



IED Update

Part One: 2024/25

Inclusion and Diversity Council Vision:

We are all part of creating and upholding an inclusive environment where we feel safe, valued, and respected. We are committed to the wellbeing of everyone.



DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA



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Introduction

The purpose of this report is to provide an update on the Department of Corrections / Ara Poutama Aotearoa Inclusion, Equity and Diversity (IED) progress.

While the focus period is 2023 – 24, culture change is incremental. It happens over many years of building trust through values aligned actions, people feeling safe, and the workplace culture and environment being inclusive and respectful.

Over the last two years, the eNPS¹, has improved across all ethnicities and genders. This is a solid indicator that we are making positive progress for all our communities. Staff turnover is at its lowest levels in three years. In the 2021 Te Taunaki survey Corrections staff shared that 80% feel they can be themselves at work, 94% feel comfortable working with people from backgrounds other than their own, and 69% feel accepted as a valued member of the team.²

IED is strategically connected and becoming interwoven through our work.

Our organisational strategy, Hōkai Rangi, outlines our commitment to improve outcomes with, and for, Māori. It was developed with Māori and incorporates a Te Ao Māori worldview. At the heart of Hōkai Rangi is the concept of wellbeing for all our people; the people in our management, their whānau, victims, our staff, and our communities. This whakataukī from Hōkai Rangi grounds all aspects of the IED work and aspirations.

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

Innovation, new ways of working and thinking, are important factors in achieving our Hōkai Rangi goals. Inclusion and diversity bring these strengths, along with access to new ideas, skills, experience, and perspectives. The Department is committed to a workplace culture and environment which is inclusive, where everyone feels safe, valued, respected, and have equitable opportunities to reach their full potential. The department is strongly focused on strengthening values led leadership and behaviour.



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

1. Employee Net Promoter Score (eNPS) – the score on a scale of 0 – 10, staff give, around how willing they are to recommend the organisation as an employer.
2. Te Taunaki Public Service Commission Survey 2021. 53.4% Corrections staff participated.

The IED work is guided and informed by:

- Māori Crown Relations / Treaty of Waitangi
- Public Service Act 2020: Section 75 and 14
- Plain Language Act 2021
- Whāinga Amorangi
- Kia Toipoto – Closing Gender, Māori, Pacific and Ethnic Pay Gaps
- Papa Pounamu
- NZ Disability Strategy 2016-2026
- Positive and Safe Workplaces 2018

People Plans are aligned to achieve our Hōkai Rangi Strategy, enabling the Inclusion and Diversity Council Vision, and progressing across the many aspects of IED. IED is not an additional consideration but needs to be woven through all workplans and projects to be successful for its people and the organisation. It needs to be part of the way we work. This will take time but there have been two organisational themes over the last year, that demonstrate the progress being made.

Firstly, there has been an easing of the staff shortages experienced over several years. This results from a significant focus on attraction and recruitment, primarily into frontline roles. Support has also come from changes to the labour market, a reduction of turnover, and the ratification of collective agreements. This is a demonstration of multiple teams and operational leaders, listening to what needs to change, and collaboratively moving towards new ways of working to achieve this. This success will positively impact staff welfare, enhance service delivery, and the achievement of our organisational outcomes³.

A second theme for the year has been raised awareness and capability across several key IED areas; bias, intercultural competence, diverse communities, and te ao Māori tikanga / te reo Māori and Crown Māori relationships. This has led to the growth of employee-led networks (ELNs), the refresh of membership at the Inclusion, Equity and Diversity Council to include eight of the national ELNs; increase in wellbeing conversations; Inclusive Leadership traits embedded in the Ara Rangitira Leadership Development Framework; and the continued work supporting all staff to be values led leaders.

Data at 30 June 2024

Women: **50.1%**

Men: **49.7%**

Gender Diverse: **0.2%**

Identifying as having a disability: **3.7%**

3. Improved public safety / Reduced overrepresentation of Māori / Reduced reoffending.

4. Deloitte Inclusive Leadership Traits is the model selected by the Leadership Development Centre for the public service; Cognizance, Curiosity, Cultural Intelligence, Courage, Commitment and Collaboration.

Our Organisational Context

89.9% of our 10,603⁵ staff work on the frontline across over 150 sites nationally.

Most (close to 80%) of our staff are employed under one of our collective employment agreements. The department continues to value and work in partnership with our unions⁶, to support the wellbeing of our staff, and identify areas for improved equity.

There are three different working environments.

- The custodial environment where staff are involved in the 24/7 management of prisoners.
- Community-based roles which are mainly case management and probation focused.
- Corporate environments which include staff in our national and regional hubs.

This means we cannot adopt a 'one size fits all' approach. Our 11 different regions, work environments, and teams are at different stages of their people journey. The Organisational Roadmap⁷ and Performance Framework, outline key areas of focus to help us prioritise and sequence our work.

A transformational shift to grow our capability, enhance how we deliver our services, and support the Department to deliver on aspirations for a more effective and efficient Corrections system, has been underway over the past 18 months. In April 2024 regions were redefined and many teams reconfigured as part of 'Te Ara Whakamua'. There are many anticipated benefits of this change which include: improved role clarity, and a decluttering of policies and procedures so staff can place a stronger focus on the things that matter; strengthened peer-to-peer relationships; strengthening partnerships with Māori; ensuring our services respond to the community's needs; and reflection practices that lead to improved process and ways of working.

It is this organisational focus on planning for, and beginning to embed this significant change, that has led to a two-phase approach to our DEI Plan.

- This update is Part One and focusses on progress over the last 12-18 months.
- Part Two will be our phased goals and actions and will be delivered by mid-2025.

This approach will ensure that union delegates, and representatives of employee-led networks are involved in determining priorities alongside stakeholders and subject matter experts.

5. Full-time and part-time staff - excludes casual staff.

6. New Zealand Public Service Association (PSA) / Corrections Association NZ (CANZ) / NZ Nurses Association (NZNO) / National Union of Public Employees (NUPE).

7. Purpose and Performance / Leadership, Capability and Culture / Pathways and Services / Network Health and Capacity / Organisational Resilience.

Here is a snapshot of our staff as at 30 June 2024:

Regional distribution of employees by Ethnicity at 30 June 2024

| Physical Region | European | Māori | Pacific | Asian | Middle Eastern, Latin American, African |
|-----------------------------------|----------|--------|---------|--------|---|
| Auckland | 42.60% | 10.50% | 26.30% | 31.90% | 2.60% |
| Bay of Plenty | 78.80% | 38.30% | 4.20% | 3.80% | 0.80% |
| Canterbury | 82.00% | 13.60% | 6.30% | 9.10% | 2.70% |
| East Coast | 65.00% | 33.20% | 14.20% | 7.00% | 2.40% |
| Manakau | 35.60% | 18.80% | 37.00% | 25.00% | 2.20% |
| Nelson / Marlborough / West Coast | 87.50% | 16.30% | 6.30% | 3.80% | 1.30% |
| National Office | 76.70% | 15.70% | 4.90% | 14.00% | 2.50% |
| Northland | 58.20% | 48.00% | 15.40% | 5.00% | 1.20% |
| Otago / Southland | 81.50% | 14.10% | 8.10% | 7.60% | 2.40% |
| Taranaki / Whanganui / Manawatu | 74.30% | 25.50% | 12.10% | 8.50% | 1.00% |
| Waikato | 59.50% | 26.40% | 12.90% | 16.80% | 2.20% |
| Wellington | 60.10% | 20.10% | 19.70% | 14.90% | 2.50% |

Age Profile trend

| Age band | 30/06/2024 | 30/06/2023 | 30/06/2022 |
|--------------------|-------------|---------------|---------------|
| Under 25 | 3.9% | 4.5% | 3.7% |
| 25-34 | 22.1% | 21.1% | 20.2% |
| 35-44 | 21.9% | 20.6% | 20.2% |
| 45-54 | 22.7% | 24.1% | 24.6% |
| 55-64 | 22.3% | 22.9% | 23.9% |
| 65+ | 6.4% | 6.0% | 6.6% |
| Not recorded | 0.7% | 0.8% | 0.9% |
| Grand Total | 100% | 100.0% | 100.0% |

- Average length of service 8 years 1 month
- Average age is 45.7 years.
- See Appendix 3 for indicative information about Religion, Languages Spoken, Indicative Mental Health, Māori Crown Relations Capability and Māori-Crown Capability Framework, from the 2021 Te Taunaki Public Service Commission survey completed by 53.4% staff.

In the appendixes you will find our IED Staff Approach, our IED highlights, more content from the 2021 Te Taunaki survey, equal pay data, our flexible working options and the list of our national employee-led networks.

Our IED Journey / Whakapapa

Our focus on inclusion and diversity began in 2017, with a significant project over two years to reduce the gender pay gap. As a part of this work, considerable research and analysis was conducted to understand causes of the gender pay gap across Ara Poutama Aotearoa and to reduce their impact. This work continues in collective bargaining, pay equity claims, and supporting hiring managers to start candidates appropriately. The Department continues to maintain lower than public service averages, in gender and ethnic pay parity.

The Inclusion and Diversity Council (IDC) was established in 2018. This council has been meeting online monthly since mid-2020. Membership has included frontline staff, the I&D team, union delegates, and an Executive Sponsor from the Executive Leadership Team (ELT). The IDC's role is to champion and encourage inclusion and diversity initiatives nationally with members providing a local voice for this back into their teams. Members raise awareness of opportunities and barriers at the IDC, to providing a safe and positive workplace for all our people. Our members are all passionate about the wellbeing of our people and are strong role models for inclusion and diversity. See Appendix 2 for a list of achievements and highlights over the last two years.

