

Whiria te Tangata - Diversity, Equity and Inclusion Strategy and Action Plan

November 2024

At the Ministry of Health – Manatū Hauora (the Ministry) we value our people and strive to promote diversity, equity and inclusion.

The Ministry of Health is committed to addressing the causes of ethnic and gender pay gaps in our organisation. Whiria te Tangata, our diversity, equity and inclusion strategy and action plan, builds on our previous strategies. It includes the focus areas of Kia Toipoto, the Public Service Pay Gaps Action Plan 2021-2024, and Papa Pounamu, the diversity, equity and inclusion work programme for the Public Service.

Context

In our role as steward, the Ministry of Health sets the direction of the health system and provides quality strategic advice to the Government on how it can create a health system that increases life expectancy, improves quality of life and provides all New Zealanders with timely access to quality health care.

As a good employer the Ministry of Health strives to treat people fairly and with respect. We ensure that our employment practices are set up to value contributions from people at all levels of our organisation. We encourage our people to behave and make decisions that promote diversity, equity and inclusion.

The Public Service Act 2020 requires our leadership to work together to create a workforce that reflects the communities we serve. We must endeavour to develop employment policies and practices to create a working environment that is more inclusive for everyone.

The Ministry is involved with a wide range of work that affects every New Zealander. It is essential that we embrace diversity and inclusion to attract and retain our people and make sure we include diverse perspectives in our work so that we can achieve the best outcomes for all New Zealanders.

We need people working together right across the Ministry and the health sector to ensure that our future health system is equitable, responsive, sustainable and fit-for-purpose.

The Ministry of Health is committed to employment practices that promote diversity, equity and inclusion in the workplace to build organisational capability and performance as we work towards building pae ora – healthy futures for New Zealanders.

Our approach

Whiria te Tangata weaves through many programmes of our work. The strategy has external and internal drivers that help us create a more diverse, equitable and inclusive workplace. These include:

- the Public Service Act 2020 (specifically sections 73 and 75) - promoting diversity and inclusiveness and good employer requirements
- the Human Rights Act 1993 and the Equal Pay Act 1972
- our Te Tiriti o Waitangi position statement and framework
- Ngā Uaratanga - Our Ministry Values
- Tā Tātou Rautaki - Our Ministry Strategy
- Tikanga Whakahaere - Our Operating Model
- Ao Mai te Rā - The Anti-Racism Kaupapa
- Ao Mai te Rā - Whiria te Muka Tangata – Insights report October 2024
- Houhia - Equity by design toolkit
- Whāinga Amorangi - Transforming Leadership
- Whakamaua - Māori Health Action Plan 2020 - 2025
- Kia Mau Rā - People Retention Strategy
- Papa Pounamu - Public Service Diversity, Equity and Inclusion Work Programme
- Accessibility Tick
- Kia tū Kaha - Manatū Hauora Wellbeing Plan
- Haerenga ki te Ora - Health, Safety and Wellbeing Strategy.

Objectives

Whiria te Tangata means ‘weave the people together’ and symbolises our aim to create an environment that values diversity, promotes equity and creates a sense of belonging for all. Whiria te Tangata aims to support the Ministry to achieve and maintain:

- a workforce and leadership that reflects and delivers for the communities we serve
- equitable pay for our people regardless of gender, ethnicity, or disability
- an accessible and inclusive workplace where everyone feels valued, respected and are enabled to achieve their potential
- processes and practices that are free from racism, bias and discrimination in all its forms.

How we will get there

Te Kawa Mataaho – Public Service Commission’s Papa Pounamu Public Service work programme and Kia Toipoto, the Public Service Pay Gaps Action Plan 2021-2024, set out a comprehensive diversity, equity and inclusion programme that will support the Ministry of Health to deliver on our objectives.

