## Manatū Hauora – Ministry of Health

## Kia Toipoto – Closing Gender, Māori, Pacific, and Ethnic Pay Gaps Action Plan to reduce workplace inequities 2023-2024

| **Kia Toipoto focus area** | **What we have achieved** | **What we will do over the coming year** | **How we will measure success** |
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| **Te whai kanohi i ngā taumata katoa**Leadership and representation*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.* | * Continued to meet the target of gender balanced leadership with at least 50% of tier 2/3 leadership roles held by females. As at 30 June 2023, 61.8% of our tier 2/3 leadership roles were held by female leaders.
* Implemented our leadership development and progression programme.
* Measured and analysed trends of our leadership development and progression programme.
 | * Continue to implement our leadership development and progression programme.
* Continue to measure and analyse trends of our leadership development and progression programme.
 | * Increased representation of women, Māori, Pacific, Ethnic and people with disabilities across all leadership groups.
* Reduction in gender, Māori, Pacific and ethnic pay gaps.
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| **Te Whakawhanaketanga i te Aramahi**Effective career and leadership development*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.* | * Continued with our summer internship programme – increasing our internships with our partner agencies Tupu Toa (five interns) and Tupu Tai (two interns).
* Continued to deliver on Kia Mau Rā - our Retention Strategy.
* Reviewed and delivered on Whiria te Tangata which links closely to Kia Toipoto.
* Continued to support our internal employee led networks.
 | * Continue to provide development for kaimahi Māori through Te Tupuranga.
* Explore development options and leadership pathways for kaimahi Māori and Pacific.
* Collaborate with Te Kawa Mataaho to support their work on a feasibility study for an Asian leadership and mentoring programme.
* Offer leadership development opportunities to the leaders of our Employee-led Networks through our Aspiring Leaders Programme – Leading Edge.
* Support our people to participate in targeted development opportunities, including Public Service Emerging Māori Leadership Programme. Tū Mau Mana Moana, Public Service Pacific Mentoring Programme.
 | * Increased representation of women, Māori, Pacific & Ethnic communities across all leadership.
* Reduction in gender, Māori, Pacific and ethnic pay gaps.
* Increased participation rates of our people accessing targeted development opportunities.
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| **Te Pono |** Transparency*Publish annual action plans based on gender and ethnicity data and union/employee feedback.**Ensure easy access to HR and remuneration policies, including salary bands.* | * Published our Gender, Māori, Pacific and Ethnic pay gap data action plan - available to kaimahi on the Intranet.
* Remuneration framework information and salary bands available to kaimahi to access on our Intranet.
* Published midpoint of pay bands in job advertisements.
 | * Continue to engage with our PSA delegate and our people as we develop and deliver on our action plan.
* Develop a communications plan to increase awareness of the pay gap action plan.
* 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.
 | * Feedback from PSA and our people
* % of our people who share disability information has increased from 5% and is on a trajectory to better reflect the NZ population (25%)
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| **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.* | * Completed our annual ‘like for like’ job analysis as part of our annual performance and remuneration review process.
* Continued to implement our gender pay gap analysis tool which allows our People and Capability team to review live gender pay gaps by pay band and directorate.
* Reviewed pay bands as part of our annual performance and remuneration round. The review was aligned with the Public Service Pay Adjustment (PSPA) movements. A review is included in our remuneration framework undertaken each year.
* Investigated adding ethnicity to our starting salary tool and added functionality to view the impact of a new starter’s salary on their pay band/directorate.
* Reviewed and updated Whiria te Tangata – our Culture and Inclusion strategy. This strategy has both Papa Pounamu and Kia Toipoto at its foundation.
 | * Monitor and report on gender, Māori, Pacific and ethnic pay gaps monthly - include the pay gap data in the ELT dashboard.
* HR Business Partners to share pay gaps dashboard information at SLT hui.
* Increase awareness of the pay gaps by including pay gap data as part of the hiring manager’s pack.
* Provide training to the recruitment advisors on the use of the HRIS pay gap tool. This will enable them to advise Hiring Managers of consideration of current ethnic and gender pay gaps when offering starting salaries.
* Continue to explore adding ethnicity to our starting salary tool.
 | * Reduction in gender, Māori, Pacific and ethnic pay gaps.
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| **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.* | * Designed an Inclusive leadership module for our Aspiring Leaders programme.
* Reported on the percentage of kaimahi who have completed unconscious bias e-learning module.
* Tracked our progress on our commitment to Whāinga Amorangi through our annual survey.
* Delivered Disability Awareness Training to our kaimahi, including people leaders.
 | * Deliver the Inclusive Leadership module at our Aspiring Leaders programme.
* Review data from the first 90 days survey to capture any themes on bias or discrimination.
* Continue to support our Employee-Led Networks to be sustainable and successful.
* Continue to deliver and evaluate the Disability Awareness Training.
* Deliver on actions detailed in Whiria te Tangata – our Culture and inclusion strategy:
* Review end to end recruitment practices with a diversity and inclusion lens.
* Track the demographics on who is applying, interviewed and appointed to roles.
 | * Kōrero Mai survey - I feel welcomed and included at the Ministry – filter by ethnicity and gender identification.
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| **Te Taunoa o te Mahi Pīngore** Flexible-work-by-default*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.* | * Developed our Flexible First policy (2020) to ensure flexible first practices are applied fairly and consistently across the Ministry. The policy applies to all staff and recognises that the Ministry is committed to treating all roles as suitable for flexible working and exploring how flexibility can work.
 | * Review and update our Flexible First policy to enable our people to access flexible-by-default.
* Monitor the effectiveness of our flexible first policy to ensure access remains equitable.
* Publish real life examples of flexible working at the Ministry and illustrate the connection to gender, culture and disability.
* Support our People Leaders to enable flexible work.
 | * Korero Mai survey - I regularly have the opportunity to work flexibly, filter by ethnicity and gender identification.
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