A refresh of membership in mid-2024 has included representatives from eight ELNs, alongside union delegates, SMEs, and two Executive Sponsors. A name change to include 'Equity' signals the change of focus into reducing bias and discrimination in our systems and practices for our diverse staff. The Inclusion Equity and Diversity Council (IEDC) reset was necessary to: accelerate organisational change; broaden connections; achieve strategic focus and prioritisation of IED; and to involve the Voice of our People more clearly into work affecting our people. A review of the IED Staff Approach (See Appendix 1), Vision and Purpose are underway to inform future priorities, goals, and actions.

Our IED Approach and link to the NZ population

The Department's IED approach is: strengths based; values aligned; informed by lived experience; while recognising and valuing everyone, for their unique and intersectional diversity. There is respect and support for individuals and teams, to acknowledge that each person is on their own IED journey. Cultural change needs to happen for individuals and systems.

Working in a complex and very large organisation, the regionally spread IED / Cultural Capability teams focus on being strategically aligned, centrally supported, and locally led. This has resulted in centers of excellence, which are shared across the team to ensure efficiency, and support the national alignment. Nationally, engagement is growing, as is the desire to be grounded in a te ao Māori worldview, to increase intercultural/community awareness, and to reduce bias. This is evidenced in many ways: increasing IED workshop attendances; support for and the growth of ELNs; the appetite of leaders to be more inclusive, value and celebrate their team's diversity; and for our staff to be catalysts for cultural change locally, and nationally through the ELNs, IED Council, and within their roles.

The IED team contribute and / or co-lead cross agency working groups, national ELNs and a range of Communities of Practice groups. The Department has been involved in sharing expertise in a range of areas such as neurodiversity, rainbow communities, menopause, and ex-military service wellbeing support over a few years.

Recent achievements are:

- Being one of the first agencies to become a member of the international [Hidden Disabilities Sunflower](#) scheme. This has accelerated support for, and work to improve the day-to-day experiences of, people with impairments, disabled by systems and practices.
- Being awarded a 'Highly Commended' Award for the wide range of neurodiversity initiatives underway. This was at the national Diversity Works Inclusive Workplaces Awards Night. You can read the Case Study [here](#).

The Department is increasing the value placed on diversity, working towards greater equity, and ensuring a more inclusive work environment benefits staff, those we provide services to, and the NZ population.



For example: learning about the strengths and challenges of neurodiversity improves a neurodiverse staff member's performance; enhances team interactions and knowledge; and leads to improvement in organisational performance. The neurodiverse staff members feel safe to be themselves, to fully contribute, to be valued for their perspective, and are likely to experience improved wellbeing. Bringing the Voice of our People and their lived experience into how we design practices and ways of working enhances our people centered approaches.

As visibility and awareness of neurodiversity grows, this knowledge will bring a new lens into how services, and health care, are provided to the neurodiverse people in prison, on remand, or within community pathways. Responsiveness to the neurodiverse communities will improve individual outcomes and wellbeing and have a positive impact on families and the wider NZ society.

The Department's diverse workforce is tracking well in terms of representing the NZ population. The delivery of Hōkai Rangi will continue to guide workforce planning.

| | 2023 NZ Census | People Portal 30 June 2024 |
|-----------------|----------------|----------------------------|
| European | 67.8% | 60.4% |
| Māori | 17.8% | 19.6% |
| Asian | 17.3% | 14.5% |
| Pacific peoples | 8.9% | 14.9% |
| MELAA | 1.9% | 2.1% |
| Other | N/A | 2.5% |

Transparency in data, HR processes and policies

This published update fulfils the first of the transparency requirements. More organisational information can be found in our [Annual Reports](#). Two years ago, the Department committed to publishing salary information for vacancies. Alongside this, all collective agreements are available on the intranet. Individual Employment Agreements for frontline roles, are also listed on the intranet, and include the relevant four grade remuneration pathway. Full transparency exists for the tikanga and te reo Māori allowances introduced over the last year.

Regular meetings between the People and Capability team and the unions improves collaboration and ensures that any changes or concerns raised by union members through Delegates, are brought to the organisation's attention quickly.

Progress is being made on how disabilities are grouped and named in the People Portal data. This change is intended to result in more respectful categorisations of impairments. This is part of the public service Four-Point Disability Plan, and an important step in continuing to build trust and respect around what our people share with us. As part of the Public Service Four-Point Rainbow Plan, the location of gender was changed in the People Portal in 2023, to increase its visibility.

An important component for transparency is the language used, and how accessible information is. Work undertaken in the people related page on the intranet, and within the HR service portal have focused on using plain English, which is gender neutral, and inclusive. Attention to visual aids, images, flow charts, and graphics will assist usability.

The Human Resources Quality Management System (HRQMS) is still in a project state, with the aim of providing clearer policies, ways of working, business rules, and supporting information, based on our values and the employee life cycle. The IDC was invited to provide feedback on the drafts of the HR Corporate Policies during the consultation phase.

From June to December 2023, the Department of Corrections was one of 15 government agencies to participate in the Centralised Web Accessibility Checker (CWAC) pilot. The CWAC pilot automatically scanned pages from Corrections' public-facing websites to identify potential accessibility issues and report them back for investigation and resolution. By participating in the pilot, the Department aimed to improve its user interfaces for people with disabilities and support the Chief Government Digital Officer to assess the feasibility of central automated accessibility testing.

Test results have driven 15 separate enhancements to the Corrections, Parole Board, and Inspectorate websites since the beginning of the pilot, impacting most webpages. The pilot has recently been extended and Corrections will continue to improve its websites based on reporting.

The Department takes care to ensure video content published to public channels includes captioning. During 2023 / 24, Corrections published 21 videos to its public-facing channels, including for its *Stories from the Inside* recruitment campaign. The Department also captions all internal videos created for communications purposes.

Equitable Pay Outcomes

Our goal continues to be to reduce any pay gaps and improve equity.

The Department continues to maintain lower gender and ethnic pay gaps than the public service averages. See Appendix 4 for the 2022-2024 trends and other pay gap data.

Gender & ethnic pay gaps are a standard component of the annual review of Total Fixed Remuneration (TFR).

Corrections is currently undertaking two Pay Equity Claims with the PSA. One is for Senior Practitioners and Probation Officers, and the other is for Psychologists.

Recruitment Advisors continue to upskill on what inclusive recruitment looks like for different communities, and how this might impact starting salary negotiations. In many regions, pay gaps are shared with hiring managers to improve equity.

| Ethnic Pay Gap | Corrections 30/06/2024 | Public Service Workforce Data 30/06/24 ⁸ |
|-------------------------------------|------------------------|---|
| Average ⁹ Gender Pay Gap | 0.9% | 6.1% |
| Median ¹⁰ Gender Pay Gap | -0.9% | 4.3% |
| Average Māori Pay Gap | 4.7% | 4.8% |
| Median Māori Pay Gap | 0.0% | N/A |
| Average Pacific Pay Gap | 10.9% | 17.2% |
| Median Pacific Pay Gap | 2.7% | N/A |
| Average Asian Pay Gap | 6.0% | 13.8% |
| Median Asian Pay Gap | 0.0% | N/A |
| Average MELAA Pay Gap | 3.5% | N/A |
| Median MELAA Pay Gap | 0.0% | N/A |

Our Gender and Ethnic Pay Gap (See Appendix 4)

NOTE: The Department wide average gender pay gap continues to be significantly lower than the 2024 public service average of 6.1%.⁸

Our Gender and Ethnic Pay Gap and Starting Salary summary for Individual Employment Agreements with Total Fixed Remuneration, are at an average of within the band range:

- Male staff are at 105.6%.
- Female staff are at 103.6%.
- Asian staff are at 105.5%.
- European staff are at 104.1%.
- Māori staff at 102.8%.
- Pasifika staff at 102.6%.

8. At 30 June 2024 Public Service Workforce data

9. Average (mean) salary is the sum of all salary, divided by the number of the people earning that salary.

10. Median salary is the middle amount of pay earned – half the employees earn less, and half earn more than the median amount.

Eliminating all forms of bias and discrimination / Address Bias / Cultural Competence

Individually we need to have self-awareness / cognizance of who we are, how and why we behave in a certain way, make the decisions we do, and the impact of these. To support leaders and team members there are a range of intercultural awareness, reduction of bias, and discrimination initiatives available.

- The Department is committed to plain language communication and has been implementing the [Plain Language Act 2022](#) requirements. Training is provided to content creators as this supports adherence and simplification of any written materials.
- Language can make workplaces safer by encouraging engagement, modelling respect, avoiding misunderstanding, allaying distress, and defusing tense situations. In 2021, the Department developed a Language of Wellbeing style guide to encourage all staff to use language that supports wellbeing and positive outcomes for everyone. Language should be clear, concise, well-organised, and appropriate. The guide also supports staff avoid labels and stereotypes while reflecting diversity and inclusion, by embracing gender affirming language, and te reo Māori.
- Unconscious Bias: How not to judge a book by its cover. This learning module is provided to all staff and provides foundational knowledge on defining unconscious bias, types of biases and the impact of biases on behaviour and decision making.
- An annual Inclusion and Wellbeing Calendar is distributed across all sites, listing dates and events that are important to our diverse staff. This is an invitation for local or national events, intranet articles, celebrations, and commemorations to take place. This is an important tool in supporting a sense of belonging, sharing knowledge, reducing discrimination, and gently challenging unconscious and conscious biases. The online version now also hosts a wide range of online IED workshops and ELN events.
- Visible signs of support and safety will continue to be provided for our diverse staff and communities.
 - » For example, items like network logos, the Inclusion Equity and Diversity Banners, Rainbow and Sunflower Lanyards.
- ELN are another way of raising intercultural capability, with anyone welcome at any network as part of being a visible Ally. Each of these diverse communities are deeply committed to supporting each other, increasing awareness and knowledge around their community's perspective, myth busting, and challenging biases. This helps raise awareness of unconscious bias and invites people to consider their behaviours and decisions.
 - » For example, a te ao Māori capability building event was organised by the Asian ELN, to enable their largely migrant membership to visit a Marae. This enabled many members of the network, to be on a Marae and part of a pōwhiri, for the first time. Cultural Capability Advisors led the day and ensured a safe and positive learning space for all, where cultural and organisational connections could take place.