Papa Pounamu, established in 2017, sets the diversity, equity and inclusion work programme for the wider Public Service. It covers priority areas that focus on making the most positive impact across

diversity dimensions. Under the guidance of the Public Service Commission, we have added the focus areas of Kia Toipoto, the Public Service Pay Gaps Action Plan, into Whiria te Tangata, this year's strategy and action plan. This approach will lead to more streamlined reporting after Kia Toipoto Pay Gaps Action Plan expires at the end of 2024.

We have adopted the following priority areas from Papa Pounamu and Kia Toipoto.

Papa Pounamu Public Service work programme priority areas:

- **Te āheinga ā-ahurea – Cultural competence:** Reflecting the significance of Māori Crown relationships and building our cultural competence and confidence across a broad range of cultures is integral to ensuring inclusion.
- **Ngā tūhononga e kōkiritia ana e ngā kaimahi – Employee-led networks:** Having a space and mandate to connect with others with shared lived experiences supports people to bring their whole selves to work. Employee-led networks provide richness to workplaces and contribute valuable subject matter expertise.
- **Hautūtanga Ngākau Tuwhera – Inclusive leadership:** Diversity and inclusion capability across the Public Service depends on strong, inclusive leadership. Inclusive leadership is essential to creating and supporting diverse and inclusive workplaces that better reflect the communities we serve. Inclusive leadership in workplaces delivers better outcomes by accessing the value diversity brings and generating a wider range of solutions.

Kia Toipoto priority areas:

- **Te whai kanohi i ngā taumata katoa – Leadership and workforce diversity:** Our leadership and workforce reflect the diversity of our communities. Actively support and develop future leaders from communities that have been under-represented within the Public Service.
- **Te Whakawhanaketanga i te Aramahi – Effective career and leadership development:** Providing career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.
- **Te Taunoa o te Mahi Pīngore – Flexible-work-by-default:** Equitable access to flexible-by-default working, ensuring it does not undermine career progression or pay.
- **Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes:** Ensure starting salaries and salaries for the same or similar roles are not influenced by bias. 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.
- **Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination:** Entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. Embed and monitor the impact of bias-free HR and remuneration policies and practices. Ensure leaders and employees learn about and demonstrate cultural competence.
- **Te Pono – Transparency:** Publish an annual action plan based on gender and ethnicity data and union/employee feedback. Ensure easy access to HR and remuneration policies, including salary bands.

Measuring our success

We will measure and report on our progress through:

- onboarding survey
- exit survey
- include reporting on our success measures in the OLT quarterly performance report
- Kōrero Mai – Employee Experience survey – filtering data by ethnicity and gender identification
- evaluation of our Learning and professional development programmes
- Whāinga Amorangi Survey
- monthly check-in sessions with our Employee-Led Networks (ELNs)
- Te Taunaki – Public Service Census – workforce data - Inclusion
- thematic review of employment relations cases
- voluntary staff turnover rates
- high-level anonymised data from our employee assistance programme provider.

Whiria te Tangata 2024/25 - Diversity, Equity and Inclusion Action Plan 2024/25

E koekoe te tūi, e ketekete te kākā, e kūkū te kererū

The tui chatters, the kākā cackles, the kererū coos

'By appreciating all our voices, our different songs, we make good music for the future'

Purpose: To build and nurture a work environment that values and promotes diversity, equity, and creates a sense of belonging for all.

Whiria te Tangata focuses the Ministry of Health on achieving and maintaining:

- a workforce (and leadership) that reflects the communities we serve
- equitable pay for our people regardless of gender, ethnicity, or disability (incorporates the focus areas and actions from Kia Toipoto this year 2024)
- an inclusive and welcoming workplace
- processes and practices are free from racism, bias and discrimination in all its forms.

Our Ministry Values - Ngā Uaratanga support our way of working towards our purpose.

