

Kia Tiopoto gender and ethnicity pay gap action plan

Focus Area and Milestones	What we will do	Planned (or completed) actions	Time frame /status	Long-term actions	Outcomes
Focus area 1: Te Pono Transparency					
Milestone: Entities publish annual action plans based on gender and ethnicity data and union/ employee feedback	Develop and publish our Kia Toipoto - Pay Gaps Action Plan.	Senior management to develop and approve draft plan	COMPLETED	Annual update of plan implementation and review of progress	Plan is publicly available.
		Engage and consult with staff and PSA		Feedback from staff and PSA on progress	Senior management and staff are informed about pay gaps
		Incorporate feedback provided		Updated on website at least annually	Progress is made towards reducing pay gaps
		Publish Kia Toipoto on website	August 2023	Include in Annual Report process going forward	
		Include Kia Toipoto in Annual Report – a statement about progress towards milestones and link to the action plan			
	Review remuneration practices	Review of Remuneration Policy	June 2023	Annual review of salary bands	Remuneration and career progression processes are transparent and equitable
Milestone: Entities ensure easy access to HR and remuneration policies, including salary bands.	Make salary range information available to all staff	Include salary ranges in Remuneration Policy	September 2023	Update salary range information annually	Staff have access to annual salary range information
	All HR policies are easily accessible to staff	All HR policies are available in the resources area of the staff intranet for all staff to view. All new staff are made aware of HR policies and have an opportunity to discuss.	Completed Ongoing	Make sure that all new staff are aware of HR policies and where to find them. Ensure hiring managers provide this information clearly to all new staff.	All staff know where to find HR policies and salary range information, and can access this information easily.
Focus area 2: Ngā Hua Tōkeke mō te Utu Equitable pay outcomes					
Milestone: Entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.	Review recruitment practices	Review of Recruitment Policy: -salary range included on all job advertising	June 2023	Annual review of recruitment process to support diversity and inclusion	Recruitment practices are robust, inclusive and accessible
		Engage and consult with staff and policy	June 2023		
		Apply Te Oruwaru to new roles	Ongoing	Ongoing monitoring of starting salaries	Starting salaries for new staff are not affected by bias
	Review of current salary ranges	Apply Te Oruwaru to all current roles	September 2023	Ongoing monitoring of salary ranges	Salaries for staff in similar roles is not influenced by bias
		Make any necessary salary adjustments after scoping roles	December 2023		

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Focus area 3: Te whai kanohi i ngā taumata katoa | Leadership and representation

Milestone: Entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.	Collect gender and ethnicity data	Gender, ethnicity and disability data is currently gathered upon recruitment (optional)	Current and ongoing	Ongoing monitoring of gender and ethnicity data	Understanding of workforce diversity (or lack of).
	Set a goal for our leadership to be substantially more representative of society	Senior management to agree on goal/target for leadership representation. Currently 6/7 are European and 6/7 are male. Goal/target to be considered during recruitment and career development	April 2023 Ongoing	Review goal/target annually Ensure managers understand their role in this.	Gender balanced leadership and ethnic balance in leadership over the medium-long term.
	Commit to developing a workforce that is more representative of society	Identify opportunities to strengthen diversity e.g. secondments or internships	June 2023		Increase in workforce diversity in the medium-long term.
		Create a resource on how to recruit more widely (appendix to Recruitment Policy) Ensure that hiring managers use diverse recruitment strategies	June 2023 Ongoing	Update resource annually	Reduce bias when seeking applications for vacancies.

Focus area 4: Te Whakawhanaketanga i te Aramahi | Effective career and leadership development

Milestone: Entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.	Provide access to networks and support for all people e.g. Pasifika network, Rainbow network.	Consult with Te Kawa Mataaho – possible opportunities to integrate into support networks of other agencies or Develop a support network resource/list for staff to use	June 2023 June 2023	Seek and develop opportunities to support diverse networks with other Update and circulate regularly	All staff have at-work access to support networks Information about available networks and support is easily accessible to all staff.
	Develop all our staff	All staff have individual development plans, including regular 1-1 time with their manager	Current and ongoing		Staff training/development processes promote participation.
	Review processes for career progression, training and development.	Ensure managers understand their role in supporting staff development, are up-to-date on processes, and apply them equitably.	June 2023 and then ongoing		Training, development and career progression opportunities are transparent and inclusive of all staff.
		Ensure that we support staff opportunities for career progression in the wider Public Service. Ensure staff are aware of processes and have access to support if they feel they are being unfairly treated	June 2023 and then ongoing June 2023 and then ongoing		Training, development and career opportunities are provided in an unbiased manner
Evaluate and report on the effectiveness of career progression, training and development programmes.	Staff feedback and survey? Manager evaluation?	June 2024	Seek feedback at least annually Two yearly review of career progression and development practices		

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Focus area 5: Te whakakore i te katoa o ngā momo whakatoihara, haukume and hoki Eliminating all forms of bias and discrimination					
Milestone: Entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.	Review recruitment policy with a goal to support diverse representation better and minimise the impact of bias, in process and decision making.	Review of Recruitment Policy: -requirement for discussion about the recruitment -include in recruitment policy criteria for the selection of recruitment panels including ensuring diversity in the panels -include criteria recruitment policy that starting salary decision is made in group rather than by an individual	June 2023 Ongoing June 2023	Ensure managers are familiar with recruitment process and are	Recruitment practices are designed to remove bias and discrimination
	Review all other HR policies	Managers meet to go through all HR policies prior to PPDA meetings with staff. Ensure understanding of their role in implementing the policies in unbiased manner.	June 2023 and yearly	Managers have a yearly team meeting to refresh their understanding of all HR policies and their implications.	HR policies are applied
Milestone: Entities ensure leaders and employees learn about and demonstrate cultural competence.	Regular cultural capability education and monitoring for	Managers are required to include cultural capability competency in their development plans	July 2023	Two yearly review of leadership cultural capability	Improvement in leadership cultural competencies
	Cultural capability training for staff	Develop a plan and programmes for the workforce to upskill cultural competencies	April 2023	Yearly review of plan and programmes	
		Seek staff feedback on cultural competencies plan. Implement and promote workforce plan with staff	May 2023 July 2023		Improvement in workforce cultural competencies
Focus area 6: Te Taunoa o te Mahi Pingore Flexible-work-by-default					
Milestone: Entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression	Ensure equitable access to flexible-by-default working so it doesn't	Review flexible working policy	June 2023	Seek staff feedback annually on policy and implementation (does it support	Flexible working arrangements are available to all staff and do not undermine their career progression
		Ensure managers understand their role in supporting staff to be able to work flexibly-by-default	June 2023 and ongoing		
		Ensure staff understand processes for working flexibly	June 2023 and ongoing	Circulate yearly to ensure people are aware of the policy	