Ara Poutama Aotearoa Cultural Capability Approach

Cultural Capability Pou

Values-led Capability

How we strengthen and unify our organisational culture through Ara Poutama Aotearoa narratives and our values

Māori-specific Capability

How we embed and develop Te Reo Māori and Te Ao Māori in everything we do

Intercultural Capability

How we develop skills for inclusiveness, equity, and manaaki for all

Whāinga Amorangi Competency Areas

Aotearoa
NZ History /
Te Tiriti o Waitangi
Literacy

Te Reo Māori

Tikanga / Kawa

Engagement
with Māori

Worldview
Knowledge

Understanding
racial equity
& institutional
racism

- The Department has undertaken an independently led review of sexual harassment within the workplace over the last year. The results and recommendations are due to be released in December 2024.
- Monthly Inclusion & Diversity newsletters are available in some regions and are a very versatile way to keep people connected in a 24/7 frontline facing workforce environment.
- Workshop - Understanding Neurodiversity is offered in person for teams and online across the organisation.
 - » The content covers; An introduction to neurodiversity, exploring traits and associations people have with various diagnosis under this umbrella, considering how we can work in a trait responsive and neuro inclusive way with our colleagues and the people on our caseloads.
- Workshop - Rainbow Diversity is offered in person for teams and online across the organisation. This workshop is updated annually from participant feedback.
 - » The content covers; rainbow terminology (definitions of words and how to use them), a history of law reform in Aotearoa relating to the rainbow communities, Corrections' transgender policies, rainbow inclusive practice (for our workplace and for people in our care).

- Workshop series – Inclusive Recruitment and support practices designed to provide insights into different cultures and communities.
 - » Content has been co-designed with each community to ensure their strengths, cultural foundations, and challenges are made clear. To date three workshops have been designed and are in the process of being shared with recruitment teams and hiring managers.
 - Inclusive recruitment for Pasifika People
 - Neuroinclusive recruitment
 - Inclusive recruitment for rainbow communities
- Ara Tika is the department's in-house induction programme which provides 1.5 days of exclusive cultural capability development. This programme is predominantly for custodial and probation frontline staff. National Office staff are encouraged to attend the first two days alongside regional recruits.
 - » Content includes; the obligations of working in the public service, our values, integrity, the Poutama narrative, introduction to Hōkai Rangi (the Department Strategy) and safety. Respecting and valuing both te ao Māori and intercultural capability are clearly articulated to all new staff.
 - » All competency areas in the Whāinga Amorangi Māori Crown Relations Capability Framework (te reo Māori, tikanga / kawa, engagement with Māori, worldview knowledge, Te Tiriti literacy / NZ history, understanding racial inequity & institutional racism). Content on unconscious bias is also included.
- As mentioned in the introduction, recruitment and attraction has been a strong organisation focus over several years. Considerable progress has been made, and there is now a reliable pipeline of highly qualified and diverse candidates, and the lowest turnover rates in three years. Inclusion remains a core part of our recruitment strategy, ensuring our workforce reflects the communities we serve and that they are supported and valued. Here are some of what has been underway to reduce bias, increase cultural capability and value diversity.
 - » Targeted attraction campaigns to showcase our work and our staff, alongside increased attendance at community events, and a combined organisational focus, have brought the necessary increase in staffing numbers.
 - » Attention to how candidates are selected has ensured several recruitment components enable candidates to demonstrate their strengths and values alignment in different ways across the various stages of selection.
 - » The department's frontline psychometric tool has been reviewed from a gender and cultural perspective, and the overall outcome of the assessment shows no negative outcomes.
 - » Senior Advisors Inclusion and Diversity are regularly part of frontline recruitment panels, attending assessment centers, and supporting capability growth for hiring managers and recruitment colleagues.
 - » Recruitment team members across the country have been attending the variety of online IED workshops and taking advantage of opportunities to learn about other cultures and communities. This leads to more team conversations, greater awareness of possible and unintended bias or discrimination, and enables improved advocacy, to support assessors and hiring managers.

- » The E Hono Ana interview framework is intended to treat our people, and new candidates with respect, upholding their dignity / mana, and reducing bias. The interview framework includes a welcome / mihi whākatau to invite culturally relevant introductions, and value the unique strengths of each candidate.
- » Providing candidates with interview questions in advance is another way candidates from diverse cultures, people with neurodiversity, disabilities, or English as a second language can be set up for success.
- » Informed by data, recruitment teams can bring the recruiting sites focus into diversity and pay gaps to reduce bias and improve decision making.
- » Providing salary bands, starting or mid-point information continues to accompany job adverts.
- » A connection to, and invitation to join an ELN is part of each new staff members onboarding information.
- Te Tiriti o Waitangi Analysis is a two-day wānanga partnering with a well-respected provider. The Department is prioritising leadership cohorts for this important capability development opportunity. This recognises the influence and ability leaders have to embed this learning into their practice and encourage and support their staff in their cultural capability development. Starting with National Office leaders, this workshop has now been extended across the country. A train-the-trainer cohort will begin in late 2024 to embed knowledge and skills and enables the Department to continue to offer this significant capability programme into the future.
 - » Content is focused on; Te Tiriti o Waitangi Literacy / NZ history, encompasses learning on racial inequity and institutional racism, bias and discrimination, engagement with Māori, tikanga / kawa, and te ao Māori (worldview knowledge).
- E Toru Nga Mea is the comprehensive, multi-week / day / hour block programme, that predominantly leadership team cohorts undertake. This provides learning across all Whāinga Amorangi competency areas and continues to embed learning about the Department's values, the Poutama narrative, and the importance of Hōkai Rangi. A train-the-trainers programme this year has resulted in an additional 24 staff now able to facilitate.
 - » Content includes; all competency areas in the Whāinga Amorangi Māori Crown Relations Capability Framework (te reo Māori, tikanga / kawa, engagement with Māori, worldview knowledge, te Tiriti literacy / NZ history, understanding racial inequity & institutional racism) and includes content on unconscious bias.

Other te ao Māori capability development options are:

- The Tihi o Manono te reo Māori & Tikanga mobile phone App.
- Te reo Māori learning resources in 'My Learning Hub' and the 'Cultural Capability Hub'.
- Provision of online learning partnering with two national providers.
- Taonga Tuku Iho morning sessions (karakia and waiata).
- Stronger regional focus to extend Whāinga Amorangi Māori Crown Capability Framework options.

Case Study: Central Region Leaders (See Appendix 5 for more information)

A successful pilot has been underway across the Bay of Plenty and Waikato. This has been aimed at establishing a baseline for cultural capability for the region's leaders, target professional development, and then identify further development areas. The competency areas were:

- Tikanga & Kawa
- Te Reo Māori
- Te Tiriti Literacy & New Zealand History
- Te Ao Māori & Tauwi Worldview Knowledge
- Understanding Racial Inequity & Institutional Racism

The results of this 12-month cultural capability pilot saw a noticeable decrease in staff self-assessing as 'Unfamiliar' across all competency areas, and a notable increase in staff self-assessing as 'Comfortable', 'Confident' and 'Capable'.

- A significant initiative undertaken alongside union partners was the Te Reo Māori allowances for a range of frontline roles (Prison-based, Health Services, Community Corrections, Psychologists, and Frontline Managers). This annual allowance is to recognise and encourage development of te reo Māori & tikanga skills and knowledge. As part of this initiative, a te reo Māori & tikanga learning module was developed and provided for staff to upskill their competency from 'unfamiliar moving to comfortable'.
 - » In this FY a total of 4,515 eligible staff had an allowance applied. 4,301 at the 'Unfamiliar moving to Comfortable' competency level, and 237 eligible staff for 'Comfortable, Confident, Capable, and Advanced' competency levels were applied to 237 eligible staff. The Te Reo Māori allowances have been included in the Frontline Managers, Prisons, Frontline Staff, Community and Psychologists Collective Agreements.
- One of the changes earlier in 2024, was the establishment of a National Cultural Capability team, for cultural capability, kaupapa Māori and Pasifika expertise.

| Workshops and E Learning attended and completed | TOTAL | 01/07/23 – 30/06/24 | Before 30/06/23 |
|--|-------|---------------------|-----------------|
| Ara Tika (Values and cultural capability expectations) | 2360 | 1288 | 1072 |
| Unconscious Bias | 4081 | 2837 | 1244 |
| Te Tiriti o Waitangi Literacy | 631 | 231 | 400 |
| E Toru Nga Mea | 752 | 752 | N/A |
| Te Reo and Tikanga through national providers | 300 | N/A | 300 |
| Inclusive Leadership (New People Leaders Module) | 186 | 103 | 83 |
| Introduction to Inclusion and Diversity (Bias and privilege) | 675 | 238 | 437 |
| Mana Aki (Intercultural Competence) | 11 | 11 | 138 |
| Flexible Working | 908 | 253 | 655 |
| Rainbow Diversity | 2474 | 230 | 2244 |
| Understanding Neurodiversity | 812 | 574 | 238 |
| Pasifika Awareness Training | 161 | 161 | N/A |
| Inclusive Recruitment Practices | 121 | 121 | New |

Leadership and Representation / Inclusive Leadership / Effective Career and Leadership Development / Fostering Diverse Leadership

Ara Rangatira, our Leadership Development Framework (LDF) has its foundations in the Poutama narrative¹¹ and has been evolving through the voices of many participants recently. The IDC were part of the early Discovery workshops that helped inform the resulting leadership framework and the departments approach to Talent Management. The Executive Leadership Team (ELT) have set out the five leadership expectations and are committed to a formal launch in early 2025.

