

# Kia Toipoto action plan

## November 2022



We want to make a difference for New Zealanders. We care about closing pay gaps, particularly gender, Māori, Pacific and other ethnic pay gaps. It's the right thing to do and it aligns with our values. That's why we're committed to meeting the Public Service Kia Toipoto Action Plan.

### Kia Toipoto

Kia Toipoto is the Public Service's action plan for closing gender, Māori, Pacific, and ethnic pay gaps. It's three year goals are:

1. Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
2. Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities.
3. Creating fairer workplaces for all, including disabled people and members of rainbow communities.

#### Kia Toipoto focus areas <sup>(1)</sup>

1. Te Pono – Transparency
2. Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes
3. Te whai kanohi i ngā taumata katoa - Leadership and representation
4. Te Whakawhanaketanga i te Aramahi - Effective career and leadership development
5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination
6. Te Taunoa o te Mahi Pīngore - Flexible-work-by-default

<sup>(1)</sup> Details of focus areas are set out on pages two and three.

### About us

We work on challenging social-sector problems to improve people's lives. We focus our efforts on where we can make the greatest impact to lead and shine a light on policy issues that affect the wellbeing of New Zealanders. We are a multi-disciplinary team comprising data scientists, business and data analysts, policy thinkers, researchers, evaluators and communicators.

We collaborate across the system advising on policy issues that fall between the gaps. Ultimately, we want our approaches to achieve sustainable improvements for the wellbeing of New Zealanders.

As a Government agency, we deliver advanced data analytics and insights in a cost-effective way, thus ensuring that we re-invest in system infrastructure and tools that will benefit the public service in the long term.

#### Our people

As at 30 June 2022 we had 31 permanent and fixed term people. Our workforce profile tells us:

- Our people are 72% women.
- We have 83% women people leaders (Tier 2 and 3), and our people leaders are predominantly European.
- Our people are 86% European, 14% Māori, 10% Asian, and 9% of our people have a disability.

### Our operating context and goals for progress

We are committed to the long-term goals of reducing gender, Māori, Pacific and ethnic pay gaps and growing the diversity of the workforce in the public service. As a small agency, we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics as per the StatsNZ guidance. Measuring the increases in the diversity of our people at a detailed level over time is also not viable. Small changes in our workforce can impact significantly on our human resources demographics. Because of this, our plan focuses on sustaining actions where we can make improvements to our policies and practices around diversity and inclusion and setting broader goals for specific population groups. These improvements include ensuring all our HR and remuneration processes are free from bias, ensuring we have the workforce we need to succeed, and broadening our recruitment. We also use information, such as trends, our workforce profile, people data and recruitment statistics, our engagement survey and feedback from staff to indicate our progress. Looking at our information we can see:

- We have more women than men in our workforce, with more women holding leadership roles. We want to increase the number of Māori, Pacific and other ethnicities in our leadership roles.
- Looking across all working arrangements, including permanent, fixed term, secondments and contractors, over the past year we have recruited 68% European, 9.7% Māori, 9.7% Asian, 7.2% Pacific and MELAA (Middle Eastern, Latin American or African) <sup>(1)</sup>. This has helped to increase our agency's overall diversity, however we want to continue to work to increase the diversity of our employees.
- We have a good spread of genders across most pay bands. However, we have more women in our lower pay bands. Our average position in range for women is 100% and for men it is 99%. A review of starting salaries since July 2021 showed the average position in range for women is 100% and for men it is 100% with no unjustified pay gaps.
- We introduced progression and study policies in March 2020. Since their introduction, of the people who have progressed into more senior roles 50% were women and 33% Māori. Of the people we have supported through our study policy, 80% were women and 20% Māori.
- Looking at secondment or acting up opportunities over the last two years to 30 June 2022, women took up 58% of opportunities and men 42%. Of those who received a higher duties allowance, the average allowance amount for women was 4% less than the average for men.
- We engaged a small number of contractors during 2021/22 and do not have enough data for robust reporting. However, the data indicates that men generally have a higher hourly rate than women. This is because a small number of men were engaged in specialist technical roles and a small number of women engaged in administrative/support roles.

We have made good progress as we have implemented our pay gap action plans from previous years. Last year we met the public service gender pay gap action plan milestones, but there is more work to do. This year, we are focussing on:

- Improving ethnic representation in our workforce and leadership roles to be more representative of New Zealand society.
- Supporting women in lower pay bands with career development and ensuring roles in lower pay bands are valued fairly.
- Continuing to consider pay gaps for all working arrangements, including contractors.

<sup>(1)</sup> The percentages for Pacific and MELAA have been combined because of small numbers.

### Our values

**Our values underpin our plan.** Our values are aligned with closing pay gaps and we use our values to guide our approach.



