



# Kia Toipoto Action Plan 2022-2025

Updated November 2023



Ministry for  
**Ethnic  
Communities**  
Te Tari Mātāwaka



**Te Kāwanatanga  
o Aotearoa**  
New Zealand Government

# Introduction

Te Tari Mātāwaka strives to make a positive impact for all New Zealanders through empowering our Ethnic Communities. We are passionate about equitable outcomes and are dedicated to close all forms of pay gaps. Our values champion this kaupapa and we are committed to meeting the outcomes of Kia Toipoto.

We are the government's chief advisor on ethnic communities, ethnic diversity and the inclusion of ethnic communities in wider society. We champion Aotearoa's Ethnic communities and promote the value of all our differences as a source of strength. One of our key aims is improving economic outcomes for our communities and promote equity within our organisation.



# Our values

## Manaakitanga (Kind)

Encompasses care and generosity, for the purpose of nurturing relationships.



## Whakakotahitanga (Inclusive)

Unifying thought, opinion and action for the collective good.



## Whakamanawanui (Courageous)

Act valiantly and courageously.



## Ngākau Pono (Authentic)

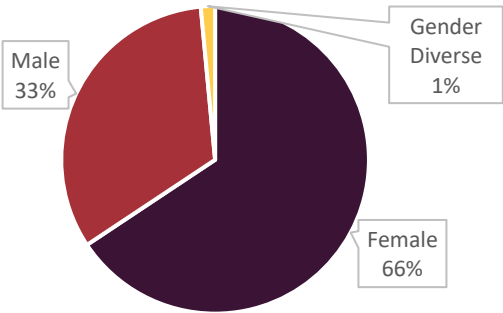
To act with integrity and sincerity.



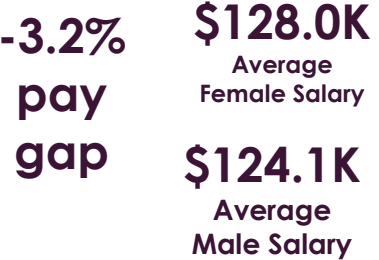
# Our people

- As of June 2023, Ministry for Ethnic communities has a headcount of 67 kaimahi, including permanent, fixed term and contractors
- 69% female, 34% male and 1% gender diverse
- 43% Asian, 27% Middle Eastern, Latin American and African, 9% NZ European, 9% Other European and 9% Pasifika

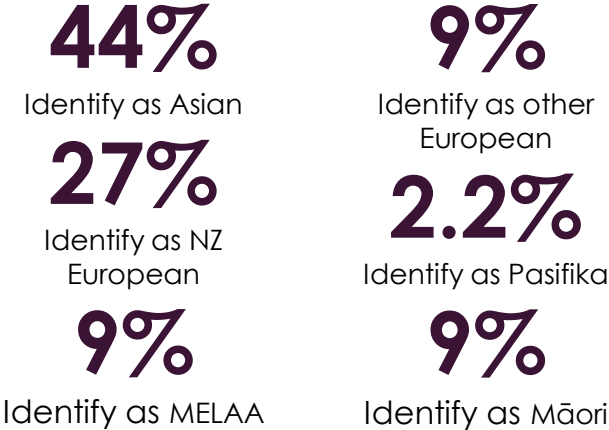
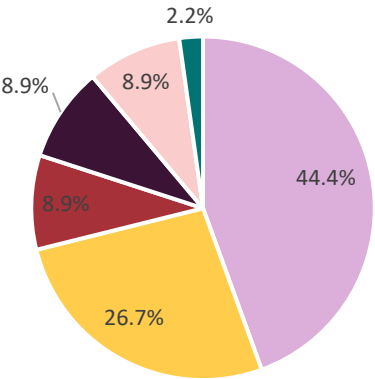
## Gender split



## Gender Pay Gap



## Ethnicity





# Reviewing our gaps

Due to the size of the Ministry, we are not able to produce robust statistics for some pay gap data. Even minor changes to our workforce can have a big impact on our statistics, making them volatile. Whilst some figures might not be useful for us, we can focus on others, like who our workforce is made up of and monitoring of trends.

A comparative review as of June 2023 :

- Our gender pay gap has decreased from 1% last year to -3.2%, and this is lower than the 7.1% public service average – this number fluctuates due to our relatively small size.
- Of our leaders, 42% identify as Asian, 8% as Middle Eastern, Latin American and African, 8% as European and 8% Pasifika, and this breakdown remains the same as last year.
- The current proportion of people leaders that identify as female remains the same at 75%.

# Kia Toipoto Plan



As the Ministry is relatively small, we have regular monitoring of who we are and how we are made up. This allows us to have oversight of progress and to make tweaks to our approach.



Our focus is to continually empower and grow our leaders to ensure biases are recognised and controlled, gaps do not appear, and we continue to monitor and maintain a lower gender pay gap. Our Chief Executive and leadership are committed to this Kaupapa and ensuring we drive positive change for our communities and our people.



