






Public Service context	Who we are	How we will achieve the public service gender pay gap action plan milestones
<p>Gender Pay Principles</p> <p>Working environments in the state sector are free from gender- based inequalities. All employees are able to achieve their full potential regardless of their gender, and gender pay gaps are eliminated.</p> <ol style="list-style-type: none"> Freedom from bias and discrimination Transparency and accessibility Relationships between paid and unpaid work Sustainability Participation and engagement <p>PUBLIC SERVICE PAY GAPS ACTION PLAN 2021-2024 GOALS AND MILESTONES</p> <ol style="list-style-type: none"> Making substantial progress toward closing gender, Māori, Pacific, and ethnic pay gaps Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities Creating fairer workplaces for all, including disabled people and members of rainbow communities through: <ol style="list-style-type: none"> Transparency Equitable pay outcomes Leadership and representation Effective career and leadership development Eliminating all forms of bias and discrimination Flexible -work-by-default <p>See details of each milestone on page two.</p> <p>Our values</p> <p>Our tikanga underpin our plan. Our values are as people, the culture of our organisation and how our people act and work. Our values align with closing the pay gaps and we use our values and the gender pay principles to guide our approach.</p> <ul style="list-style-type: none">  Tūhonotanga We are inclusive, connected and stronger for it!  Maia We are courageous and speak up about what is important to people!  Māramatanga We learn by listening, we seek knowledge and use it for good!  Tika We will be fair and respectful in supporting the pathways to wellbeing!  Aroha We work with compassion - we care about the work we do and the people of Aotearoa! 	<ul style="list-style-type: none"> We are an independent Crown Entity: We are a small government agency, with a broad mandate and operate in a complex and ever-changing environment. Our context includes the direction and requirements of Government, the mental health and disability sector and the mental health, addiction, and wellbeing sector. Our objective is to contribute to better and equitable mental health and wellbeing outcomes for all people in Aotearoa New Zealand. You can find out more about who we are and what we do here. <p>Our people approach</p> <ul style="list-style-type: none"> Our people across the organisation worked with us to review our initial concept and to develop our plan for 2023/24. We consulted the draft across the organisation so that others can have the opportunity to provide input into the plan. Our people become part of the 'how we will' implement our actions. Our plan focuses on gender and ethnic pay gaps for disabled people and members of rainbow communities. Our leadership team are committed to reducing pay gaps and delivering this plan. The Director Corporate Services is the sponsor of the plan and has specific responsibility for ensuring its implementation. <p>What we will do</p> <ul style="list-style-type: none"> As part of the implementation of this work, we will actively monitor the key drivers of our gender pay gap and report on it annually starting with 2024/25. Our aim for the 2023/24 action plan is to build on the work identified to eliminate the gender pay gap. We will target our action towards specific groups who are disadvantaged to support career growth, progression, and wellbeing of all our employees. We will align all our actions to Te Pae Tawhiti, Te Pae Tata, the Pacific Wellbeing Strategy, Kia Toipoto guidance and He Ara Oranga Wellbeing framework. <p>Our commitment statements</p> <ul style="list-style-type: none"> Equitable pay includes people already in the same or similar roles as well as starting salaries. Our initial analysis looking at average salaries across the combination of gender and ethnicity, highlighted the opportunity for further analysis to be undertaken in 2024/25. Help and assist staff have effective career and leadership development whether it be within Te Hiringa Mahara or supported in external opportunities. We will ensure all employees are recognised and rewarded with an initial focus on ensuring fairness regardless of gender, age or ethnicity. We will support the uptake of flexible work options across Te Hiringa Mahara becoming a 'Flexible by default' Commission. We will ensure there is no bias or discrimination in our people practices. We will meet the needs and aspirations of all our people, so they can thrive. We will be open and transparent about our progress and seek feedback and ideas from our diverse workforce. <p>How we assess pay gaps</p> <ul style="list-style-type: none"> We review (annually) remuneration by band f each staff member within the band. Where there are differences, we research why. Experience and skills determine where new recruits are placed in a band. This is documented and evidenced as part of the research into differences in remuneration for roles within the same band. <p>Where skills and experience do not explain differences - we consider that a pay gap and a mitigation strategy is developed.