Our Ministry Values | Ngā Uaratanga



Diverse Workforce

Diverse representation in workforce, leadership and occupations, especially for under-represented groups

Focus area	Progress to date	Planned priority actions 2025	Success measures
<p>Te whai kanohi i ngā taumata katoa - Leadership and workforce diversity</p> <p>Our leadership and workforce reflect the diversity of our communities. Actively support and develop future leaders from communities that have been under-represented within the Public Service</p>	<ul style="list-style-type: none"> continued to meet the target of gender balanced leadership set by Te Kawa Mataaho - with at least 50% of tier 2/3 leadership roles held by females. As at 30 June 2024, 58.3% of our tier 2/3 leadership roles were held by female leaders delivered our leadership development and progression programme measured and analysed trends of our leadership development and progression programme. 	<ul style="list-style-type: none"> develop a plan to increase diversity of applicants, in particular from under-represented groups in our leadership programmes measure and analyse the trends of all our leadership programmes by ethnicity and gender identification widen our scope of recruitment agencies to include Māori and Pacific recruitment agencies. 	<ul style="list-style-type: none"> increased representation of Māori, Pacific, ethnic communities and people with disabilities across all tiers of leadership maintain and continue to build the current female representation in leadership reduction in gender, Māori, Pacific and ethnic pay gaps percentage of people leaders (tiers 1-3 who are Māori) distribution of kaimahi Māori (ie, occupational grouping and directorate) total number of Māori-specific roles and where they are located (tier, occupational grouping, directorate) over the past year how many Māori have been (a) interviewed (b) employed (c) left include reporting on our success measures in the OLT quarterly performance report 'I have opportunities to learn and grow my career' (Kōrero Mai survey - filter by ethnicity and gender identification).
<p>Te Whakawhanaketanga i te Aramahi - Effective career and leadership development</p> <p>Providing career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<ul style="list-style-type: none"> delivered the summer internship programme. 16 interns graduated on 15 February 2024. 77% of the interns were from under-represented groups. This included an increase in our internship numbers with our partner agencies Tupu Toa (5 interns) and Tupu Tai (2 interns) offered leadership development opportunities directly to the leaders and members of our Employee-led Networks through our Emerging Leader Programme – Leading Edge delivered the following leadership programmes: Emerging Leader Programme, New People Leader Programme, Experienced People Leader Programme and Leader of Leaders Programme delivered the Leadership Progression Programme – an opt-in leadership succession programme which objectively assesses leaders' potential and provides the Operational Leadership Team with the information to make strategic leadership decisions 	<ul style="list-style-type: none"> deliver a Māori Leadership Development programme (Te Tupuranga) - partnering with other agencies diversify our leadership opportunities and actively communicate and encourage different pathways to leadership development. For example, informal shadowing / coaching / informal mentoring and learning on the job. Leverage the internal opportunities platform to promote these opportunities support our people to participate in targeted development opportunities, including Te Ara ki Matangireia (the Public Service Emerging Māori Leadership Programme) promote our leadership development opportunities to our Employee-led networks through drop-in information sessions deliver our Māori and Pacific internship programmes with our partner agencies Tupu Tai and Tupu Toa. 	<ul style="list-style-type: none"> increased representation of women, Māori, Pacific & ethnic communities across all leadership programmes. reduction in gender, Māori, Pacific and ethnic pay gaps. increased participation rates of kaimahi accessing targeted development opportunities 'I have opportunities to learn and grow my career' (Kōrero Mai survey - filter by ethnicity and gender identification).
<p>Te Taunoa o te Mahi Pīngore - Flexible-work-by-default</p> <p>Equitable access to flexible-by-default working, ensuring it does not undermine career progression or pay.</p>	<ul style="list-style-type: none"> developed our Flexible First policy (2020) to ensure flexible first practices are applied fairly and consistently across the Ministry. The policy applies to all kaimahi and recognises that the Ministry is committed to treating all roles as suitable for flexible working and exploring how flexibility can work. 	<ul style="list-style-type: none"> awaiting further guidance from Te Kawa Mataaho before revising our existing policies. 	<ul style="list-style-type: none"> 'I regularly have the opportunity to work flexibly' (Kōrero Mai survey - filter by ethnicity and gender identification).

