible work policy and practices. All of our people have access to flexible working arrangements (either formal or informal). Currently well over half our people have formal arrangements and nearly all remaining people take advantage of having informal opportunities to work flexibly. | <ul style="list-style-type: none"> We will continue to embed our flexible working policy and practices. We will support people and their managers with flexible working to build a positive culture and continue to help change perspectives around flexible working. We will adapt our current flexible work policy and practices to ensure we take into account the Public Service Guidance: Hybrid working. We will continue to review how work opportunities can be allocated to those with flexible work arrangements, so that those who are part-time, for example, are still able to access development opportunities. We will continue to improve our data capture and feedback on informal and formal flexible working arrangements. | <p>We will ensure any amended approach to support hybrid working does not negatively impact our flexible-by-default working policies, career progression or pay.</p> <ul style="list-style-type: none"> We will be better able to report our data on flexible/hybrid working arrangements. A 2023 review for unjustified pay gaps will show that we are free from bias for all working arrangements. |

| Kia Toipoto focus area | Our activities in 2021/22 | What will we do to embed this focus area | What does success look like? |
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| <p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p> <p>Milestones</p> <ul style="list-style-type: none"> Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices Agencies ensure leaders and employees learn about and demonstrate cultural competence <p>Commitments</p> <ul style="list-style-type: none"> Work purposefully and with good intention to achieve equitable pay for Māori Agencies celebrate tikanga, kawa and matāuranga Māori and taonga such as as te reo Māori Agencies enhance workplace practices and the mana of Māori and others | <ul style="list-style-type: none"> We continued to review our HR policies and practices to check for bias and discrimination, including remuneration, recruitment, and parental leave. Our job application form has been amended to use the Stats NZ categories for collating gender and ethnic data. This information is not shared with selection panel to reduce bias in shortlisting process. We surveyed staff (optional) who joined prior to us updating this form and had 100% participation for ethnicity data using the Stats NZ categories. The application form also now includes an opportunity to note any accessibility requirements/disabilities, as well as what accommodations could be made to support applicants to be able to perform the job. We were able to hire someone on a fixed-term parental leave cover employed on this basis. Having this first-hand knowledge has enabled us to build our knowledge of reasonable accommodations. Most of our leaders have attended MSD's Leadership Toolkit training as well as some of our staff. Before participating in a selection process, we ensured all recruitment panel members are trained on unconscious bias. We ensured the diversity of panel members, to provide either a gender or ethnic mix or both. Panel members participate in shortlisting to reduce bias. Our Whāinga Amorangi individual cultural capability plan was endorsed by Te Arawhiti and an implementation plan created. This plan integrates our Papa Pounamu mahi. We conducted a baseline survey Te ara ki tua (The Pathway Forward) with our staff, using questions sourced from Stats NZ, Te Arawhiti and Te Taura Whiri. The purpose of the survey was to gauge cultural competency level of our staff at the start of Whāinga Amorangi, so that we can re-run this at different phases of this programme. Over 92% of our staff attended the Wall Walk to build their knowledge of Te Tiriti and racial equity and institutional racism; approximately 40% of our staff participate in te reo Māori lessons. We have been using in-house expertise from our Kaupapa Inquiry team to run drop-in sessions about the Inquiry and build knowledge of Waitangi Tribunal processes. Karakia/whakatauki/waiata form part of the Ministry's tikanga. We have good staff participation. | <ul style="list-style-type: none"> We will continue to review our other HR policies with a focus to remove bias and discrimination and build diversity, inclusion and equity. We will engage with our people as we review or develop HR policies, building in an ability to assess impact of any changes. We will ensure we do this review in a 6 monthly cycle. We will create resources for leaders on mitigating bias to use with their teams on a six-monthly basis to encourage reflection and action. We will provide unconscious bias training to new people either as part of their induction or within their first 6 months of employment. All of our existing people leaders have attended inclusive leadership training along with other agency leaders. All new people leaders will attend Leadership Toolkit training and we will make it available to all staff. We will continue to review digital accessibility internally via our intranet, and externally via our website. We will continue to implement our Whāinga Amorangi individual cultural capability plan and Papa Pounamu work. We will encourage people to provide us with demographic data by explaining how it is important it is so we can monitor the effectiveness of our policies. We will continue to ensure our remuneration system and therefore remuneration decisions maintain consistency. We will hold quarterly recruitment review panels to discuss applicants and decisions made to ensure bias does not impact us consciously or unconsciously. We will hold speak up – positive workplace training in 2023. We will continually work towards creating a culture of inclusion where our people feel valued, can thrive, and feel they can belong. | <p>Our policies, systems and processes are bias free, and have inclusive language.</p> <p>We have a bi-annual cyclical review of policies, systems and processes to ensure we remove bias and build diversity, inclusion and equity.</p> <p>Develop Māori Capability learning that provides a comfortable to competent level of understanding for all people leaders and policy kaimahi by 2024. The priority will be Te Tiriti o Waitangi/New Zealand history, Te Reo and Tikanga/Kawa followed by Engagement with Māori and understanding racial equity and institutional racism.</p> <ul style="list-style-type: none"> HR policies and practices include proactive steps to remove bias in people-related decision making. Processes for people related decisions are transparent. Our leadership team are committed to authentic cultural capability, which will strengthen awareness of bias. In addition to all of our leadership team having participated in inclusive leadership training, a regular agenda item addressing this will be included at leadership meetings. All of our people have attended either the Wall Walk or some form of online or self-guided wānanga on the history of bicultural relations in Aotearoa by end of July 2023. Using engagement with our staff, we will refresh our strategy for Diversity, Equity, and Inclusion in 2023. |

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| <p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p> <p><i>continued</i></p> | <ul style="list-style-type: none"> Staff are actively engaged in events such as Te Wiki o Te Reo Māori, Matariki and the celebration of 50 years since the signing of Petihana Te Reo Māori. The Tautoko roopū was established and is comprised of local kaumātua. The purpose of the roopū is to assist and support the ongoing development of the Ministry's cultural competency. Mihi whakatau (welcome) is a key part of the Ministry's tikanga in how we onboard new kaimahi. | | |
| <p>Te whai kanohi ngā taumata katoa Leadership and Representation</p> | <ul style="list-style-type: none"> We have 80% women in our tier two leadership roles. | <ul style="list-style-type: none"> We will continue to monitor our goal of 70/30 gender balance in favour of women in leadership roles. We will review and update our recruitment process and policy to identify further ways to attract a more diverse pool of candidates. We will aim to monitor possible gaps in the demographic of people applying for jobs at the Ministry with those who make it to shortlist, and then with those who are successful. The aim is to check for any bias between long list and short list stage. We will seek to increase diversity in our leadership roles. We will advertise our vacancies to attract diverse people in line with our recruitment policy. We will develop a pipeline of diverse leaders. We will proactively promote leadership development opportunities, to all our people but specifically to women, and ethnic groups. | <p>We retain at least 70% women in tier 2 and tier 3 leadership roles and aim to improve on this figure.</p> <p>Over the next 5 years our workforce data will show an increase in ethnic diversity.</p> <p>We aim to align our workforce representation with societal representation by 2027, with a focus on Māori, Pacific, and Asian representation as well as disabled people and members of rainbow communities.</p> <ul style="list-style-type: none"> We had a goal to retain 70% women and 30% men as our gender leadership goal and we have exceeded this, with a ratio of 80:20 at Tier 2 in favour of women. We will at the least maintain our goal in 2023. Our recruitment processes and policy are updated to have a Te Ao Māori, as well as ethnic and accessibility lens. |
| <p>Te Whakawhanaketanga i te Aramahi Effective career and leadership development</p> | <ul style="list-style-type: none"> In 2021/22 we conducted a consultation process on a change proposal. This proposal focused on supporting the Ministry to operate in more of a collaborative way, making best use of the skills and talents from across the organisation. One of our key changes will be how our Policy team operates with a matrix style of working. The introduction of the coaching programme "Your Journey" as part of our performance programme started. These conversations between our people leaders and their teams, include six-monthly "Look ahead" conversations to promote conversations about career aspirations and development goals. In the last 18 months we have supported 3 staff on secondments to continue to build their skills and knowledge of the wider system. As staff have moved on within the public service and vacancies arisen, 4 staff have progressed into permanent opportunities at a more senior level. As part of our organisation's change process, a number of staff are taking up interim opportunities as the new structure is stood up. | <ul style="list-style-type: none"> On 31 October 2022 we stood up the new structure. In the year to come we will embed our new ways of working. The change to our structure will enable a more agile approach to our work programme and better harnessing of strengths and skillsets. We now have a newly created position of policy managers in our structure. This is an opportunity for us to build a career and leadership development pipeline. At present we have some of our staff acting in interim positions, while we recruit for the permanent positions. For any successful internal staff in the above positions, we will ensure we have a leadership capability programme. We will ensure people leaders create individual development plans as part of the "Your Journey" process. These will feed into workforce planning and talent pipeline conversations with the senior leadership team. We will put in place a formal career progression policy to support transparency and create a career pathway. We will ensure career progression, training and development opportunities are open to part-time employees and those on parental leave. | <ul style="list-style-type: none"> We will ensure leaders have regular 'Your Journey' coaching conversations with their kaimahi and an individual development plan by end 2023. By the end of 2023 we will create formal career pathways and equitable progression opportunities which support Māori, Pacific, and ethnic employees into possible leadership and influencing roles. We will continue to monitor our goal of 70/30 gender balance in favour of women in leadership roles. We will seek to increase diversity in our leadership roles. We will continue to review our advertising channels to ensure we target diverse people in line with our recruitment policy. We will develop a pipeline of diverse leaders. We will proactively promote leadership development opportunities, to all our people but specifically to women, and ethnic groups. |

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| <p>Te Whakawhanaketanga i te Aramahi I</p> <p>Effective career and leadership development</p> <p><i>continued</i></p> | | <ul style="list-style-type: none"> We will develop a formal succession programme with a focus on supporting Māori kaimahi where possible or appropriate. We will explore tapping into a graduate programme or seeking secondments, by aligning with larger agencies who already run these (or internships) in-house. Our aim would be to bring kaimahi with diverse backgrounds into the Ministry, provide them with exposure to the impact of gender on policy, so that they can use those skills in their public service careers. We will support at least one staff member, on the Emerging Māori Leaders programme, as well as offering one of our senior Māori leaders to be a mentor on this leadership programme. | <ul style="list-style-type: none"> We will evaluate and report on the effectiveness of career progression, training, and development programmes. Our data insights target our activities. We measure our progress and make informed decisions. |
| <p>Te Pono Transparency</p> | <ul style="list-style-type: none"> We have published the annual pay gap action plan. Now have a step-based remuneration system which ensures transparency for salary bands. Ensured easier access to human resources policies by developing and getting a Ministry intranet up and running. We publish the salary band for any advertised vacant positions. <p>Engagement with our People</p> <ul style="list-style-type: none"> All staff, including our Māori kaimahi and PSA delegates were invited to work with us to develop and review earlier gender pay action plans including 2020/21 plan. We have done the same with Kia Toipoto. We are building a positive and proactive relationship with our union (PSA) reps. At the same time, we are building engagement more broadly with our staff including regular staff hui (weekly) along with a recently introduced intranet and updates from our Chief Executive support two-way engagement which support clearer communication of these initiatives. | <ul style="list-style-type: none"> We will continue to engage with all staff, as we implement Kia Toipoto. Kia Toipoto will be an agenda item at our weekly staff hui, and PSA hui. Our goal will always be to work in partnership to build on our current good practices and implement new practices to continually improve. We will continue to publish our Kai Toipoto action plan including what we are doing in each focus area. | <p>We will develop an action plan with our people annually, based on data and feedback, and publish this by the due date.</p> <ul style="list-style-type: none"> We will continue to have collaborative strategy and policy development. |