The LDF shows 'what good looks like' for each of the five expectations across each stage of our leadership journey - starting with Leader of self. The LDF is for everyone across different contexts; Leader of Self / Teams / Leaders / Influence / Strategy.

One of the leadership expectations, 'Develop positive environments' is using the Inclusive Leadership traits¹², identified by the Leadership Development Centre for public service use.

A second leadership expectation is 'Know Yourself'. A Feedback and Reflection project is underway for 120 leaders. This is designed to support our leaders understand what is working well for them and steps they need to implement to lead new ways of working. A 360 survey is being used in this project to support leaders as part of our transformational culture shift. ELT are the first cohort. The collected feedback will provide valuable insights across a range of leadership expectations, including Positive Culture, Te ao Māori Worldview and IED descriptors.

For example; the Behavioural Map includes these best practice behaviours:

- I am on a journey to grow my cultural capability. I am deepening my understanding of kaupapa Māori to work, participate and contribute in a Te Ao Māori environment
- I value the lived experience of everyone, and work to enhance everyone's sense of belonging.
- I will respect, Whakamana (build up), celebrate and value everyone's diversity.
- Diversity in all its forms brings strengths that I will nurture, support, and retain to ensure I am inclusive.
- I treat everyone with dignity, empathy, and compassion. I act with humility.
- I work to recognise and mitigate against bias in my day-to-day practices and consistently apply an inclusive leadership lens to my actions.

A strong emphasis will be on networked learning. Some of the wide range of Tools to support people will be video clips featuring leaders from Ara Poutama Aotearoa, sharing their insights and experiences on various leadership topics. This will help raise the profile of our leaders, make their inclusive practices visible, and help foster diverse leadership.

^{11.} The Poutama narrative reflects Tāne's ascent to the summit of Manono, symbolizing the journey of growth and discovery. Along the way, Tāne confronts and overcomes various challenges, drawing on resilience and determination to bring back the baskets of knowledge, so that all can benefit from wisdom and enlightenment.

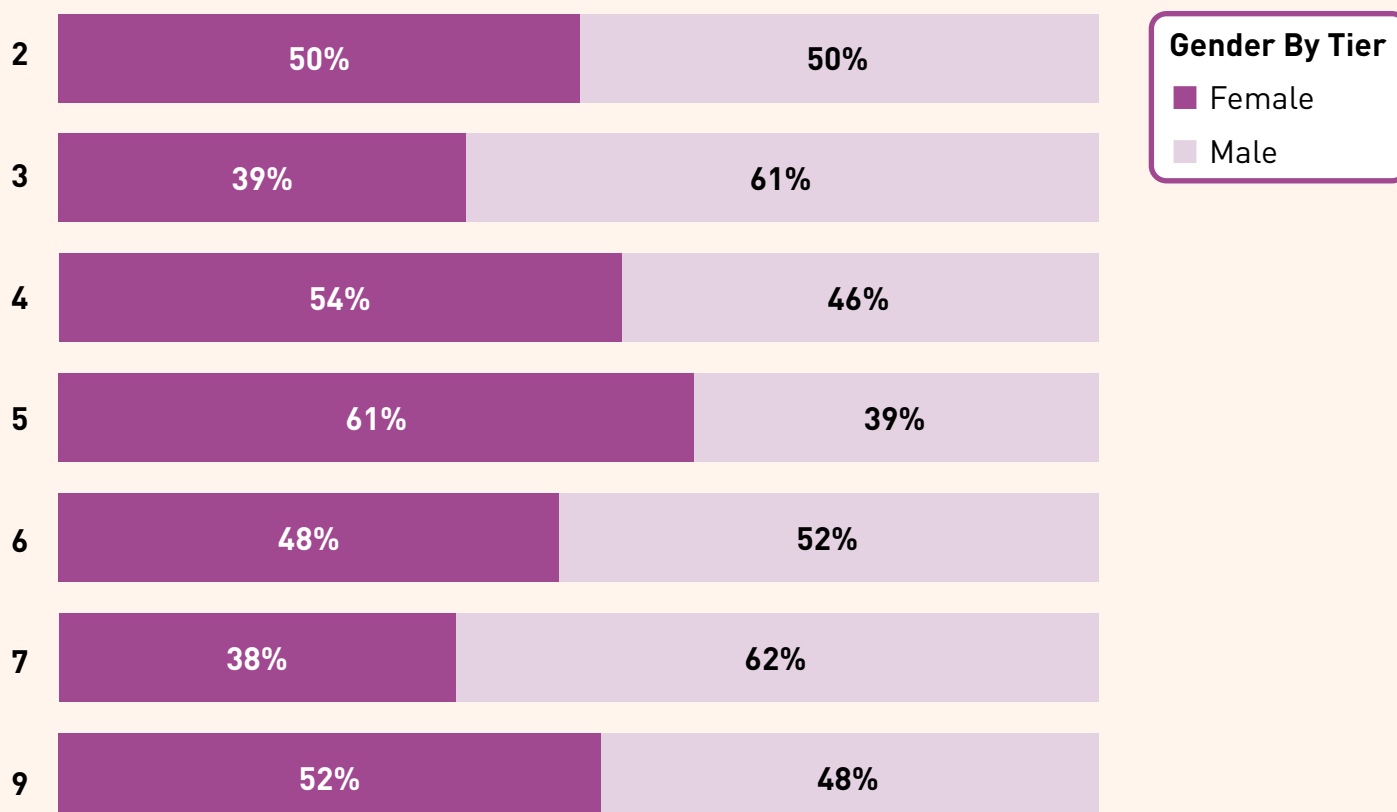
^{12.} Deloitte Inclusive Leadership Traits; Cognizance, Curiosity, Cultural Intelligence, Courage, Commitment and Collaboration

Since our last report we have begun a refresh of Kōrero Whakawhanake (Conversations the strengthen and develop). This has included rewording the current template to ensure we are using inclusive, safe and wellbeing aligned language. Attention to the accessibility of the template, whether used digitally or printed, is important.

| | All employees ¹³ | | Leadership Tiers (1-3 consolidated) | |
|------------|-----------------------------|-------|-------------------------------------|-------|
| Date | Female | Male | Female | Male |
| 30/06/2024 | 48.7% | 48.6% | 47.9% | 49.3% |
| 30/06/2023 | 50.7% | 48.9% | 45.3% | 54.7% |
| 30/06/2022 | 50.6% | 49.2% | 55.6% | 44.4% |
| 30/06/2021 | 49.3% | 50.5% | 56.0% | 44.0% |

| | All employees | | | | | Leadership Tiers (1-3 consolidated) | | | | |
|------|---------------|-------|---------|-------|-------|-------------------------------------|-------|---------|-------|-------|
| Date | European | Māori | Pacific | Asian | MELAA | European | Māori | Pacific | Asian | MELAA |
| 2024 | 59.9% | 19.4% | 14.8% | 15.2% | 2.2% | 90.1% | 23.9% | 1.4% | 2.8% | 0% |
| 2023 | 66.2% | 21.8% | 14.0% | 12.9% | 2.2% | 88.7% | 21.0% | 1.6% | 3.2% | 0.0% |
| 2022 | 67.7% | 21.6% | 13.3% | 11.3% | 2.3% | 92.5% | 18.9% | 5.7% | 3.8% | 0.0% |
| 2021 | 68.8% | 21.3% | 12.9% | 10.7% | 2.3% | 95.9% | 18.4% | 2.0% | 2.0% | 0.0% |

Here is a snapshot of our talent at 30 June 2024¹³.



¹³ 0.2% of employees have identified as Gender Diverse for reporting purposes.

Employee led networks (ELNs)

The Department has provided strong support for ELN, recognising the value they bring to the staff, diverse communities, and the organisation. Year on year the national and regional networks are growing to bring many voices into enriching the organisational culture and a change to more inclusive practices. The sense of belonging network members have, positively impacts their wellbeing, engagement with their work, retention, and purpose. See Appendix 6 for the list of National ELNs / Support Networks.

Some initiatives to support the growth and success of ELNs; are the active involvement of the I&D team in steering groups, co-leadership, and support, many have Executive Sponsors, and the national networks have a logo for internal use, and MS Teams channel and dedicated email address. This enables members to stay connected regardless of the 24/7 national nature of our organisation. IDC funding has been prioritised for ELNs, and this has been a very positive demonstration of the organisations intent and the value it places in these communities. The organisation has gained cultural and community awareness resources, guidelines, lived experience insights, and contributions to making systems and processes more inclusive. Primarily it is the supportive environment these ELNs / communities bring to anyone involved, that has improved psychological safety, wellbeing, and employee experience. This is the ultimate win-win for staff and organisation.