Equity

Equitable pay, eliminating bias and discrimination from recruitment and remuneration practices

Focus area	Progress to date	Planned priority actions 2025	Success measures
<p>Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes</p> <p>Ensure starting salaries and salaries for the same or similar roles are not influenced by bias.</p> <p>Monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</p> <p>Pay equity processes are used to address claims and reduce the impact of occupational segregation.</p>	<ul style="list-style-type: none"> completed our annual 'like for like' job analysis as part of our annual performance and remuneration review process reviewed pay bands as part of our annual performance and remuneration round. This review informs our remuneration framework added ethnicity to our starting salary tool, this enables the People and Capability team to review gender and ethnicity pay gaps within job bands and directorates when recruiting investigating adding the functionality to view the impact of a new starter's salary on the pay band and directorates pay gaps include the pay gap data in the Executive Leadership Team quarterly dashboard. 	<ul style="list-style-type: none"> monitor and report monthly on gender, Māori, Pacific and ethnic communities pay gaps HR Business Partners to share pay gaps dashboard information at Senior Leadership Team hui increase awareness of the pay gaps by including pay gap data as part of the hiring manager's pack – check with recruitment provide training to the recruitment advisors on the use of the Human Resources Information System's pay gap tool. This will enable the recruitment team to advise hiring managers of the consideration of current ethnic and gender pay gaps when offering starting salaries. 	<ul style="list-style-type: none"> reduction in gender, Māori, Pacific and ethnic pay gaps 'My remuneration meets my expectations' (Kōrero Mai survey - filter by ethnicity and gender identification).
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination</p> <p>Entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p> <p>Embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Ensure leaders and employees learn about and demonstrate cultural competence.</p>	<ul style="list-style-type: none"> compulsory unconscious bias e-learning is part of week one induction for all kaimahi delivered disability awareness training to all staff, 200 kaimahi have attended delivered an inclusive leadership module on our emerging leaders programme. 	<ul style="list-style-type: none"> review the Learning Assist policy to be more inclusive of Wānanga and community offerings as professional development opportunities develop a reasonable accommodation policy in collaboration with the Disability Network include pronouns and preferred name to our job application forms additional questions to be added to our onboarding survey to capture information on the recruitment experience review and prioritise the recommendations of the Whiria te Muka Tangata Insights Report. Deliver on the highest priority actions. 	<ul style="list-style-type: none"> 'I have opportunities to work and grow my career' (Kōrero Mai survey - filter by ethnicity and gender identification) 'I regularly have the opportunity to work flexibly' (Kōrero Mai survey - filter by ethnicity and gender identification) 'I feel welcomed and included at the Ministry' (Kōrero Mai survey - filter by ethnicity and gender identification) diverse representation captured in our workforce data exit survey/interviews report – demographics in the data percentage/number of people who have attended Disability Awareness Training disability Awareness Training Evaluation.
<p>Te Pono - Transparency</p> <p>Publish annual action plans based on gender and ethnicity data and union/employee feedback. (from Kia Toipoto)</p> <p>Ensure easy access to HR and remuneration policies, including salary bands.</p>	<ul style="list-style-type: none"> published our gender, Māori, Pacific and ethnic pay gap data action plan - available to kaimahi on Te Whare, our intranet remuneration framework information and salary bands available to kaimahi to access on our intranet published midpoint of pay bands in job advertisements engaged with our PSA delegates and our people as we develop and deliver on the Whiria te Tangata action plan. 	<ul style="list-style-type: none"> create a culture where kaimahi feel safe to share disability information, enabling more accurate data on our people who have a disability. This will help to create support programmes to address any disability pay gap. 	<ul style="list-style-type: none"> feedback from PSA representatives and our kaimahi percentage of our people who share disability information has increased from 5% and is on a trajectory to better reflect the NZ population (25%).