**Tāngata**  
We're about people

People will do better, sooner and for longer, when the social system works in partnership, acting on better evidence to develop and deliver services.



**Manawa Māui**  
We are a catalyst for change

We challenge the status quo constructively and seek better ways of doing things. We help create change to improve lives through different approaches.



**Taunakitanga**  
We influence through evidence

We use evidence to influence positive change for New Zealanders.



**Puaretanga**  
We're transparent by nature

We will share what we're doing, how we're doing it, and what we learn

### Our approach to developing our action plan

We invited people across the agency to work with us to develop our Kia Toipoto action plan. A small group were involved in its development, with everyone having the opportunity to input on the plan when we consulted across the agency. We will continue to work with our people as we implement our plan.

We are realistic and know we cannot achieve everything at once. We prioritise areas where we think we need to do the most work. We will build on current good practices and implement new practices.

Our leadership team are committed to reducing pay gaps and delivering this plan. The Director Organisational Performance is the sponsor of the plan and has specific responsibility for ensuring its implementation.

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### Achieving Kia Toipoto's focus areas

Kia Toipoto focus area	Our current state	What we will do over the coming year	How we will measure success
<p><b>Te Pono - Transparency</b></p> <ul style="list-style-type: none"> <li>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</li> <li>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</li> </ul>	<ul style="list-style-type: none"> <li>We have developed action plans since 2019. We involve our people in the development of our annual action and use their feedback from Kōroro Mai (our annual staff survey).</li> <li>Our HR policies, including remuneration policy and pay bands, are available on our intranet.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to develop action plans annually using the guidance.</li> <li>We will monitor to ensure our HR policies and salary bands are available on the intranet.</li> </ul>	<ul style="list-style-type: none"> <li>We develop action plans annually with our people, based on data and feedback, and these are published by the due date.</li> <li>Our current HR policies and salary bands are available on the intranet.</li> </ul>
<p><b>Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes</b></p> <ul style="list-style-type: none"> <li>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</li> </ul>	<ul style="list-style-type: none"> <li>As per our remuneration policy we regularly review starting salaries and salaries for same or similar roles for pay gaps.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to regularly review starting salaries and salaries for same or similar roles for pay gaps for all working arrangements.</li> <li>We will start monitoring higher duties allowances.</li> <li>We will actively participate in admin/clerical pay equity claim to ensure our roles in lower pay bands are remunerated fairly.</li> </ul>	<ul style="list-style-type: none"> <li>We undertake reviews as per our policies and no justifiable gaps are found for all working arrangements.</li> </ul>
<p><b>Te whai kanohi i ngā taumata katoa - Leadership and representation</b></p> <ul style="list-style-type: none"> <li>By the end of 2022 agencies and entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</li> </ul>	<ul style="list-style-type: none"> <li>We have good gender representation across our workforce. We know we need to increase our ethnic diversity, particularly in our leadership roles. As a small agency, numeric targets can be hard to set and achieve because changes of one or two people will have a significant impact on our numbers.</li> <li>Our recruitment policy was reviewed in 2020 using the guidance to be inclusive, accessible and bias free.</li> <li>We are working towards achieving the Rainbow Tick.</li> </ul>	<ul style="list-style-type: none"> <li>Over the next ten years, we aim to maintain at least 50% women in tier 2 and 3 leadership roles. However, we recognise a ratio of 40:40:20 is realistic over any 2-3 year period given our size and the flow of people in and out of our organisation. This ratio refers to 40% women, 40% men and 20% of either and/or other genders.</li> <li>We want to increase ethnic representation across our workforce, and in leadership roles. Within five years we want the ethnicity of our overall workforce to reflect the New Zealand population. A particular focus will be to build Pacific representation. In the following five-year period, we want to maintain ethnic representative in our workforce in line with the changing New Zealand population.</li> <li>In addition to recruiting for diversity, we will focus on developing and retaining our existing diverse talent and supporting their career development. Developing our people will have positive benefits for our agency.</li> </ul> <p><b>Recruiting for diversity</b></p> <ul style="list-style-type: none"> <li>We will clarify and communicate our value proposition for diverse candidates in our advertisements (for example, the type of work we do, our inclusive and flexible culture, etc). We will seek advice on our advertisements so they attract diverse applicants. We will ensure our website and social media reflects the diverse range of work we do and our diverse people.</li> <li>We will continue advertising using broad range of channels and identify networks we can use to help attract diverse candidates, for example liaising with other agencies to share secondment opportunities.</li> <li>We will review our recruitment process to identify ways to tailor our processes to diverse people, including using the Lead toolkit on employing disabled people.</li> <li>We will work with our recruitment shared service provider to remove potential barriers from the online application process.</li> <li>We will look to identify specific roles that need cultural skills where we can deliberately attract and recruit diverse talent.</li> <li>We will help build the a diverse talent pipeline for the public service by increasing diversity when we host interns or graduates.</li> </ul>	<ul style="list-style-type: none"> <li>We maintain at least 50% women in tier 2 and 3 leadership roles.</li> <li>In five years we have ethnic representation across our workforce that reflects the New Zealand population. In ten years, we have maintained ethnic representation.</li> <li>Our advertisement template is reviewed, updated and it communicates our value proposition.</li> <li>Our recruitment processes are reviewed and updated, and barriers are removed from our on line application process.</li> <li>We have identified at least one role and successfully recruited to it.</li> </ul>

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### Achieving Kia Toipoto's focus areas (cont.)