The searchable database of regional and national employee led networks, continues to promote visibility, and enable more collaboration nationally. It is a quick way to find a work whānau where everyone is welcome, where you can meet colleagues across different roles and teams, be amongst familiar or new conversations, and access community support if necessary.

Two new national governance networks to note are:

- Wāhine Hautaki / Womens Governance Network
- National Pasifika Network

Representatives from eight ELN have been included in the structure of the newly forming Inclusion, Equity and Diversity Council, to amplify their communities voice into the organisation.

A recruitment initiative that has been co-designed with ELNs has been a series of inclusive recruitment workshops for hiring managers and recruitment leads. The first three workshops have brought the Pacific Peoples, rainbow communities and neurodiverse perspective into the recruitment process. The goal is to reduce discrimination, raise awareness of specific community challenges, and invite the 'setting candidates up for success' mindset.

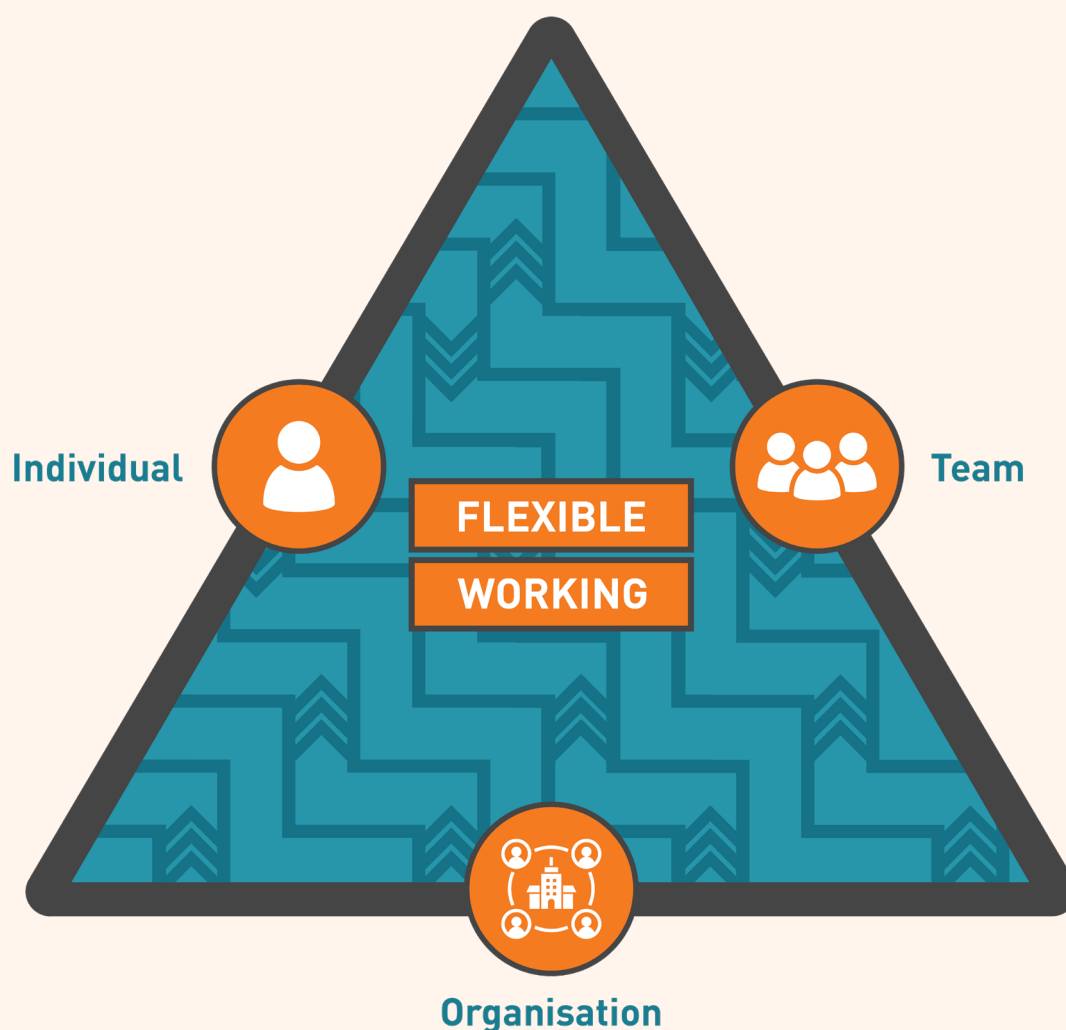
The largest network is the Neurodiversity Network with over 300 members nationally. The network and I&D team have spearheaded several initiatives, which have resulted in a noticeable culture shift in the way neurodiverse staff are valued, supported, and heard. This has led to The Department of Corrections / Ara Poutama Aotearoa being given a Highly Commended Award in the Diversity Works Awards - Inclusive Workplace 2024.

Flexible-work-by-default

The Department's Flexible Working Policy is aligned to the Public Service guidelines, which were developed by the Equal Pay Taskforce (Public Service Commission, Ministry for Women and PSA), and have their foundations in the first Gender Pay Gap Action Plan (2018-2021). The Department will remain responsive to the recent government expectations around working from home arrangements and consider what changes will be necessary to our flexible work policy and processes. Working from home is one of the over 20 options the Department offers.

See Appendix 7 for a list of the options available.

Offering flexible working options supports more people with disabilities into the workforce, supports those needing to work outside of their core hours, a range of return-to-work situations, and it enhances the wider range of skills and diversity in the organisation. Flexible working options continue to form part of the Department's retention and inclusion approach. Flexible work provisions aligned to our policy, have recently been included into the Community and Psychologists Collective Agreements.



Appendix 1: Inclusion Equity and Diversity Staff Approach

Kotahi anō te kaupapa; ko te oranga o te iwi
There is only one purpose to our work; the wellness and wellbeing of the people.

Inclusion, Equity and Diversity Staff Strategy 2022 - 2024



Vision: We are all part of creating and upholding an inclusive environment where we feel safe, valued and respected. We are committed to the wellbeing of everyone.

Manaaki: Ara Poutama Aotearoa is committed to ensuring the wellbeing of everyone. This includes their safety, mana and sense of belonging.

Kaitiaki: Our policies, practices, technologies and facilities enable I, E & D outcomes. We regularly measure and celebrate progress against our goals.

Whānau: Ara Poutama Aotearoa attracts, recruits, nurtures, values and retains diversity at all levels of our workforce whānau.

Rangatira: Everyone has a leadership role to ensure an inclusive environment, where racism, bias and discrimination are eliminated.

Wairua: We are unified and focused, knowing that inclusion, equity, and diversity are essential for our oranga, and the work we do.

Our priorities for this strategy:



Raising awareness about inclusive, safe and positive working environments.



Capability uplift in unconscious bias and decision-making for leaders.



Continuing to support employee-led networks.

**Contact your regional or national I&D Advisors to get involved.*



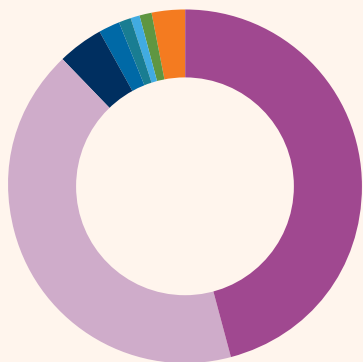
Appendix 2: Inclusion and Diversity Achievements and Highlights

2022-2024

- The establishment of four regional Senior Advisor Inclusion and Diversity roles, recruited to in 2022 and integrated into the local leadership teams.
- A refresh of the Rainbow Network logo in 2023 has ensured full inclusion for all rainbow communities. This network was one of the first national networks to be established.
- Regular investment from the Department, through the IDC, to support ELNs face-to-face conferences / events, cultural celebrations, capability development opportunities, wellbeing initiatives, resources, and visible symbols of safety such as the Sunflower Lanyard.
- I&D Champion groups and / or regional newsletter set up and led across many regions.
- Intranet articles featuring ELNs and communities at least fortnightly.
- Pasefika Identity and Awareness Trainings.
- Shifting views and increasing safety for conversations and events; all forms of discrimination and bias, wellbeing, women's health, cultural strengths, Te Tiriti o Waitangi, equity and privilege, and neurodiversity.
- Highly Commended Award for neurodiversity initiatives at the 2024 National Diversity Works Awards ceremony.
- Close to 20 national employee-led networks supporting our people, informing allies, and helping the Department improve practices.
- Establishment of national governance groups representing multiple regional Māori, Pasifika, and Women's networks.
- Accessibility standard for non-function requirement in software design developed.
- Improved dashboards and reporting for neurodiverse staff.
- The Department is one of 15 government agencies to participate in the Centralised Web Accessibility Checker (CWAC) pilot.
- Changes underway to data recorded in the Rainbow and Disability HR areas.
- From early IDC support, the Tangata Moana (People of the Ocean) workwear range has now been launched. Made in Fiji, there are two items available through our uniform catalogue to our 1,400 pacific staff: *le faitaga* (Pasifika version of men's formal pants) and *le sulu* (women's formal long skirt).

