

Kia Toipoto pay gap action plan

Mana Mokopuna | Children & Young People's Commission

April 2024

Kia Toipoto focus areas and milestones	Where we are to date	What we will do over the coming year	What success looks like
<p>Focus area one:</p> <p>Te Pono - Transparency</p> <p>Milestone:</p> <ul style="list-style-type: none"> Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. Agencies and entities ensure easy access to HR and remuneration policies, including salary bands. 	<ul style="list-style-type: none"> HR policies, guidelines and remuneration bands are available to all kaimahi in our enterprise content management system Communications on HR changes are shared regularly with all kaimahi All our job adverts have the full salary range published 	<ul style="list-style-type: none"> Publish our first Kia Toipoto action plan in April 2024 Continue to develop the action plan annually and ensure that union and kaimahi feedback is reflected in the plan Consider options to improve data collection in compliance with PSC and StatsNZ standards Seek feedback from union and kaimahi as part of the standard review cycle for HR policies 	<ul style="list-style-type: none"> The next annual action plan will have comprehensive input from union and kaimahi and will be published by the due date We have a fulsome data set on gender and ethnicity pay gaps which provides for more tailored, specific approaches to actions in future plans Union and kaimahi feedback has been considered in changes made to HR policies

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<p>Focus area two:</p> <p>Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes</p> <p>Milestones:</p> <ul style="list-style-type: none"> • By end of 2022, entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias. • Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen. • Pay equity processes are used to address claims and reduce the impact of occupational segregation. 	<ul style="list-style-type: none"> • All our job adverts include the full salary range for the role • Living wage rate and market linkage assessment completed as part of the 22/23 remuneration review process • Policy in place where hiring managers cannot request current/previous salary information from candidates and salary offers are to be based on what the role is worth and the skill/experience of the candidate • Policy in place includes preferred candidates being given context on rationale for the starting salary being offered • Human Resources monitor starting salaries and provide advice to hiring managers with regards to making salary offers 	<ul style="list-style-type: none"> • Continue with annual review of salaries based on living wage rate and market linkage assessment • Continue to focus on pay equity when conducting salary reviews and employing new kaimahi 	<ul style="list-style-type: none"> • We will have a reduction in our overall gender pay gap and Māori and Pasifika pay gaps will remain negative

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<p>Focus area three:</p> <p>Te whai kanohi I ngā taumata katoa – Leadership and representation</p> <p>Milestone:</p> <ul style="list-style-type: none"> • By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership. • By the end of 2024, the Public Service workforce and leadership are substantially more representative of society. 	<ul style="list-style-type: none"> • Our leadership team has reasonable gender and ethnicity balance • Our recruitment policy and guide provide hiring managers with advice to prevent bias throughout the hiring process • Our recruitment policy provides active steps to prioritise tāngata whenua candidates • Our jobs are posted in a variety of channels and job boards to attract diverse candidates 	<ul style="list-style-type: none"> • Target recruitment to maintain gender and ethnicity balance where leadership vacancies arise • Conduct workforce planning and identify gaps to enable recruitment based on diversity of skills and representation 	<ul style="list-style-type: none"> • We maintain good gender and ethnic representation at leadership level • Our workforce is diverse in a range of skills and representation

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<p>Focus area four:</p> <p>Te whakawhanaketanga i te Aramahi – <i>Effective career and leadership development</i></p> <p>Milestone:</p> <ul style="list-style-type: none"> By mid-2023, agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations. 	<ul style="list-style-type: none"> We have a professional development and learning policy to support career development All kaimahi have access to request training and/or study that is appropriate to their skills, position and level of performance We have a performance development system in place for managers and kaimahi to develop yearly performance development plans and have regular coaching kōrero to support areas of development We have updated and shared our progression policy which outlines our career pathways and process for progression We have started developing a competency framework that supports the progression process Our leaders have completed a number of leadership development workshops and accessed coaching and support 	<ul style="list-style-type: none"> Implement competency framework which will support all kaimahi to understand what they need to achieve their career aspirations Continue providing opportunity for leadership development 	<ul style="list-style-type: none"> All kaimahi have regular conversations about their career aspirations and are offered development opportunities to support this Progression (internal or external) will be supported based on kaimahi career aspirations

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<p>Focus area five:</p> <p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – <i>Eliminating all forms of bias and discrimination</i></p> <p>Milestone:</p> <ul style="list-style-type: none"> • By the end of 2023, entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. • Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. • Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence. 	<ul style="list-style-type: none"> • Remuneration, recruitment and discrimination policies have been updated to address removing bias in the hiring process and salary decisions • Hiring managers are advised to consider the diversity of panel members through recruitment processes, and are provided with unconscious bias material to support mitigating bias in the selection process • Policy in place where managers are required to make salary offers based on what the role is worth and the skill/experience of the candidate • We have simplified our recruitment process making it easier for people to apply for roles, including asking candidates if reasonable accommodations are required through the recruitment process and putting them in place • We have employee-led networks available for Māori and Pasifika kaimahi • We have a supervision policy in place that enables kaimahi to choose cultural supervision or other culturally appropriate support • Our leave policy includes a cultural leave entitlement available for all kaimahi to take for events/activities that are culturally significant to them • Kaimahi can participate in weekly te reo Māori lessons 	<ul style="list-style-type: none"> • Competency framework being developed that will consider level of mātauranga Māori required across the organisation, and development plan put in place to support this • Continue to promote the use of cultural leave and cultural supervision across the organisation • Review and refine our recruitment and induction process 	<ul style="list-style-type: none"> • Audit of recruitment and induction processes shows they have been free from bias • Increased use of cultural leave and cultural supervision • Kaimahi are confident in using te reo Māori in their everyday work and have solid understanding of applying Te Tiriti o Waitangi in the work they do • Kaimahi feel supported and free from discrimination at work

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<p>Focus area six:</p> <p>Te taunoa o te Mahi Pīngore – <i>Flexible-work-by-default</i></p> <p>Milestone:</p> <ul style="list-style-type: none"> By the end of 2024, entities offer equitable access to flexible- by-default working and ensure it does not undermine career progression or pay. 	<ul style="list-style-type: none"> We continue to be flexible-work-by-default, offering all kaimahi two standard working from home days, or individual flexible arrangements as agreed We updated our flexible working policy and created a guide to support kaimahi and managers on flexible working Request to variations to employment are considered for all kaimahi We are a child-friendly organisation 	<ul style="list-style-type: none"> Continue to follow our policies and guidelines when making decisions for flexible work requests Look at ways that we can further build our organisation and tari to be a suitable and welcoming space for parents to bring children to work where needed 	<ul style="list-style-type: none"> We have an uptake in flexible working arrangements being approved Our kaimahi report that they feel our organisation is flexible by default and supports them to have a good work life balance



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