Engagement of this plan has been ensuring our kaimahi and the union are in line with our values and Kaupapa. Being a small ministry, we have regular check-ins with our employees and union member representatives across the Ministry which have provided insights into our action plans, progress and goals.



These goals and objectives are based off information and guidance provided for Kia Toipoto and from Te Kawa Mataaho.

*This updated Kia Toipoto 2023 plan has not been developed with kaimahi and the union. We will consult with them early in 2024 and update this plan accordingly.*



# Te Pono | Transparency

## Progress 2022/2023

- HR partners with hiring managers in ensuring kaimahi and candidates understand the criteria for placing within bands
- HR and remuneration policies are easily accessible in our intranet
- Monthly reporting of staff headcount, gender, gender pay gap, ethnicity stats to our leadership team

## Action Plans 2023/2024

- Develop a salary guidance based on gender- and ethnic-neutral criteria to ensure consistency in decision making and reduction of opportunities for bias
- Continually monitor starting wages for inequities and provide analysis and recommendations to ensure no gaps appear
- Continually put in place prompts to check gender and ethnic pay gap and pay-based metrics

# Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes

## Progress 2022/2023

- Monitor starting wages for inequities through our monthly reporting on pay and salaries
- Ensure salaries for same or similar roles are equitable and fair through monthly reporting on pay and salaries
- Ensure our remuneration system and decisions maintain consistency: all roles are evaluated with regular discussions between HR and people leaders
- Unconscious bias training has not happened in 2023 and will be part of the key action plan for 2024

## Action Plans 2023/2024

- Remuneration system review underway in 2023 Q4 to 2024 Q1 with a working group comprised of HR representatives and union representatives
- Unconscious bias training for all kaimahi in 2024



# Te whai kanohi i ngā taumata katoa | Leadership and representation

## Progress 2022/2023

- Ministry has its own recruitment function and has developed a recruitment process that is accessible and equitable for all candidates
- Ethnic representation in our leadership is reflective in the communities we serve
- Flexible work by default are in place and accessible by all levels of the Ministry

## Action Plans 2023/2024

- Continued review of recruitment practices to support accessibility for all applicants including disabled people and members of Rainbow communities
- Commitment to gender and ethnic balanced shortlists for all vacancies
- Regular profiling of our diverse ethnic staff and women in leadership on our careers site and social media sites to reflect the communities we serve

# Te Whakawhanaketanga i te Aramahi | Effective career and leadership development

## Progress 2022/2023

- Performance and development plans in place for all kaimahi
- Finalised our learning & development programme, with full access to L&D eLearning modules
- Finalised the Chief Executive's and the organisation Whāinga Amorangi plans
- Leaders and emerging leaders attended the 'Being Me' leadership development programme which supports ethnic mid-career professionals in identifying their authentic selves
- Developed, implemented and completed the eLearning module for Interpreting Services for the New Zealand Public sector supporting cultural competency in the Ministry and across the wider Public Sector
- Learning by International Association Public Participation (IAP2) supporting effective stakeholder relationships

## Action Plans 2023/2024

- Developing a career and leadership pathway for kaimahi
- Continued support for external opportunities for career and leadership development whenever feasible
- Ongoing cultural competency training for all kaimahi

**Te whakakore i te  
katoa o ngā momo  
whakatoihara,  
haukume anō hoki  
| Eliminating all  
forms of bias and  
discrimination**

### **Progress 2022/2023**

- Developed a recruitment process that is accessible and equitable for all candidates
- Implementation of Whāinga Amorangi Phase 1 by funding a Te Ao Māori course provided to all kaimahi to help understand racial equity and institutional racism
- eLearning module for Interpreting Services for the New Zealand Public sector supporting cultural competency in the Ministry and across the Public Sector

### **Action Plans 2023/2024**

- Unconscious bias training for all kaimahi
- Recognition and mitigation of bias learning to be included in employee induction
- Ongoing cultural competency training for all kaimahi
- Form a working group to identify and further develop MEC processes and practices that are equitable and ensure that bias does not impact us consciously or unconsciously

# Te Taunoa o te Mahi Pīngore | Flexible-work- by-default

## **Progress 2022/2023**

- Flexible work policy and framework is in place
- Access to flexible working opportunities
- Monitor effectiveness of flexible-work process and framework through ad hoc feedback and regular check-ins with our kaimahi

## **Action Plans 2023/2024**

- Review annually how our people believe the policy is working and what can be improved
- Continually champion flexible working from our senior leaders
- Continually promote different options of flexible working and success stories to our people

# What our success looks like

Diversity and remuneration equity at all levels

A culturally confident workforce

All our people complete unconscious bias training

HR policies and practices include proactive steps to remove bias in decision making

Maintain a low gender pay gap with consistent ethnic representation in leadership roles

A learning culture delivering tangible capability development

Access to flexible and hybrid working opportunities





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