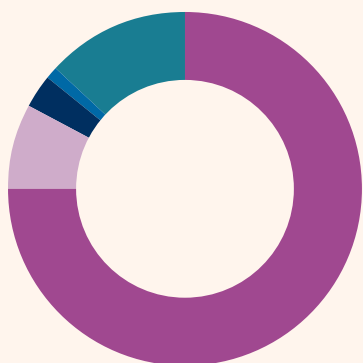
Appendix 3: Te Taunaki 2021 Diversity Survey data

Te Taunaki Public Service Commission survey 2021 completed by 53.4% staff



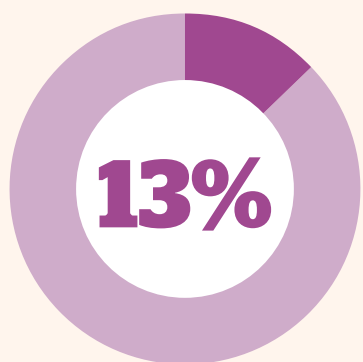
Religion

- 46% - No Religion
- 42% - Christian
- 4% - Other religions, beliefs and philosophies
- 2% - Hinduism
- 1% - Buddhism
- 1% - Islam
- 1% - Spiritualism and New Age religions
- 3% - Māori religions, beliefs and philosophies
- 0% - Judaism



Languages Spoken

- 75% - English
- 8% - Te Reo
- 3% - Samoan
- 1% - Sign Language
- 13% - Other Language



Indicative Mental Health

Do you experience any mental health conditions that have lasted for more than six months? Answered: "Yes"

Māori-Crown Capability Framework

"I am comfortable supporting tikanga Māori (Māori cultural values and practice) in my agency."

Tikanga/kawa

70%

"I am encouraged and supported to engage with Māori views and perspectives are taken into account."

Engagement with Māori

68%

"I feel confident in my ability to identify aspects of my agency's work that may disadvantage Māori."

Understanding racial equity and institutional racism

63%

"I understand how my agency's Te Tiriti o Waitangi / Treaty of Waitangi responsibilities applies to its work."

New Zealand history and the Treaty of Waitangi

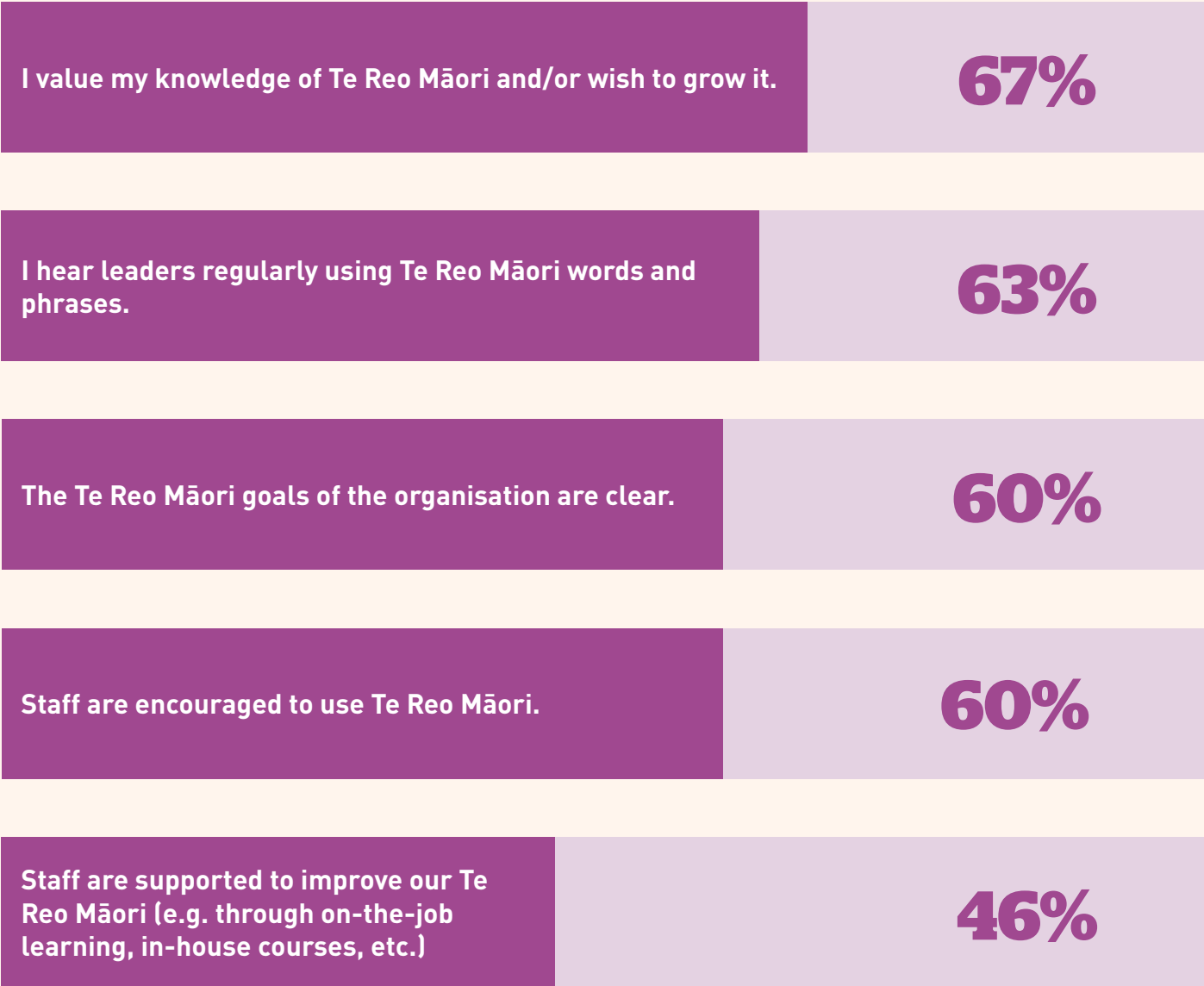
65%

% agree / strongly agree

Māori-Crown Relations Capability



use at least some Te Reo Māori at work
This result includes "All Te Reo Māori", "Mostly te Reo Māori", "Te Reo Māori equally with English" and "some Te Reo Māori".



% agree / strongly agree

Appendix 4: Equitable Pay Outcomes

Additional Data

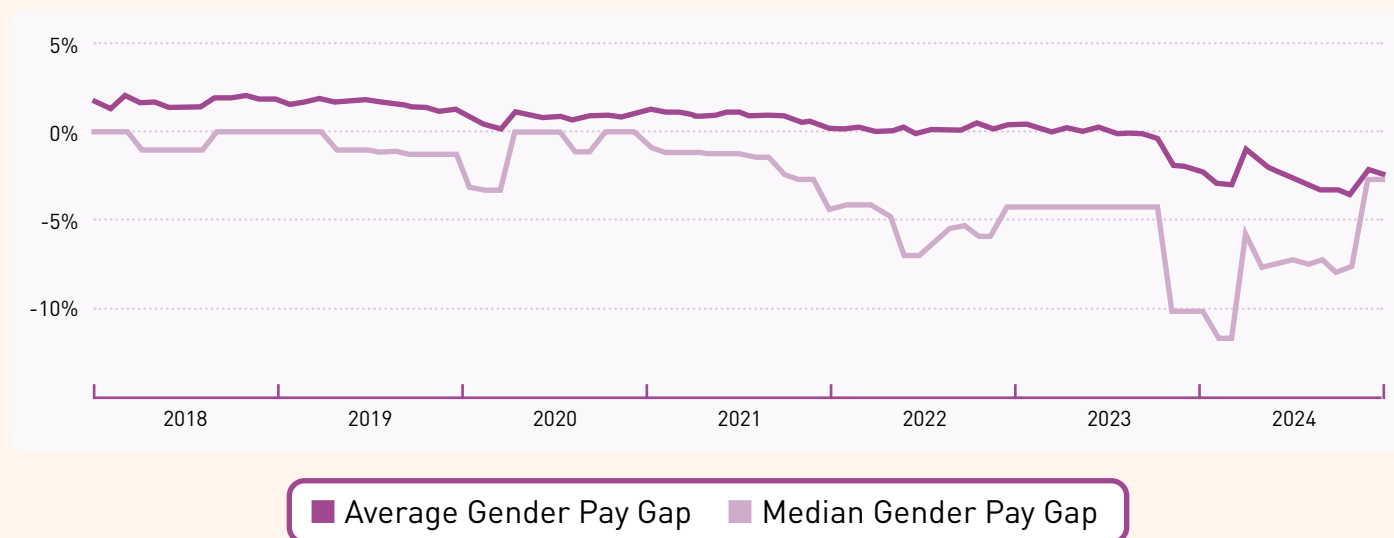
- Calculations are aligned with the Guidance Measuring and beginning to address Māori and Ethnic Pay Gaps in the Public Service April 2021 published by Te Kawa Mataaho.
- Average (mean) salary is the sum of all salary, divided by the number of the people earning that salary.
- Median salary is the middle amount of pay earned – half the employees earn less, and half earn more than the median amount.
- Note that the Public Service gender pay gap using median pay is more volatile over time than that using mean pay. The structured nature of pay for many parts of the Public Service workforce, with large numbers of employees receiving the same pay, are driving this volatility in gender pay gaps using median pay.