</p>	<p>During the 2022/23 year, we developed and set our milestones for the public service gender pay gap action plan. We have committed to:</p> <ul style="list-style-type: none"> Close pay gaps for our people in same or similar roles. Develop and implement our working flexibly policy and will build our maturity to operate as an organisation flexible-by-default. We will review our remuneration and HR policies and practices to remove bias and discrimination and align with Kia Toipoto guidance. We will deliver an unconscious bias training and work on the development of a mitigating bias toolkit. By 30 June 2024, 100% of our people leaders and 95% of our people will have completed the training. We have a good balance of women and men in leadership and governance roles (includes tier 1 & 2 roles). <p>See how we will achieve the milestones, and how we will embed our new policies and practices and build on them, on page two.</p> <p>Understanding our pay gaps</p> <p>Our size means we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics. Changes in our staffing (even small changes) can impact significantly on our pay gap statistics and make our figures volatile. Since we cannot report our pay gap data, we use other information, such as trends, our workforce profile, people data and recruitment statistics, to help indicate our progress. Looking at our information we can see:</p> <ul style="list-style-type: none"> We have more women than men in our workforce. We have a good spread of genders across all our pay bands. We want to introduce a career progression policy by June 2024, with a goal to have people progress towards their career aspirations. We want to recruit an equal number of women and men to the organisation; our Māori employees make up 19% of our workforce and are well represented in Tier 2 and 3 leadership. We would like to improve our priority areas of under-representation to balance out the diversity in our organisation. Of the people we have recruited, 19% are Māori and 9.5% are Pacific. We are on a pathway for a more diverse workforce. A review as of 30 March 2023 of starting salaries for the last 12 months showed no difference by ethnicity but did show women had been appointed slightly lower in the band than men. We have made some changes to rectify those that we know of. We expect this will improve as the impact of our new recruitment and remuneration policies flow through. We will look at the pay rates for contractors during the 2023/24 financial year. <p>Overall, our information tells us that we are making good progress towards reducing inequity and pay gaps. Our focus for 2024/25 is on embedding our practices and monitoring our impact. We will also focus on understanding pay gaps for all working arrangements, including self-employed, contractors and third-party organisations.</p>

Pay gap action plan 2023

Public Service Milestone	How we achieve the milestones	How we'll embed and build on the milestones	How we will measure success
<p>Equal Pay Outcomes</p> <ul style="list-style-type: none"> By the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias. Work purposefully and with good intentions to achieve equitable pay for Māori and Māori service providers. Making substantial progress toward closing gender, Māori, Pacific, and ethnic pay gaps. <p>Transparency</p> <ul style="list-style-type: none"> Agencies and entities ensure easy access to HR and remuneration policies, including salary bands <p>Flexible Work by Default</p> <ul style="list-style-type: none"> 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. <p>Effective career and leadership development</p> <ul style="list-style-type: none"> Ensure that Māori have career paths that empower them to achieve their career aspirations Are influential at all levels of the workplace Participate in action and monitoring Enhance workplace practices and the mana of Māori and others <p>Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> By the end of 2023, all agencies 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. <p>Leadership and representation</p> <p>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<ul style="list-style-type: none"> Capture high quality workforce information on ethnicity, roles, and salaries Monitor and assess recruitment process application through an internal auditing programme of work Salaries within same bands are reviewed in remuneration process for any gender pay gaps and we make corrections where necessary We try to include data and actions to achieve equitable outcomes for Māori in workplans and personal development plans We will ensure easy access to HR and remuneration policies, including salary bands. We will review (annually) remuneration by band of each staff member within the band. Where there are differences, we research why. Where skills and experience do not explain differences - we consider that a pay gap and a mitigation strategy is developed. We will develop a working flexibly policy aligned to the flexible-by-default guidance All staff including Māori have development plans in place that empower them to achieve their career aspirations Māori staff review Board