Inclusive Workplace

All kaimahi feel respected and valued and able to reach their potential

Focus area	Progress to date	Planned priority actions 2025	Success measures
Te āheinga ā-ahurea - Cultural competence Reflecting the significance of Māori Crown relationships and building our cultural competence and confidence across a broad range of cultures is integral to ensuring inclusion.	<ul style="list-style-type: none"> developed an educational resource 'being a good haumi' (ally) - encouraging kaimahi to tautoko (support) and uplift te reo Māori updated and communicated the new Te Reo Māori translation policy/process developed a centralised culture resource hub that provides easily accessible information related to Māori culture (Whāia mobile app) Houhia – equity by design toolkit, we are in the process of developing practical tools for kaimahi to apply Te Tiriti and Equity to their work delivered Wall Walk workshops – these workshops are designed to raise collective awareness of key events in the history of Aotearoa delivered Te Reo Māori and Tikanga workshops - these workshops aim to build the capability and confidence of our people to pronounce Māori words and use conversational phrases at work and at home. 	<ul style="list-style-type: none"> explore and define what the term 'cultural competence and confidence' means for our kaimahi review Te Mahere Reo Māori ki te Manatū Hauora (Māori Language Plan) develop a comms plan to promote our cultural competency resources support the Tū Tira Community of Practice support directorates in the development of Te Tiriti and Equity plans. 	<ul style="list-style-type: none"> 'I understand the history of Te Tiriti o Waitangi and how it applies to my work' (Whāinga Amorangi survey) 'I apply te Manatū Hauora Tiriti o Waitangi framework to my work' (Whāinga Amorangi survey) results of Te Taunaki – Public Service Census number of people who have downloaded and accessed the Whāia app the number of opportunities for our kaimahi to attend kaupapa Māori events annual review/evaluation of Te Reo and Tikanga workshops.
Ngā tūhononga e kōkiritia ana e ngā kaimahi - Employee-led Networks (ELNs) Having a space and mandate to connect with others with shared lived experiences supports people to bring their whole selves to work. Employee-led networks provide richness to workplaces and contribute valuable subject matter expertise.	<ul style="list-style-type: none"> funding provided to ELNs to deliver on their annual plan activities provide leadership development opportunities for leaders of ELNs facilitate bi-monthly ELN hui with Organisational Development. 	<ul style="list-style-type: none"> continue to fund the ELNs to deliver on the activities in their annual plans engage with our ELNs to capture what they would like to see in our leadership programmes and what leadership means to them and the communities they represent foster collaboration across the ELNs – sharing Rainbow, Disability, Pacific, Asian, Women's Network with a focus on intersectionality 	<ul style="list-style-type: none"> data captured at monthly ELN hui: <ul style="list-style-type: none"> What are we doing well and need to build on? What do we need to start doing? an increase in ELN membership the number of opportunities for our kaimahi to attend ELN events.
Hautūtanga Ngākau Tuwhera - Inclusive leadership Inclusive leadership is essential to creating and supporting diverse and inclusive workplaces that better reflect the communities we serve. Inclusive leadership in workplaces delivers better outcomes by accessing the value diversity brings and generating a wider range of solutions.	<ul style="list-style-type: none"> delivered an Inclusive leadership module as part of our Emerging Leaders programme all our leadership development programmes include an inclusive leadership lens. 	<ul style="list-style-type: none"> develop further inclusive leadership learning opportunities promote the Transitioning and Gender Affirmation in the NZ Public Service Guide: Advice to support leaders, teams and individuals affirming their gender at work. 	<ul style="list-style-type: none"> 'The person I report to creates an inclusive team environment, showing care for success and wellbeing' (Kōrero Mai survey - filter by ethnicity and gender identification) 'I feel my contributions are recognised' (Kōrero Mai survey - filter by ethnicity and gender identification) 'I feel welcome and included at the Ministry' (Kōrero Mai survey - filter by ethnicity and gender identification).

Measures:

Internal: Kōrero Mai - Employee Experience Survey | Whāinga Amorangi Survey | Onboarding Survey | Exit Survey | Voluntary staff turnover rates | Thematic review of employment relations cases

External: Te Taunaki – Public Service Census – Inclusion data



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