Gender and Ethnic Pay Gap: Corrections versus Public Service

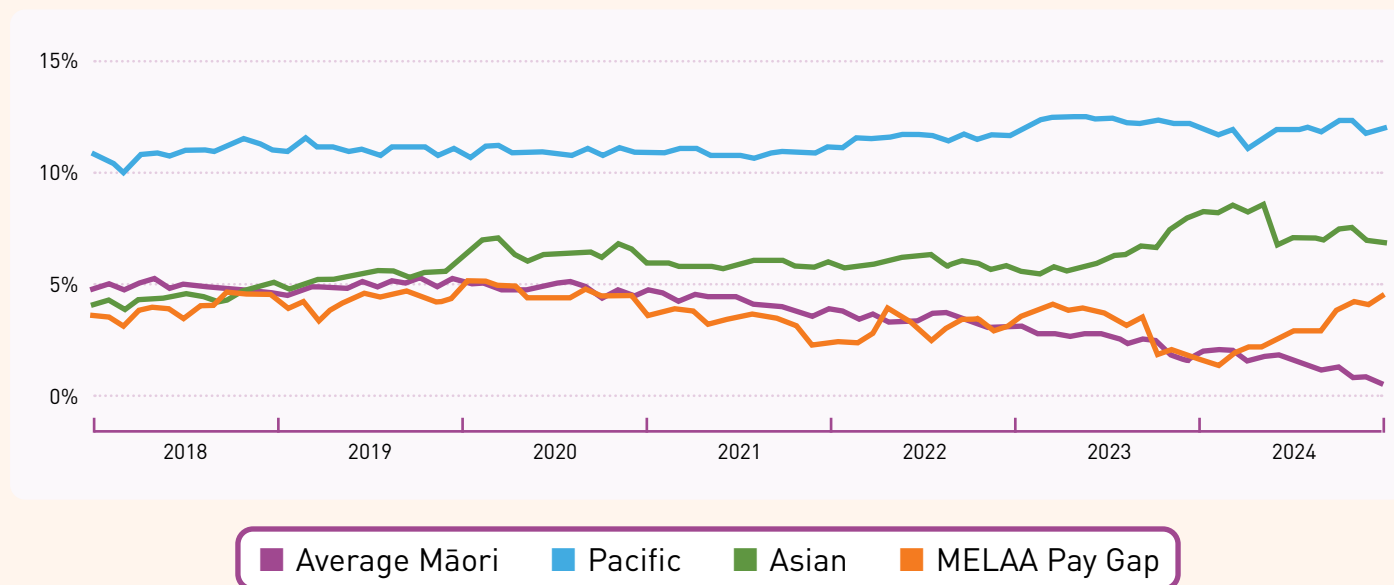
| Pay Gap | Corrections 30/06/2024 | Public Service Workforce Data 30/06/24 ¹⁴ | Corrections 30/06/2023 | Public Service Workforce Data 30/06/23 | Corrections 30/06/2022 | Public Service Workforce Data 30/06/22 |
|-------------------------|---------------------------|--|---------------------------|---|---------------------------|---|
| Average Gender Pay Gap | 0.9% | 6.1% | -3.1% | 7.1% | 0.0% | 7.7% |
| Median Gender Pay Gap | -0.9% | 4.3% | -11.5% | 5.8% | -5.8% | 6.8% |
| Average Māori Pay Gap | 4.7% | 4.8% | 2.0% | 5.4% | 3.1% | 6.5% |
| Median Māori Pay Gap | 0.0% | N/A | -0.8% | N/A | 1.4% | N/A |
| Average Pacific Pay Gap | 10.9% | 17.2% | 11.7% | 16.6% | 11.7% | 17.7% |
| Median Pacific Pay Gap | 2.7% | N/A | 9.1% | N/A | 5.0% | N/A |
| Average Asian Pay Gap | 6.0% | 13.8% | 8.2% | 13.0% | 5.7% | 12.4% |
| Median Asian Pay Gap | 0.0% | N/A | 9.1% | N/A | 2.0% | N/A |
| Average MELAA Pay Gap | 3.5% | N/A | 1.3% | N/A | 2.9% | N/A |
| Median MELAA Pay Gap | 0.0% | N/A | 0.5% | N/A | 0.0% | N/A |

Note: At this point the department is not able to provide reliable data for the rainbow and disabled communities. We continue to work on creating a trusting workplace where all our staff feel safe enough to share this information with us.

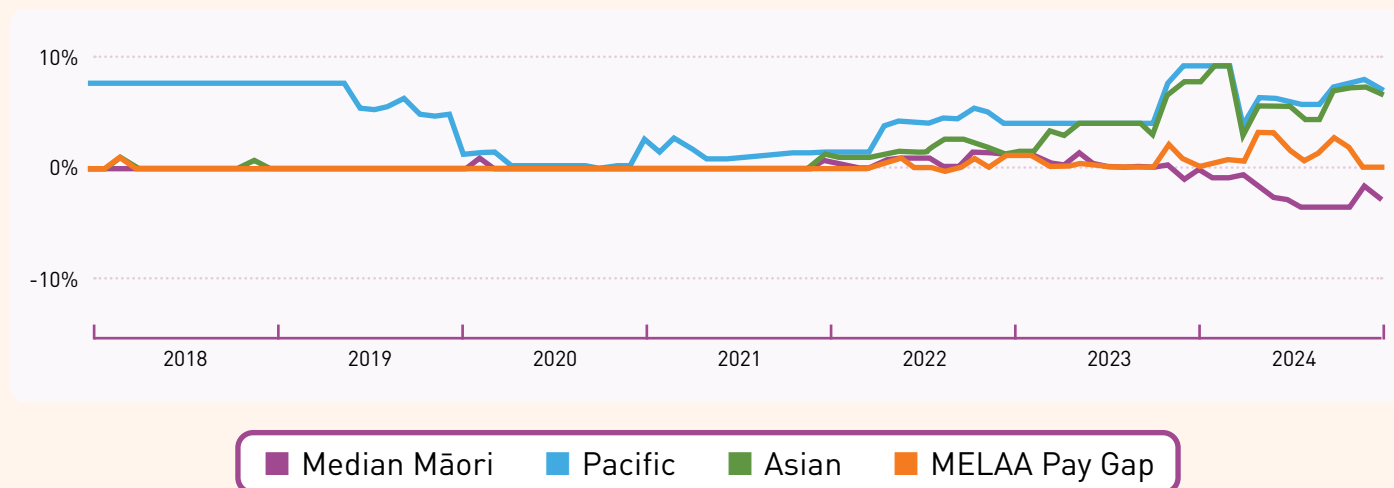
Average Gender Pay Gap and Median Gender Pay Gap by date



Average Māori, Pacific, Asian and MELAA Pay Gap by Date



Median Māori, Pacific, Asian and MELAA Pay Gap by Date

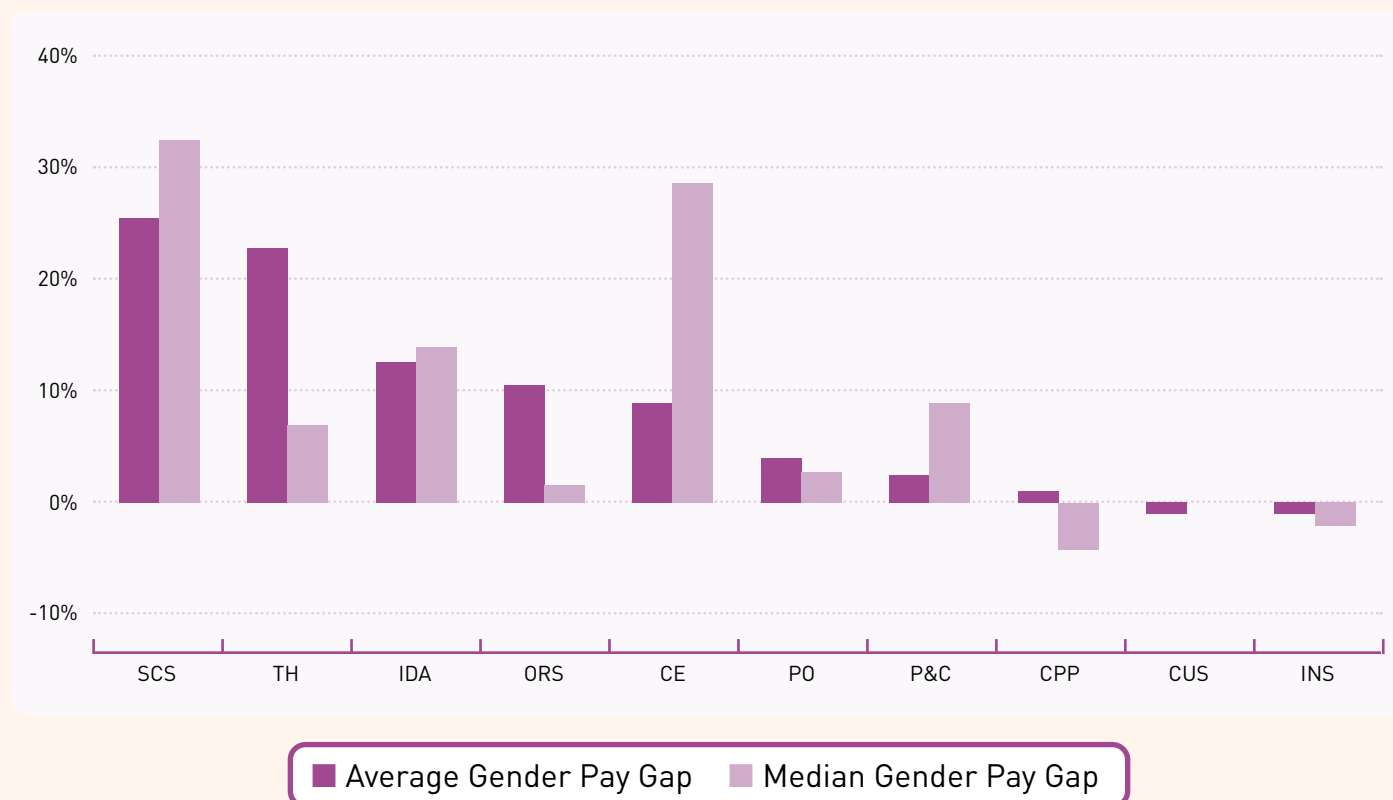


Starting salaries for staff on Individual Employment Agreements with Total Fixed Remuneration against gender and ethnicity

| Date | Female | Male | European | Maori | Pacific | Asian |
|-------------------------|--------|--------|----------|--------|---------|--------|
| 01/07/2023 – 30/06/2024 | 103.6% | 105.6% | 104.1% | 102.8% | 102.6% | 105.5% |
| 01/07/2022 – 30/06/2023 | 102.1% | 103.0% | 102.5% | 101.8% | 100.2% | 103.1% |
| 01/07/2021 – 30/06/2022 | 104.5% | 105.7% | 104.1% | 103.7% | 103.9% | 108.2% |
| 01/07/2020 – 30/06/2021 | 103.4% | 105.1% | 103.6% | 102.4% | 103.0% | 104.3% |
| 01/07/2019 – 30/06/2020 | 98.0% | 102.0% | 99.8% | 98.6% | 93.3% | 98.5% |

Note: At this point the department is not able to provide reliable data for the rainbow and disabled communities. We continue to work on creating a trusting workplace where all our staff feel safe enough to share this information with us.