Kia Toipoto focus area	Our current state	What we will do over the coming year	How we will measure success
		<p><b>Building our culture to retain and develop diverse talent</b></p> <ul style="list-style-type: none"> <li>We will continue to build our agency's cultural competency through the implementation of Te Aho Kura, our Māori capability strategy.</li> <li>We will continue to build on our inclusive culture through Tātou (our diversity and inclusive group), flexible working, supporting career development and opportunities, supporting our people leaders, and using exit interview and annual survey information to identify how we have improved.</li> <li>Achieving the Rainbow Tick to ensure our workplace is safe, welcoming and inclusive for members of the Rainbow community.</li> </ul>	<ul style="list-style-type: none"> <li>Our annual survey scores on the effectiveness of Te Aho Kura increase.</li> <li>Our annual survey scores on diversity and inclusion, flexible working and career developed increase.</li> <li>We have achieved the Rainbow Tick.</li> </ul>
<p><b>Te Whakawhanaketanga i te Aramahi - Effective career and leadership development</b></p> <ul style="list-style-type: none"> <li>By mid 2023 agencies and entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</li> </ul>	<ul style="list-style-type: none"> <li>As a small agency, we have some, but not extensive, opportunities for career progression and we know that some people will need to leave our agency to progress their career. We know this helps increase representation across the broader Public Service and we support all our people with their career aspirations, whether it is within our Agency or outside.</li> <li>Our performance framework Ngā Tahi supports people to achieve their career aspirations and requires everyone to have a development plan.</li> <li>We have a progression policy and study policy to support career development.</li> </ul>	<ul style="list-style-type: none"> <li>We will support people leaders to have good Ngā Tahi conversation with their people and ensure that everyone has a good development plan in place that is robust and identifies career aspirations.</li> <li>We will regularly promote our progression and study policies.</li> <li>We will promote development and career opportunities internally, including courses, secondments, conferences etc.</li> <li>We will support secondments to other agencies and NGOs to support career development.</li> </ul>	<ul style="list-style-type: none"> <li>Our scores in our annual survey on career, development and training opportunities increase.</li> </ul>
<p><b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination</b></p> <ul style="list-style-type: none"> <li>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</li> <li>Agencies and entities ensure leaders and employees learn about and demonstrate cultural competence.</li> </ul>	<ul style="list-style-type: none"> <li>In 2021 we reviewed our remuneration, recruitment, parental leave, leave, progression and study policies to remove bias and discrimination.</li> <li>We have rolled out unconscious bias training and are using our minimising bias toolkit.</li> <li>Te Aho Kura is our strategy to build our Māori capability across the agency. We have cultural competence training as part of our induction and it is available on our intranet.</li> <li>Our people leaders have undertaken inclusive leadership training.</li> <li>We are working towards achieving the Rainbow Tick.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to review our other HR policies with a focus on removing bias and discrimination. We will engage with our people as we review or develop HR policies.</li> <li>We will monitor the effectiveness of our policies as they are reviewed and will continue to encourage people to provide us with demographic data (for example, gender identity, ethnicity, disability) by explaining how it helps us monitor progress.</li> <li>We will continue to provide unconscious bias training as part of induction.</li> <li>We will continue to implement Te Aho Kura to build our cultural competency.</li> <li>We will promote cultural competency training to all staff.</li> <li>We will make rainbow diversity and inclusion training available to all staff.</li> </ul>	<ul style="list-style-type: none"> <li>Our HR policies and practices include proactive steps to remove bias in decision making. Processes for people related decisions are transparent.</li> </ul>
<p><b>Te Taunoa o te Mahi Pīngore - Flexible-work-by-default</b></p> <ul style="list-style-type: none"> <li>By the end of 2024 agencies and entities offer equitable access to flexible-by- default working and ensure it does not undermine career progression or pay.</li> </ul>	<ul style="list-style-type: none"> <li>Our Working Flexibly policy was developed in 2021 to enable all people to access flexible-by-default working.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to monitor the effectiveness of our Working Flexibly policy.</li> <li>We will use the Hybrid Working Guidance to support and guide decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Our scores in our annual survey on flexible working increase.</li> </ul>