

Gender Pay Gap Action Plan

2020 - 2021



ARA POUTAMA AOTEAROA
DEPARTMENT OF CORRECTIONS

*“Kotahi anō te Kaupapa: ko te oranga o te iwi –
There is only one purpose to our work: the wellness and wellbeing of our people.”*

This action plan forms part of our commitment to creating an inclusive workplace where everyone has equitable opportunities to reach their potential. We remain focused on understanding, addressing and eliminating our agency's gender pay gap.

Statement From The Chief Executive

It gives me great satisfaction to introduce the Department's Gender Pay Gap Action Plan 2020-2021. As an organisation we have a lot to be proud of. This year marks the 35th anniversary since the first female Corrections Officer worked at a men's prison. I am hugely proud that women now make up almost half of our workforce, and that our median gender pay gap is 0%. Our average gender pay gap is 0.8%, which compares favourably to the public service average of 10.5%.

While we have much to celebrate, our challenge now is to build on what we've achieved and continue our efforts to ensure that we have a fair, diverse and inclusive workplace. This aligns strongly with our values and our purpose as an organisation: Kotahi anō te kaupapa: ko te oranga o te iwi - There is only one purpose to our work: the wellness and wellbeing of people.

It is important to me personally that everyone at Corrections has an equal opportunity to succeed and thrive in their work. This action plan has four focus areas that are planned for the next twelve months in the areas of: equal pay, flexible-working-by-default, reducing bias, and leadership diversity. By continuing to work on these areas together I'm confident we will make significant progress towards that objective.

Jeremy Lightfoot
Chief Executive

Our Values

Our approach to the gender pay gap is guided by our values.

Manaaki
(Respect)

We care for and respect everyone

Kaitiaki
(Guardianship)

We are responsive and responsible

Whānau
(Relationships)

We develop supportive relationships

Rangatira
(Leadership)

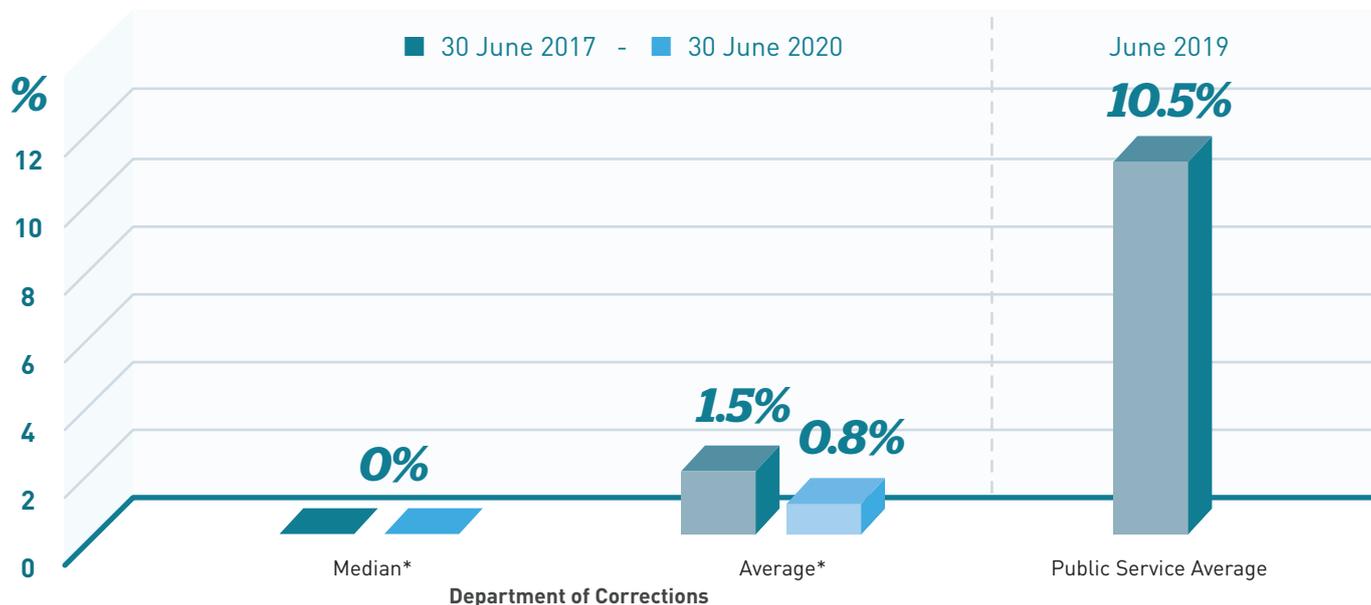
We demonstrate leadership and are accountable

Wairua
(Spirituality)

We are unified and focused in our efforts

Our Progress So Far / 2017-2020

A focused effort over three years has maintained our median gender pay gap of **0%**. Over the same time, the average gender pay gap at Corrections has **reduced by 0.7%**. This compares very favourably with the public service average gender pay gap in June 2019, of **10.5%**.



* The average salary is the sum of all salaries, divided by the number of people earning each salary.

* The median salary is the middle amount of pay earned - half of the employees earn less, and half earn more than the median amount.

We are proud of the work that has gone into achieving this reduction but know that a consistent focus is required to maintain and enhance where we are. With that in mind, there will be regular monitoring and reporting. The Chief Executive and senior leaders will receive frequent updates.

We have developed a starting salary tool, which combines a range of relevant information in one place for hiring managers and recruitment advisors. This tool helps managers to set starting salaries at appropriate levels and mitigate unconscious bias in decision making. The tool has been very successful and is about to undergo a rebuild to further improve its functionality and usability.

“What we found when we looked at the data was that women were starting on lower salaries than men and they weren’t catching up ... and this wasn’t OK for us.”

Richard Waggott, Deputy Chief Executive

Stakeholder Engagement



We have continued to engage with our union partners to discuss ways to reduce the gender pay gap.

We are committed to positive and constructive working relationships with our key stakeholders, particularly our union partners.

Extensive employee consultation took place in mid-2019, alongside the development of our Inclusion and Diversity Strategy.

Our Focus Areas and Actions / 2020 - 2021

Equal Pay



1

We will continue to target having a 0% gender pay gap.

In the next 12 months, we will:

- Continue to measure, monitor and report on the gender pay gap.
- Continue working with our union partners to maintain a 0% median gender pay gap.
- Enhance diversity in the end-to-end recruitment and selection of our team members.

Flexible-Working-By-Default



2

We will increase our flexible working.

In the next 12 months, we will:

- Leverage the COVID-19 remote work learnings and successes, to improve our agility and capability.
- Continue to build understanding across Corrections, and awareness of managers, around the benefits of people working flexibly.
- Continue to grow and refine our practices as a contributing member of the public service group of agencies, working on Flexible-Working-By-Default.
- Continue to work with our union partners jointly on how we implement flexible working.

Reducing Bias



3

We will improve our diversity and reduce bias.

In the next 12 months, we will:

- Enhance and implement our starting salary tool for all relevant appointments.
- Continue to raise/increase cultural capability and inclusion and diversity practices throughout the organisation.
- Continue to provide support and guidance to line managers on reducing bias; particularly in the areas of recruitment, development, reward and remuneration.

Leadership Diversity



4

We will enhance our focus on increasing leadership diversity and practice.

In the next 12 months, we will:

- Continue to encourage senior leaders to be role models and mentors, for others progressing their leadership skills and career pathway.
- Increase our awareness of gender equity factors for our people, as a participant in a targeted Massey University leadership study.