approval papers, key reports, HR policies, and initiatives to ensure that a Te Ao Māori lens is applied to advice designed to enhance workplace practices and the mana of Māori and others. Māori staff are influential at all levels of the workplace. Te Hiringa Mahara will develop a career progression policy to allow people to progress their career aspirations. We will run sessions on unconscious bias training for all our people in addressing bias in the workplace. New people will complete the training as part of their induction. We will be aware of, acknowledge, and consider issues raised by woman, Māori, Pacific, Asian, ethnic, disabled employees, and employees from rainbow communities in cross-sector employee-led networks and other forums. <p>Implement 'Ka Māia, Ka Taea' programme of learning to increase our capabilities and reinforce the commitment required of staff to work in an environment grounded in Te Tiriti o Waitangi.</p>	<ul style="list-style-type: none"> We will continue to monitor starting salaries and salaries within the same bands for any unjustified pay gaps. We will focus on understanding pay gaps for other working arrangements, (self-employed, contractors and third-party organisations) including: <ul style="list-style-type: none"> Starting to monitor pay rates of contractors we engage Reviewing our procurement policy Working with our outsourced service provider to see how we can apply this to third party organisations we work with. We will promote inclusive practice, a culture of equality, opportunity, and achievement for all people. We will work collaboratively, reflecting te ao Māori values of mana, manaakitanga, whanaungatanga and tika me pono, and Pacific values of tāuhi va, tautua and talanoa. All people leaders have access to a form of inclusive leadership learning. People leaders from tiers 1-3 prioritise this learning and most importantly, embed the learnings in their day-to-day actions as they strive to be inclusive leaders in the public service. Te Hiringa Mahara will enhance inclusive leadership practice by ensuring all senior leaders (tiers 1-3) undertake learning on inclusive leadership. We will continue to embed our policy and practices. We will support people and their managers with flexible working to build a positive culture and continue to help change perspectives around flexible working. We will review a number of our HR policies and practices using the guidance to remove bias and discrimination, including our remuneration, recruitment, parental leave, leave, progression and study policies. Our annual staff pulse survey will incorporate questions on how effective our working flexibly policy is and if we can improve it. Board papers, submissions, key reports, and strategies will include Ngā Ringa Raupā as part of the review and approval process. Te Hiringa Mahara will implement a career progression policy to allow people to progress their careers including wāhine Māori, Pacific women, and women from ethnic communities. Continuing to develop our organisational cultural competence across a range of situations provides a benchmark for positive and meaningful engagement. We will continue to provide a safe, positive, and inclusive workplace to enable meaningful engagement and in our commitment to building relationships. Te Hiringa Mahara commits to developing a workforce that is more representative of society. As part of our Te Tiriti o Waitangi Position Statement, and our Lived Experience Position Statement, Te Hiringa Mahara has a commitment to grow our Te Tiriti and Lived Experience competencies within the organisation and strengthen learning opportunities for our staff. <p>Te Hiringa Mahara will apply continuous learning by delivering bias learning solutions to all our people and to proactively change workplace structures and systems to reduce bias from occurring. This is our plan to address bias over time.</p>	<ul style="list-style-type: none"> In the 2024/25 review of starting salaries and salaries within same bands we will find no unjustified pay gaps. Te Hiringa Mahara starting salaries and salaries for the same or similar roles are not influenced by bias (noting that there may be valid reasons e.g., skills, experience for some people to be in higher or lower in the band than others). We will have a better understanding of pay gaps for other working arrangements. Our procurement policy will apply the gender pay gap principles to other working arrangements. All people leaders complete inclusive leadership training. When we run the annual staff pulse survey it will demonstrate an improvement from our baseline survey. Feedback from the survey is used to identify and improvements to the policy and where we can improve on our organisational development plan. When we run the annual staff pulse survey it will demonstrate an improvement from our baseline survey. Feedback from the survey is used to identify and make improvements to the policy and all of staff learning opportunities. <p>When we run Te Tūrama Survey it will demonstrate an improvement from our baseline survey. Feedback from the survey is used to identify and make improvements to 'Ka Māia, Kā Taea'.</p>