Average Gender Pay Gap and Median Gender Pay Gap by Service Group



Appendix 5: Cultural Competence Case Study

Central Region Leaders¹⁵

A cultural capability assessment survey, based on the Whāinga Amorangi Māori Crown Relations Capability Framework was implemented February 2023. This was to provide a baseline for cultural capability across Central Region management / leadership tier, and to identify potential development areas for individuals and teams. The initial survey included 55 questions across competency areas:

- Tikanga & Kawa
- Te Reo Māori
- Te Tiriti Literacy & New Zealand History
- Te Ao Māori & Tauwi Worldview Knowledge
- Understanding Racial Inequity & Institutional Racism

FY 2023-2024:

- A. Baseline self-assessment: 12 Senior Leadership teams with total of 81 staff.
 - i. Skills level indicators were: Unfamiliar/Comfortable/Confident/Capable.
 - ii. Cultural Capability Advisers follow up with teams' overall results and set a time to explore access to resource activities.
- B. A second survey for leadership team members with staff reports, was made available for a reassessment after 12 months of capability development.
 - i. 90% of participants had undertaken learning opportunities and agreed that these had improved their competency.
 - ii. The two competency areas most participants wanted more development in was te reo Māori and understanding racial inequity and institutional racism.

Cultural capability development activities: Learning the history of the local rohe/ area.

- Waikato hikoi NZ historical tour; Pokeno, Rangiriri Pa site, Ngaruawahia, Orakau Battlement site and Rangiaowhia.
- Bay of Plenty hikoi NZ historical tour; Maketu, Gate Pa Battlement site.
- Each fortnightly team meeting a delegated team member presented on Te Tiriti o Waitangi knowledge and New Zealand historical cultural information and shared this with their team.

¹⁵. Cultural Capability self-assessment survey & professional development plans for leaders (Bay of Plenty and Waikato)

Comparing competency level shift from 2023 to 2024

The results of this 12-month cultural capability development plan saw a noticeable decrease in staff self-assessing as 'Unfamiliar' across all competency areas and a notable increase in staff self-assessing as 'Comfortable, Confident and Capable'.

| | |
|--------------------|--|
| Unfamiliar | Decreased & Distributed forward 58.89% |
| Comfortable | Distributed forward 09.92% |
| Confident | Increased 27.61% |
| Capable | Increased 75.44% |

This pilot initiative has provided a strong evidence base, that provides the department with an understanding of what staff cultural capability development needs are. This pilot initiative will be extended to other regions in the next financial year based on the excellent insights, and successes of this cohort of leaders and their teams.

Appendix 6: List of national Employee Led Networks for our diverse communities

(Anyone is welcome to join any employee-led network)

| Name of Network |
|--|
| Te Kaahui Maaori |
| National Pasifika Network |
| Wāhine Hautaki (National Women's Governance Network) |
| Rainbow Network |
| Veteran's Network |
| Asian Network |
| Pan Indian Network |
| Menopause Support Network |
| Disability Network |
| Neurodiversity Network |
| Whānau of Neurodivergent People |
| Young Staff Network |
| Tauparapara Hauora Network (Men's Wellbeing) |
| Parents Network |
| Immigrants Network |
| Carer's Network |
| Faith Network |
| Endometriosis Support Network |
| Chronic pain / condition support chat group |
| ADHD Support in the Workplace chat groups |
| Takiwātanga Autism at Ara Poutama Aotearoa |



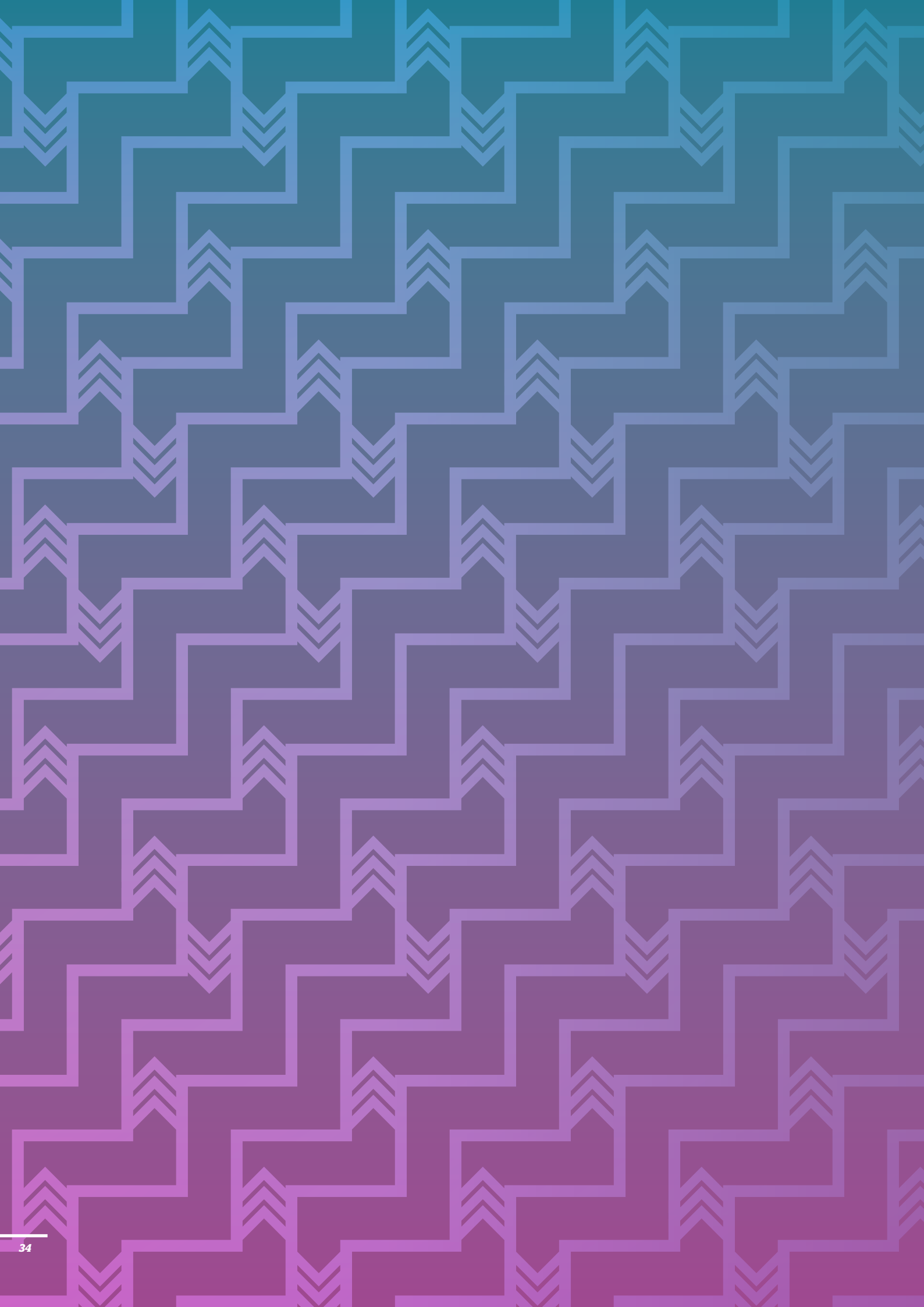
Examples of Staff Network logos

Appendix 7: Flexible Working Options

Flexible working options available

Flexible working can be arranged in many ways. The table below shows different ways people can request to work.

|  Time |  Role/Career |
|---|--|
| <ul style="list-style-type: none"> • Swapping workday or hours with non workdays/hrs • Time off in lieu (TOIL) • Flexi-breaks • Staggered start and finish times • One off changes • Peak time working (casual or part-time) • Compressed week • Fixed and flexible shifts: part-time and full-time • Flexible or fixed shifts | <ul style="list-style-type: none"> • Job rotation • Career break/sabbatical • Phased return to work • Secondments • Retiring leave/phased retirement • Job sharing |
|  Place |  Leave |
| <ul style="list-style-type: none"> • Working from home • work hubs within Ara Poutama Aotearoa or with other agencies • Remote working (full or part time) • Activity based workspace | <ul style="list-style-type: none"> • Unpaid leave • Weeks on / weeks off • Other types of leave - such as study or special leave • Term-time working (paid or unpaid) |







DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA