



Kia Toipoto Plan

**CLOSING GENDER, MĀORI, PACIFIC AND
ETHNIC PAY GAPS**

Ara Poutama Aotearoa - Department of Corrections | **2023 - 2024**



ARA POUTAMA AOTEAROA
DEPARTMENT OF CORRECTIONS

Kia Toipoto: Closing Gender, Māori, Pacific and Ethnic pay Gaps 2023-24

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.

Introduction

The purpose of this report is to provide an update on the Ara Poutama Aotearoa / Department of Corrections Gender Pay Gap Action Plan for 2022 - 23.

This document uses different data ranges, and these are stated alongside the data and commentary.

This work is connected to our Council vision, Hōkai Rangi Strategy and People Plan.

The Department is committed to creating an inclusive workplace. An environment where everyone feels safe, valued, respected, and have equitable opportunities to reach their full potential. This work is aligned to our values.



Our organisational strategy, Hōkai Rangi 2019-2024, 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, including our staff, people in our management, their whānau, victims and our communities.

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

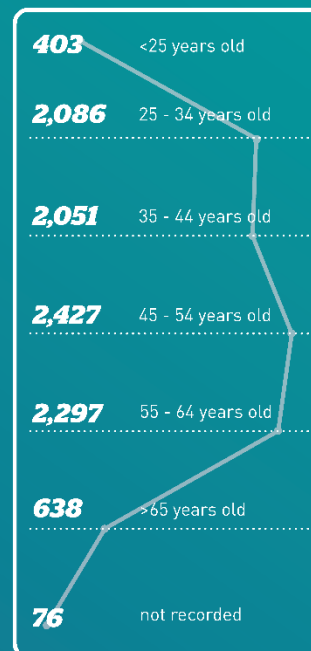
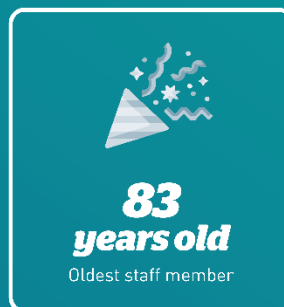
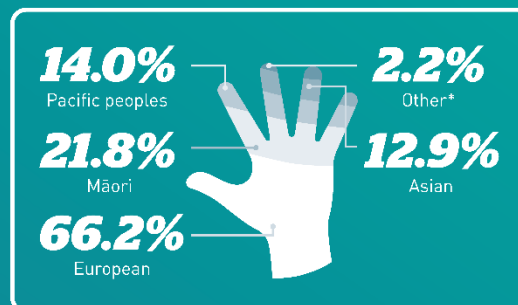
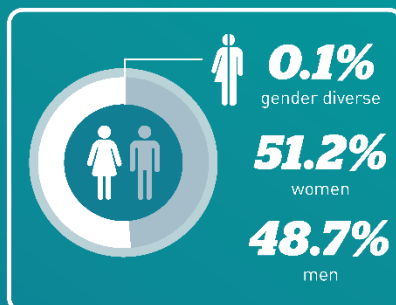
Hōkai Rangi is a transformational strategy identifying changes that are needed now, alongside long-term intergenerational changes. As reported in our Annual Report 2022/23, 34 of the 37 short term actions have now been substantively delivered. This strategy provides a strong purpose for our people, those who choose to join our

journey, and those who stay to guide our journey. We cannot achieve Hōkai Rangi without innovation, new ways of working, and thinking. Our staff diversity brings this strength, along with access to new ideas, skills, experience, and perspectives.

Our people

As at 30 June 2023

Our staff are:



*Totals equal more than 100 percent as staff may identify with multiple ethnicities.

Our Inclusion, Equity and Diversity Journey / Whakapapa

Our focus on inclusion and diversity began in 2017, with a significant project over two years to reduce the gender pay gap. This approach focused on a range of factors which included:

- a review of career breaks and transitions
- remuneration
- leave policies and
- wider organisational engagement.

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, and you will find more detailed analysis in the Equal Pay section.

Another component of our inclusion and diversity uplift was the establishment of our Inclusion and Diversity Council (IDC) in 2018. This is an active council that meets monthly, has a breadth of diversity in its membership, includes union delegates, and is chaired by an Executive Leadership Team (ELT) member. The IDC is one of the ways our organisation engages with team members, employee led networks and unions. The IDC's role is to champion and encourage inclusion and diversity initiatives nationally with members providing a local voice for this. Members raise awareness of opportunities and barriers, 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.

A refresh of the IDC membership and structure is scheduled for early 2024. This refresh is necessary to accelerate organisational change, broader connections, strategic focus and prioritisation of Inclusion, Equity & Diversity (I, E&D). A working group which included representatives of national networks, Te Kahūi Māori, Rainbow, Disability Networks, and our Corrections Association of New Zealand (CANZ) and Public Service Association (PSA) unions, have designed the recruitment plan for IDC members.

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

The new approach has been endorsed by ELT and is aimed at accelerating organisational change, by involving lived experiences and the passion of our people in the planning and decision making within key projects. Integrating I, E&D must pave the way forward and having Council members connected to People and Capability Pillars (Pou) will improve collaboration and help achieve this. This links clearly to the goals of Kia Toipoto and the Public Service Act 2020.

Union, employee, and network engagement

We are continuing to work with our unions and the Public Service Commission (PSC) to review and improve outcomes for pay and recognition. It is important that all our people are employed under fair and equitable conditions that are bias free. Our national employee led networks (ELNs) are growing in number and size and continue to accelerate change for our organisation. The IDC, national ELNs and communities, are being deliberately engaged in key pieces of People and Capability work to improve the outcomes. In 2024 our new Inclusion, Equity and Diversity Council (IEDC) way of working will be contributing to this in a more

strategic and visible way. IEDC membership will continue to include union delegates and now, also representatives of national ELNs.

Our Organisational Context

At 30 June 2023, we had 9,978 full-time and part-time staff.¹ The vast majority of our staff are employed under one of our many collective employment agreements. We continue to value and work with our unions, to support the wellbeing of our staff, and identify areas for improvement. We work with the Corrections Association NZ (CANZ), the New Zealand Public Service Association (PSA), the NZ Nurses Association (NZNO), and the National Union of Public Employees (NUPE).

In broad terms, we have three different working environments. The custodial environment where staff are involved in the 24/7 management of prisoners, the community-based roles with mainly case management and probation focused roles and we have our corporate environments which include staff in our national and regional hubs.

With 89% of our people working in the frontline, this means we cannot adopt a 'one size fits all' approach we need to work with all parties involved, to achieve appropriate solutions. This also means that different regions, work environments, and teams are at different stages of their people journey. Each region has its own Ira Tangata / Kaimahi / People Plan that links to the National People Plan. Each of these enable our Hōkai Rangi strategy and guide us in enhancing our workplace environment. This is the update provided in our latest Annual Report.

*"We are making good progress in delivering on Hōkai Rangi and expanded on this in August 2023 with the confirmation of our organisational structure, Hōkai Rangi – The Pathway Forward – Te Ara Whakamua. Te Ara Whakamua will see changes to parts of our organisational structure to improve clarity of roles and related accountability, including our Executive Leadership Team. This will allow us to build a more effective platform for continuing our delivery of Hōkai Rangi and achieving our strategic goals."*²

Our Inclusion, Equity and Diversity Approach

Our vision is that 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.

To guide and inform us in this journey we reference:

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

Our national, regional, and local people plans are aligned to achieving our IDC vision, Hōkai Rangi Strategy and progressing Public Service-wide goals.

¹ Annual Report Ara Poutama Aotearoa 2023-2024

² Annual Report Ara Poutama Aotearoa 2023-2024

Kia Toipoto – Gender Pay Gaps Action Plan 2021-24 focus areas:

Transparency / Te Pono

This published action plan fulfils the first of the transparency requirements. More organisational information can be found in our [Annual Reports](#).

HR and remuneration policies and frameworks are published on the staff accessed Intranet. All union collective agreements are on the intranet and contain the relevant salary scales. The organisation has made a commitment to advertise all roles with salary range or midpoint information to increase transparency.

Work is underway to improve how and where staff information is collected, stored, and used respectfully. The initial focus areas are for Rainbow and Disability data collections.

Current implementation of a quarterly People and Capability union engagement forum will bring focus to a wide range of inclusion, equity, and diversity opportunities. This will improve collaboration and highlight the changes that are necessary to ensure safe and positive work environments for all.

Equitable Pay Outcomes / Ngā Hua Tōkeke mō te Utu

Our goal continues to be to reduce any pay gaps and improve equity. Below is a highlights summary with more information provided within the Gender and Ethnicity Updates. 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.

Pay Gap	30/06/2023	30/06/2022	30/06/2021
Average Gender Pay Gap	-2.0%	0.0%	0.3%
Median Gender Pay Gap	-10.0%	-5.8%	-2.6%
Average Māori Pay Gap	1.9%	3.1%	3.5%
Median Māori Pay Gap	0.2%	1.4%	0.0%
Average Pacific Pay Gap	12.2%	11.7%	10.9%
Median Pacific Pay Gap	7.7%	5.0%	1.3%
Average Asian Pay Gap	7.5%	5.7%	5.8%
Median Asian Pay Gap	6.5%	2.0%	0.0%
Average MELAA Pay Gap	2.0%	2.9%	2.2%
Median MELAA Pay Gap	2.1%	0.0%	0.0%

Union Collectives

Staff employed in positions that are covered by collective employment agreements are all employed on step-based pay systems. The starting step on appointment to those positions is the first step on the relevant pay scale, which reduces the discretionary element for hiring managers in starting salary.

Historically, for most roles, progression to the next step in the pay system was based on completion of competency assessments, or NCEA qualifications.

During 2023, the Community, Psychologist and Frontline Prisons collectives have been ratified to include a change from competency-based progression to tenure-based progression, eliminating potential bias in competency assessments. Where necessary, due to the high-risk nature of their working environments, individuals attend a specified amount of training days as part of this agreement. As part of ratification, it was agreed that staff who had not progressed through the pay system within the intended timeframes would be remediated, and their pay step be amended to align with their tenure in role. Effective dates for remediation were varied due to the timing of each collective agreement.

The Health Services collective (currently in negotiations) had also been offered tenure-based progression.

Our Gender Pay Gap Update

On 30 June 2023, our staff numbers by gender are:

- 50.7% female
- 48.9% male staff
- 0.4% gender diverse³ or not recorded.

The most recent data from the Public Service Commission (2022) shows genders across the public service are:

- 62.1% female
- 37.3% male.⁴
- Information from the Public Service Census / Te Taunaki shows that those with another or multiple genders make up 0.5% of the public service workforce⁵.

Ara Poutama Aotearoa has a -10.0% median⁶ gender pay gap and -2.0% average⁷ gender pay gap for all staff at 30 June 2023. The gender pay gap is in favour of women. The negative median gender pay gap has increased significantly since June 2022 (from -5.8%).

Contributing factors are:

- The changes to the pay progression rules and salary remediation work associated with the ratified community and psychology collective agreements.
- Changes incorporated into HR policy to align to the Public Service Commission priorities and guidelines.

3 Note: these figures come from our HR data, which is collected at various points in our practice and employee life cycle and not at a regular fixed point in time.

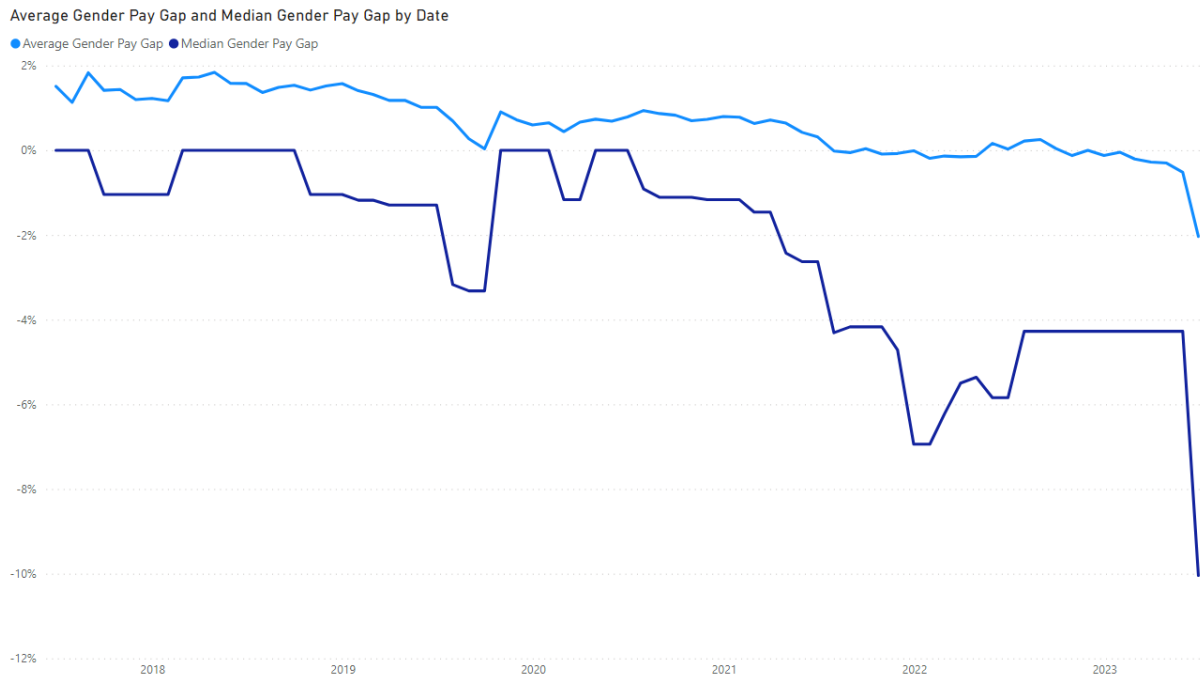
4 At 30 June 2022 Public Service Workforce data. The 30 June 2023 Public Service workforce data is due for release in November 2023

5 <https://www.publicservice.govt.nz/research-and-data/workforce-data-diversity-and-inclusion/workforce-data-gender-representation-in-the-public-service/>

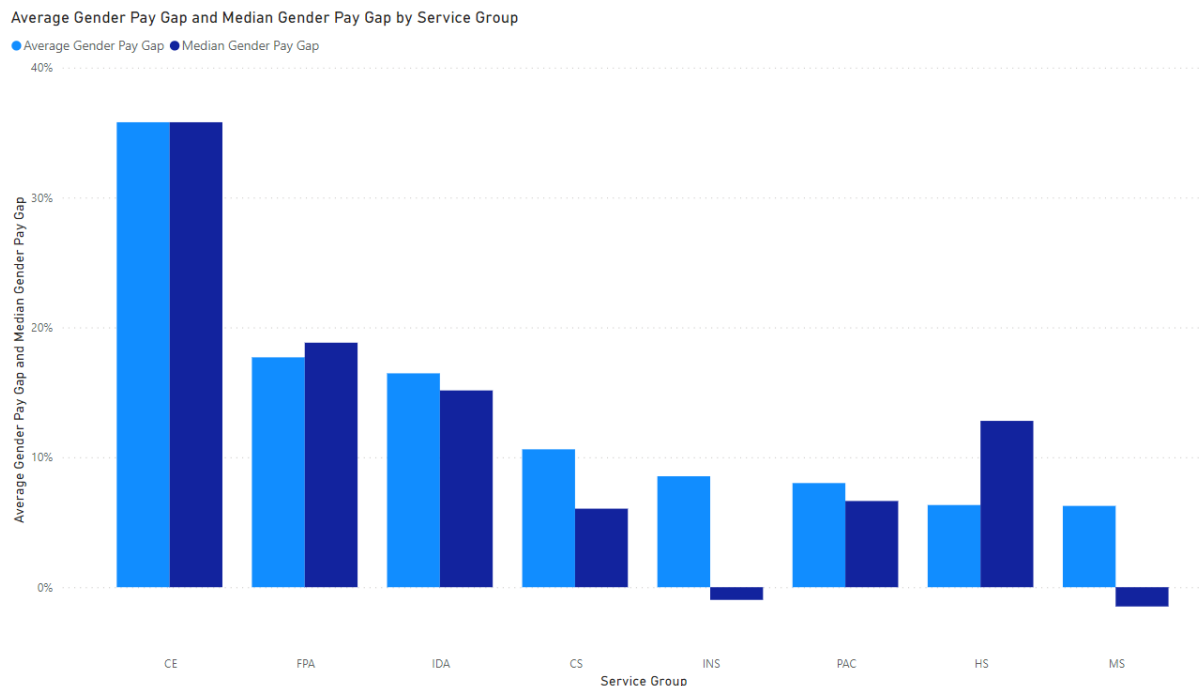
6 Median salary is the middle amount of pay earned – half the employees earn less, and half earn more than the median amount.

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

NOTE: The Department wide average gender pay gap continues to be significantly lower than the 2022 public service average of 7.7%⁸, however the 2023 public service data is not available until November 2023, making an updated comparison not possible currently.



Average gender pay gaps remains high within the Individual Employment Agreements, and close to or above the Public Service average, in the Finance Planning & Assurance, Infrastructure & Digital Assets, People & Capability, and Health Services groups. But from a Department wide perspective, these high averages are countered by the majority group Corrections Services, which has a negative gender pay gap.



The starting salaries gap for staff on Individual Employment Agreements between males and females has continued to reduce, from 1.2% in 1 July 2021 – 30 June 2022 to 0.9% in 1 July 2022 – 30 June 2023. This is a very good overall reduction from when our records began in 2019 (down from 4.0%).

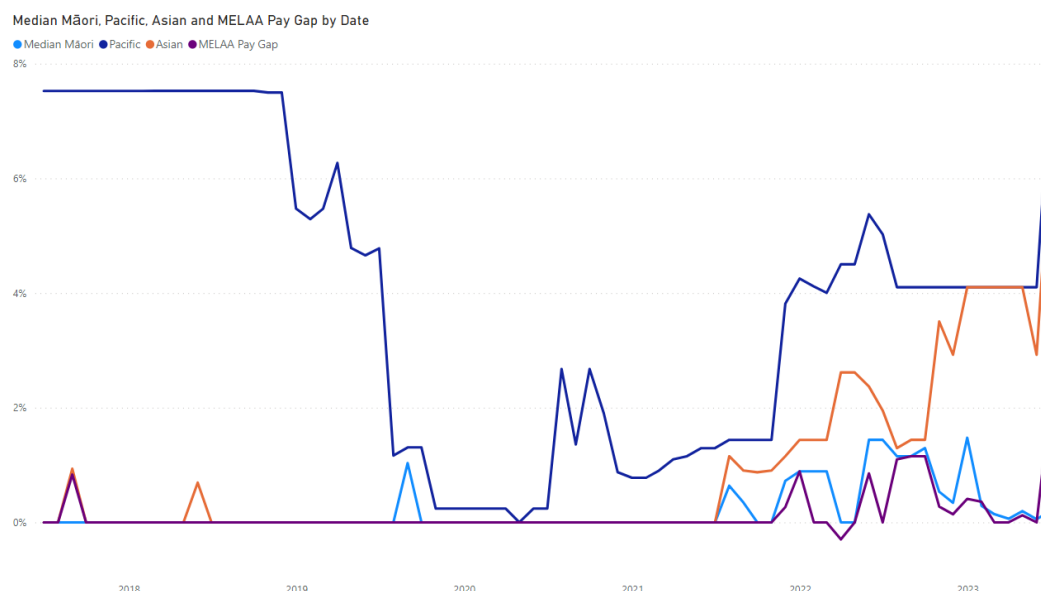
Staff on Individual Employment Agreements with Total Fixed Remuneration: Average position in range (PIR) starting salaries⁹

Date	Female	Male
01/07/2022 – 30/06/2023	102.1%	103.0%
01/07/2021 - 30/06/2022	104.5%	105.7%
01/07/2020 - 30/06/2021	103.4%	105.1%
01/07/2019 - 30/06/2000	98.0%	102.0%

It is noted that we have two pay equity claims that have been raised. One claim is for psychologists, and the other is for probation officers and senior Practitioners. In addition, we are a party to the pay equity claim raised for administration and clerical workers across 43 public sector agencies.

Our Ethnic pay gap update

The average pay gap has continued to reduce year on year for our Māori staff and our Middle Eastern / Latin American / African), and 'Other ethnicity (MELAA) pay gap has decreased since 2022. However, at June 2023, the Pasifika pay gap remains static and the Asian pay gap has actually increased.



⁹ Note, through an active National Rainbow Employee Network, and Regional Rainbow Champion Groups, we know that some of our staff belong to our diverse SOGIESC⁹ communities. For data analysis purposes however, since we do not mandate that alternative genders are recorded in HR records, we cannot include Another Gender / Diverse Gender information for the Department, in this overall gender breakdown.

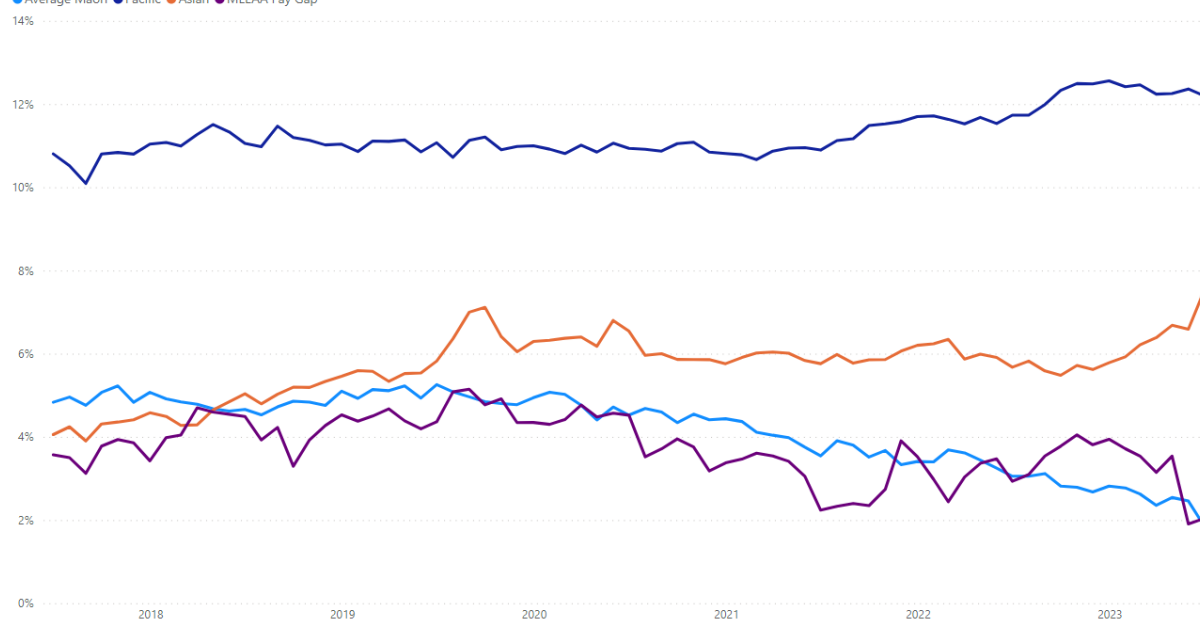
Vertical segregation is a likely contributor, but a full piece of analysis will need to be completed and an approach forward determined based on the analysis.

	30 June 2023*	30 June 2022*	Public Service Workforce Data 2022 ¹⁰	30 June 2021*	30 June 2020*
Māori	2.0%	3.1%	6.5%	3.5%	4.7%
Pacific	11.7%	11.7%	17.7%	10.9%	10.8%
Asian	8.2%	5.7%	12.4%	5.8%	6.2%
MELAA¹¹	1.3%	2.9%	Not reported	2.2%	4.5%

*These figures are our averages and are calculated as the difference between the average salary for an ethnic group and the average salary for all those not in that ethnic group, expressed as a percentage of the average salary of those not in the ethnic group.

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

● Average Māori ● Pacific ● Asian ● MELAA Pay Gap



The representation of ethnicities in Leadership Tiers (Tiers 1-3 consolidated) continues to be at odds with department wide ethnicity distribution.

- European representation in leadership (T1-3) is 88.7% compared to 66.2% department wide.

10 At 30 June 2022 Public Service Workforce data / Public Service Workforce data for June 2023 is not yet available.

11 Middle Eastern Latin American African

- Māori representation in leadership (T1-3) is 21.0% compared to 21.8% department wide.
- Pasifika representation in leadership (T1-3) is very low at 1.6% compared to 14.0.8% department wide.
- Asian representation in leadership (T1-3) is very low at 3.2% compared to 12.9% department wide.

This data suggests vertical segregation could be a driver of the ethnic pay gaps for Asian and Pacific staff, with further investigation required.

	All employees					Leadership Tiers (1-3 consolidated)				
Date	European	Māori	Pacific	Asian	MELAA	European	Māori	Pacific	Asian	MELAA
30/06/23	66.2%	21.8%	14.0%	12.9%	2.2%	88.7%	21.0%	1.6%	3.2%	0.0%
30/06/22	67.7%	21.6%	13.3%	11.3%	2.3%	92.5%	18.9%	5.7%	3.8%	0.0%
30/06/21	68.8%	21.3%	12.9%	10.7%	2.3%	95.9%	18.4%	2.0%	2.0%	0.0%

On average, for staff on Individual Employment Agreements, starting salaries for:

- Asian staff remained the highest at 103.1% in band range
- European staff at 102.5% in band range
- Māori staff at 101.8% in band range
- Pasifika staff at 100.2% in band range.

A new starting salary tool design is underway to support the recruitment teams and hiring managers have visibility across a range of factors.

Date	European	Māori	Pacific	Asian
01/07/2022 – 30/06/2023	102.5%	101.8%	100.2%	103.1%
01/07/2021 - 30/06/2022	104.1%	103.7%	103.9%	108.2%
01/07/2020 - 30/06/2021	103.6%	102.4%	103.0%	104.3%
01/07/2019 - 30/06/2000	99.8%	98.6%	93.3%	98.5%

Identifying drivers of gender and ethnic pay gaps

As work to eliminate all forms of bias and discrimination at Ara Poutama Aotearoa continues, the Department recognises that there is still work to do in lowering its gender and

ethnic pay gaps in pockets throughout the organisation, and further investigation into the drivers of these gaps is required.

During the 2022-2023 year several pieces of work have been identified as key contributing factors to the changes to our gender and ethnic pay gaps. These include:

- Changes to the pay progression rules and salary remediation work associated with several ratified collective agreements.
- Application of the Public Service Pay Adjustment (PSPA) which removed discretionary pay increases for staff on individual employment agreements.
- Targeted work to eliminate bias and discrimination in the recruitment, career, and leadership development areas with a strong inclusion, equity, and diversity focus.

Ara Poutama Aotearoa and unions have very recently negotiated and ratified a new Frontline Prisons collective and are in the process of negotiating the collective agreement for the Health Services collective, and work to implement the second phase of the PSPA (for 1 Dec 2023) is ongoing. After such time as these negotiations and activities for the later part of the year are complete, we will be able to further delve into reasons for gender and ethnic pay gaps drivers across the organisation with this updated data. One component of this will be the recommendations for pay gap analysis to be broken down by regions, age, tier and working environments. Identifying the key drivers of our pay gaps remains a key part of our ongoing work within our Kia Toipoto Plan.

Leadership and Representation / Te whai kanohi I ngā taumata katoa

Throughout this report you will see work underway to improve gender and ethnic representation in our workforce and leadership. We are proud that Māori represent 21% of our Tier 1-3 roles, as Māori represent 21.8% of our staff numbers. Women's representation in Tier 1-3 leadership roles has dropped significantly over the last year (55.6% in 2022 to 45.3% in 2023). With the review undertaken at this time, the urgent leadership focus areas, need to be our Pasifika and Asian team members, alongside an understanding of what has impacted women in leadership numbers recently. As a department we are also aware of the importance and need to improve representation for tāngata whaikaha and other disabled people, across our organisation. In Te Ara Whakamua (The Pathway Forward) realignment, an appointment has been made to the role: Principal Advisor Workforce Strategy & Planning. This role will be a significant influencer in our future plans and focus.

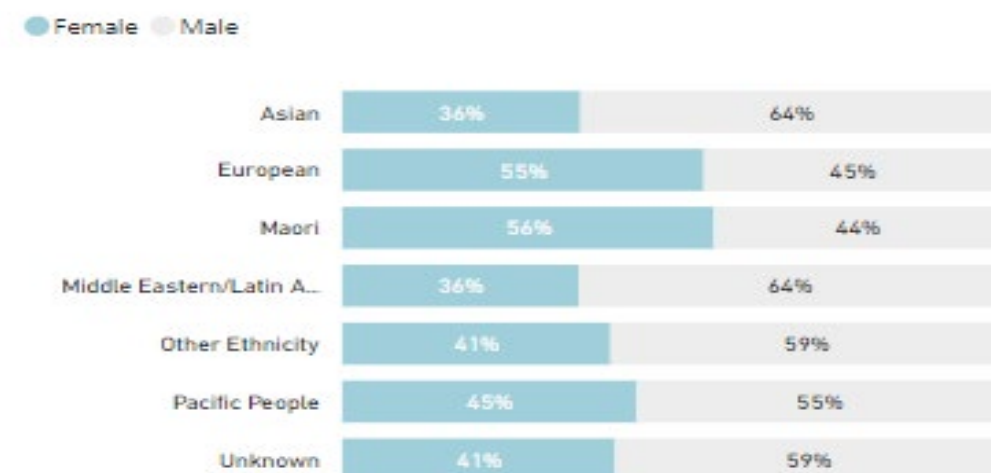
Effective career and leadership development / Te Whakawhanaketanga I te Aramahi

What we have progressed over the last year

Our organisations' talent approach is that all our staff are our talent, and their aspirations, potential and growth are a joint responsibility. Here is a snapshot of our talent at 30 June 2023¹².

¹² Through an active National Rainbow Employee Network, and Regional Rainbow Champion Groups, we know that some of our staff belong to our diverse sexual orientation, gender identity, gender expression and sex

ETHNICITY DISTRIBUTION



Age: as a % of agency workforce in 5 or 10 year age bands

Age band	30/06/2023	30/06/2022
Under 25	4.5%	3.7%
25-34	21.1%	20.2%
35-44	20.6%	20.2%
45-54	24.1%	24.6%
55-64	22.9%	23.9%
65+	6.0%	6.6%
Not recorded	0.8%	0.9%
Grand Total	100.0%	100.0%

Regional distribution of employees by ethnicity

Region	European	Māori	Pacific	Asian	MELAA
Northern Region	18.3%	26.3%	52.7%	45.5%	31.0%
Central Region	28.4%	38.9%	19.2%	19.6%	25.4%
Lower North Region	13.5%	13.0%	16.3%	11.4%	12.4%
Southern Region	14.0%	8.9%	3.8%	12.3%	13.4%
National Office	25.8%	12.9%	8.0%	11.3%	17.8%

characteristics (SOGIESC)¹² communities. For data analysis purposes however, since we do not mandate that alternative genders are recorded in HR records, we cannot include Another Gender / Diverse Gender information for the Department, in this overall gender breakdown. 0.2% of employees have identified as Gender Diverse for reporting purposes.

In 2022 planning for a new talent mapping tool was prioritised. It was proposed to have various processes that ensured we were considering any gaps with gender and ethnicity across our talent approaches. This would lead to equal opportunities for all, with a fairer and non-biased process. This tool would have then supported other talent management products, allowing us to provide equitable career pathways and opportunities based on merit and in line with an individual's aspirations. Organisational changes have resulted in this groundwork being refocussed to inform the review of our Talent Management Framework over 2023 and our approach is detailed in our future aspirations.

Secondment guidelines were also reviewed with a goal to providing new guidelines, that would result in more equitable opportunities across the Department. Currently over 15% of our staff are involved in internal secondments annually.

Over the last year, we introduced a more centralised process for internal and external development programme nominations. This sees the implementation of moderation panels comprising of external and internal leaders, to assess the nominees for these opportunities. The panels considered the written submissions based on the programme criteria, but also inclusion, diversity, and equity criteria such as gender, ethnicity, disability, geographical location, and previous investment by the organisation in the individual's development. Anecdotally, the observation shows this has resulted in a more equitable representation of women, Māori, Pasifika, and regional staff having access to opportunities. More detailed tracking has begun for this nomination process and its outcomes, to watch for trends and unintended bias.

In July 2023, the new leadership framework and development approach at Ara Poutama Aotearoa (titled 'Ara Rangatira', *pathway of a Leader*) was endorsed by the Executive Leadership Team and the People and Capability Leadership.

While in the process of development, the Leadership and Talent team are using human centred design approaches and have begun a process of discovery. This ensured that staff and leaders responsible for leadership, career and capability development were engaged.

This will determine the current state and experience of our people, where key opportunities and barriers lie in facilitating or impeding the development, and what the best solutions are to meet the unique, common and core needs of our people. The needs of all staff are captured, with a particular focus on Māori, Pasifika, and Asian staff.

In June 2023, participants from Ara Poutama Aotearoa were given the opportunity to attend the Women in Public Service Summit online or in person. The theme related to gathering together and spoke to the whakatauki "Whiria te tini tāngata, whiria te tini whakairo" (*weave together the numerous people, weave together the numerous ideas*). The Summit enabled participants to hear experiences and insights from various inspiring presenters and hear many ideas on how they can grow and learn in their leadership journey. Support continues for staff to attend the various Women in Public Service Summit, with funding coming from regional budgets and the Inclusion and Diversity Council.

What we propose for the year ahead

We are currently in the discovery phase for developing an updated, more transparent, and fit for purpose Talent Management Framework (TMF), that is straight forward to use.

A human centred design approach throughout the discovery phase, will ensure the voices of our people are heard, with intentional focus on our many diverse groups. In doing so, we are purposefully engaging with representatives of our workforce from executives to our employee-led networks. This will include representative and member surveys to our Rainbow, Disability, Neurodiversity, Young Staff, Asian, Pan-Indian and Veteran's National Networks. Appropriate approaches will be taken to ensure our, Māori, Pasifika, Womens and Inclusion and Diversity Council voices are involved. This input should enable the development of a framework that provides more equitable opportunities and career pathways to all. Attention will be paid to removing or reducing the biases (unconscious and conscious) and other barriers that are identified as part of this discovery.

The intention is to align the products developed to support the framework, to be more purposefully aligned with our informed talent mapping process. We look to identify the right people for the right opportunities at the right time, to support their aspirations and goals, and the organisational needs/gaps). This discovery phase is scheduled to complete at the end of 2023.

2024 will see delivery on our objectives to increase visibility in career pathways and equitable progression opportunities. As mentioned, these will form part of the reviewed Talent Management Framework, which is integrated with the Ara Rangatira Leadership Framework, and development approach.

Key mechanisms and products that we are developing or refining as part of Ara Rangatira are Kōrero Whakawhanake (the Department's approach to development conversations), 360 feedback surveys for leaders, Percipio (an external knowledge back of leadership resources) and a Leadership Hub within our internal website, will be introduced/re-introduced to the business in 2024.

Here are some snapshots of our talent across gender, ethnicity, and Leadership Levels:

	All employees¹³		Leadership Tiers (1-3 consolidated)	
Date	Female	Male	Female	Male
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%

In 2023, Ara Poutama Aotearoa partnered with Ministry of Justice who hosted the Aspire Programme. This programme is for established women leaders, aiming to equip them with the tools to address internal and external barriers in the workplace, and recognises the differences for women in their path towards the 'top table'. This programme takes place

¹³ Through an active National Rainbow Employee Network, and Regional Rainbow Champion Groups, we know that some of our staff belong to our diverse SOGIESC¹³ communities. For data analysis purposes however, since we do not mandate that alternative genders are recorded in HR records, we cannot include Another Gender / Diverse Gender information for the Department, in this overall gender breakdown. 0.2% of employees have identified as Gender Diverse for reporting purposes.

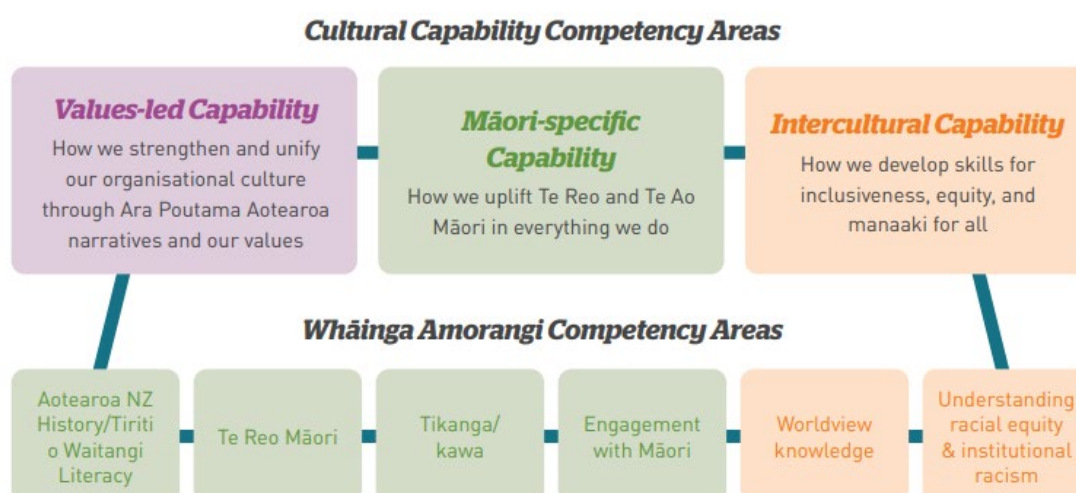
over six sessions, between October 2023 and February 2024 and is comprised of seven department participants.

The Department will continue to work with the Public Service Commission, Leadership Development Centre, Career Boards, Corrections Pacific Programmes and Ministry for Pacific Peoples amongst others, to provide opportunities for career / professional development and mentoring.

We will also be evaluating current Aspiring/Future Leaders Programmes that are being undertaken locally and externally, determining what the future investment we will make within this Organisation in a purposeful, meaningful, consistent but needs and outcomes-led way, and in a way that will be accessible to aspiring leaders across the country. In the interim, we continue to make the most of opportunities such as the Māori Emerging Leaders Programme through the Leadership Development Centre.

Eliminating all forms of bias and discrimination / Te whakakore i te katoa a ngā momo whakatoihara, haukume anō hoki

This is the cultural capability competency framework used by the department.



Our organisational approach will ensure that Māori:

- Have career paths that empower them to achieve their career aspirations:
 - Please review the content of the Effective Careers and Leadership Development section for more information on these initiatives
- Are influential at all levels of the workplace:
 - Hōkai Rangi 2019-2024 is our organisational strategy. It outlines our commitment to improve outcomes with, and for Māori.
 - Māori representation in leadership (T1-3) is 21.0% compared to 21.8% department wide.

What we have progressed over the last year

A new framework, the Human Resources Quality Management System (HRQMS), is being implemented to provide clearer policies, ways of working, business rules and supporting information based on our values and the employee life cycle. This is now a formally

recognised business project with a Governance Board, oversight by the People Portfolio and significant support to the People Experience Pou. Public Service Commission Papa Pounamu and Kia Toipoto requirements are included in the design of the new HRQMS, based on the all-of-government Common Process Model. Reference to and the embedding of PSC's requirements into our new HR corporate policies feed into the framework.

This includes statements in our draft HR policy principles, such as:

- Our workplace values inclusion, diversity, and equity so people feel they belong, are valued, and that the work they do every day makes a difference.
- Our leaders actively champion trust, inclusion, diversity, and openness.
- Our environment is one where inclusion and diversity is valued.
- Recognising the importance of achieving equal pay amongst employees; including by addressing and closing Gender, Māori, Pacific and Ethnic Pay Gaps.
- Recognising the importance of decisions about remuneration being free from bias including, but not limited to, gender, ethnic and disability bias.
- Application of Kia Toipoto — the Public Service Pay Gaps Action Plan 2021 – 2024.
- Having employment and pay practices free from the effects of conscious and unconscious bias, and assumptions based on gender, ethnicity, and disability.
- Application and progress in our organisations Kia Toipoto Action Plan, which is published each year.

The Corporate Policy Framework: This includes the Inclusion and Diversity Council as a mandatory group to be consulted. This is now foundational to the new Governance framework for HR Corporate Policies.

Within the recruitment space:

- The recruitment team has partnered with the employment relations and remuneration team to ensure pay equity and parity in the recommendation to appoint process. Team training and hiring manager training has significantly contributed to a more streamlined and rigorous endorsement process.
- The recruitment team continues to refine marketing, advertising materials and content where possible, to be inclusive and representative of our diverse workforce. This is guided by the materials available from the candidate engagement team.
- Candidate post-process surveys are being reviewed and improved to include a wider pool of candidates (all those who reached the interview stage) rather than hired candidates only. This project is ongoing but will make the process more inclusive and encourage a more diverse range of perspectives in the feedback.
- This year reasonable accommodation and inclusion statements were added to the advert and interview invite, providing guidance around arranging a support person, if applicable.
- Unconscious bias training was provided to the team and online SEEK sessions have been attended which focused on how to improve hiring approaches to be more inclusive and equitable. This knowledge contributes to the team's continuous learning and development to shape our recruitment approach.
- Improving the accessibility and disability enablement of our recruitment practices has been a focus nationally. Dedicated workshops and implementation of changes

such as, including a word document alongside the PDF position description, and providing interview questions ahead of interviews taking place.

At the Inclusion and Diversity Council and within the I&D team: As part of the refresh of the IDC, a review of our strategy was undertaken. The Hōkai Rangi strategy remains central to all our work and an Inclusion, Equity and Diversity Staff Approach was developed and endorsed by the Executive Leadership Team. [See Appendix 1]. This work will be launched in 2024 as part of several national staff focused initiatives.

One of the three organisational priorities identified by the IDC members was ‘boost capability in unconscious bias and decision-making for leaders.’ As a result, all the current workshops offered by the Inclusion and Diversity team, Rainbow and Neurodiversity Champions, cover bias and its impact on behaviour and thinking. The department is at the early stages of delivering these workshops, but they will remain important ways to have conversations, raise self-awareness and reflect on decision making, and behaviour.

1 July 2022 – 30 June 2023

- The online unconscious bias learning has had 1244 completions.
- Introduction to Inclusion and Diversity has had 117 attendees.
- Rainbow Diversity has had 221 attendees.
- Understanding Neurodiversity has had 105 attendees.

Intercultural capability: Facilitator guides have been developed to support the intercultural competence online programme called Mana Aki. This includes four leader-led reflective sessions to embed learning. Pilot programmes have taken place in the Southern region, Central region and National Office since 2021 with approximately 200 people participating.

We ensure leaders and employees learn about and demonstrate cultural capability.

Celebrate tikanga, kawa and matāuranga Māori, and taonga such as te reo Māori.

Whāinga Amorangi Māori-Crown relations capability framework: The department will continue to implement phase 1: empowering people with a focus on te reo Māori and Te Tiriti literacy/ NZ history.

Over the last 12 months the Cultural Capability team have continued to prioritise providing leaders in our department with learning opportunities to develop their te reo Māori and their Te Tiriti o Waitangi – The Treaty of Waitangi / NZ history literacy. A range of learning programmes focusing on Te Tiriti – The Treaty literacy and analysis were delivered to approx. 400-450 kaimahi across the department. The Te Reo Māori Corporate Policy was launched in November 2022 and delivered te reo Māori and tikanga classes to 300-350 kaimahi across the department. This was undertaken in partnership with external local education providers. A centralised hub for cultural capability is now on the department’s intranet, providing links to a range of learning opportunities across Whāinga Amorangi’s 6 competency areas (te reo Māori, tikanga, engagement with Māori, understanding racial equity and institutional racism, Te Tiriti-The Treaty literacy / NZ history). As part of the online curated content, a te Reo Māori pronunciation module is now available.

Ara Tika: Our induction programme for new staff, includes a full day of cultural capability training that incorporates all 6 Whāinga Amorangi competency areas as well as an introduction to our foundational pūrākau (our department's unifying narrative), our departmental values and Hōkai Rangi. In the last financial year 1,072 kaimahi participated in this programme.

E Toru Nga Mea: Is a 12-week cultural capability programme that provides learning across all Whāinga Amorangi competency areas and continues to embed learning about the department's values, narrative, and importance of Hōkai Rangi. The programme is available to leaders and their teams mainly in our Northern and Lower North regions where there is a team of dedicated facilitators who deliver the programme to 15-30 people at a time. While we do not have exact numbers of participants across the department who have received this training, we can give an approximate number of several hundred across the two regions that are currently able to deliver the programme. The intention for the next financial year is to provide delivery in all regions and to establish a reporting and monitoring mechanism so the department can measure completion rates and learning outcomes accurately.

Women's prison network Learning & Development pathway: In mid-2023, a department-wide project team focused on the develop of a new and specialised 'cultural and gender responsive, trauma informed' learning pathway for frontline staff in our women's prison. This includes a comprehensive learning programme that all staff at the three women's prisons (Auckland, Wellington-Arohata, and Christchurch) will undertake. They will receive learning and ongoing practice support from dedicated teams of practice leaders, programme facilitators and cultural supervisors. We are ensuring learning content aligns to Whāinga Amorangi Māori-Crown relations competency areas and includes unconscious bias and intercultural competence.

National Action Plan Against Racism: Ara Poutama Aotearoa is a participating public service agency in the National Action Plan Against Racism. The work is led by system lead, Ministry of Justice, and along with all participating agencies, the department has contributed to a series of draft action areas to eliminate institutional racism.

Employee Led Networks: The number of national and regional Employee Led Networks (ELNs) has continued to grow during 2023. Each of these diverse communities are deeply committed to supporting each other and increasing awareness and knowledge around their perspective, myth busting, and challenging biases. This will help raise unconscious bias and invite people to consider their behaviours and decisions. Several resources have been published (or are in the pipeline) on the intranet and People Hub because of I&D team initiatives. Examples are "How do I change my name associated with my work profile?"; "Menopause Support Guidelines"; and currently consulting on "Transitioning Guidelines". Resources such as these will track back to the relevant HR Policy within the HRQMS framework - e.g., 'Being part of a positive workplace.'

Visible signs of support and safety will continue to be provided for our diverse staff and communities. For example, items like network pins, Rainbow and Sunflower Lanyards. The Sunflower Lanyard scheme was introduced in 2023 to raise awareness and support for invisible disabilities.

Inclusion and Wellbeing Calendar: This has continued to provide opportunities for diversity to be celebrated and cultural awareness raised. Over the year 450 hard copies were provided to our sites to raise visibility with our frontline roles particularly, and work is underway on the 2024 calendar. This is an important tool in supporting a sense of belonging, sharing knowledge (through online information on each day), reducing discrimination, and gently challenging unconscious and conscious biases.

What we propose for the year ahead

Mana Aki: In FY 2023/24 we will be promoting the online module and other learning opportunities about unconscious bias and the intercultural competence online programme called Mana Aki. The department is working on a plan to provide this programme to staff across the department by identifying and training facilitators locally to support the leader-led reflective sessions.

Whāinga Amorangi Māori-Crown relations capability framework: The department will continue to implement phase 1: empowering people with a focus on te reo Māori and Te Tiriti – The Treaty literacy / NZ history. From November 2023 until September 2024, we will be delivering Te Tiriti – The Treaty analysis 2-day wānanga across the country (Auckland, Hamilton, Manawatu, Wellington, and Christchurch). Each wānanga provides an advanced and in-depth analysis about the history of colonisation, Te Tiriti – The Treaty, related legislation, race relations, and more recent Waitangi Tribunal cases. The wānanga also provides (particularly to senior leaders) an opportunity to learn how to apply a Te Tiriti – The Treaty analysis to their work programmes. We will deliver this to approximately 300 staff (prioritising senior leader and those in roles with a strong focus on engagement with tangata whenua, iwi, hapu and whānau). In FY 2023/24 an online and classroom option will be scoped for entry-level Te Tiriti – The Treaty courses that can be made available to all staff. Regionally, external providers are being accessed for localised initiatives to provide staff with te reo Māori and tikanga learning/training. Centrally, from National Office, a centralised hub for cultural capability on the department's intranet, will continue to be provided. Online learning across Whāinga Amorangi's 6 competency areas (te reo Māori, tikanga, engagement with Māori, understanding racial equity and institutional racism, Te Tiriti – The Treaty literacy / NZ history) is being continually curated and updated to provide a readily accessible platform for self-directed learning. In 2023-24 the development of phase 2 of Whāinga Amorangi implementation which will expand the department's focus on the other four competency areas (engagement with Māori, tikanga/kawa, understanding institutional racism and racial equity, and worldview knowledge), will be supported. Another focus for phase 2 is to establish a process to report and measure the success of the cultural capability learning opportunities offered across the department.

Ara Tika: Our induction programme for new staff, will have course content updated so that it continues to meet the needs of new staff and supports the professionalisation of our frontline workforce.

E Toru Nga Mea: The intention for the next financial year is to provide delivery in all regions and to establish a reporting and monitoring mechanism so the department can measure completion rates and measure learning outcomes accurately.

Valuing staff: Utilising our collective bargaining employment agreements, the department has established an assessment process for a Te Reo Māori and Tikanga allowance. This will support learning and recognise frontline staff cultural capability development. The allowance framework aligns with Whāinga Amorangi competency levels (unfamiliar moving to comfortable, comfortable, confident, capable) and provides an annual payment to staff in identified roles to support their continued learning and their skills. The allowance framework allows for lived experience, NZQA qualifications already obtained, and a Te Taura Whiri assessment option. The allowance demonstrates our commitment to Hōkai Rangi and our Treaty obligations to Māori. We are working in partnership with Justice sector agencies to ensure alignment, and to meet our public service obligations for Whāinga Amorangi and Maihi Karauna.

Women's prison network Learning & Development pathway: This includes a comprehensive learning programme that all staff at the three women's prisons (Auckland, Wellington-Arohata, and Christchurch) will undertake. They will receive learning and ongoing practice support from dedicated teams of practice leaders, L&D facilitators, and cultural supervisors. We are ensuring learning content aligns to Whāinga Amorangi Māori-Crown relations competency areas and includes unconscious bias and intercultural competence. Content is being developed over the course of 2023 and into 2024, with delivery of the pathway expected to occur over 2024 and into 2025.

National Action Plan Against Racism (NAPAR): The Action Plan for the public service is intended to be finalised and agreed to by a Joint Steering Committee and government agencies in late 2023/ early 2024. Cabinet is scheduled to review the draft action plan after that. There is strong alignment between NAPAR and our outcome areas for Hōkai Rangi (which acknowledges the need to eliminate systemic racism from within).

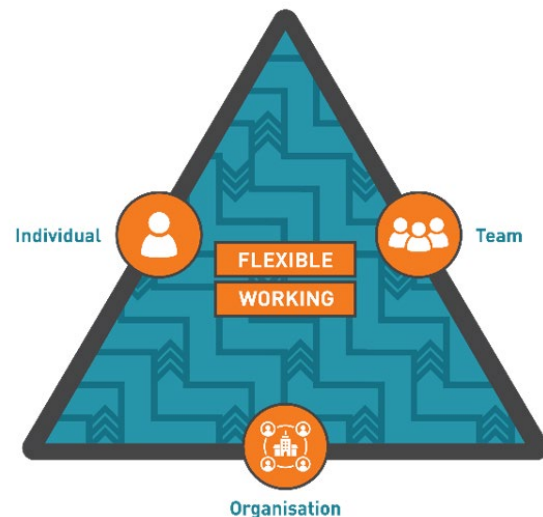
Mana Aki: We are working on a plan to provide this programme to staff across department by identifying and training facilitators to support the leader-led reflective sessions.

Te Ara Whakamua | Hōkai Rangi the Pathway Forward: Ara Poutama Aotearoa is undergoing a significant organisational realignment to ensure its structure supports the outcomes and vision for Hōkai Rangi. Under the realignment a strong case was made for the need to boost the size of staff working on developing cultural capability across the department. The current national team of three staff will be boosted by the addition of a national manager cultural capability, regional cultural capability advisors (numbering nine), and the inclusion of a dedicated Pasifika team consisting of five staff. The 18 roles under the new structure are a mix of existing and new roles. The change in reporting through to a nationally based team provides the opportunity to coordinate, and plan activities in a way that is strategic and proactive. This will allow for alignment of resourcing and allow for a strategic approach to be developed which will be centrally supported by National Office and locally led through the regional advisors. The new team recognises the priority for Māori-specific capability and the need to include Pasifika and intercultural capability development.

Flexible-work-by-default / Te Taunao o te Mahi Pīngore

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). Flexible working has been an important inclusion and equity factor in the first two Gender Pay Gap Action Plans and Kia Toipoto. This supports more people with disabilities into the workforce, supports parents, those caring for older family members or in different phases of life, contribute their skills and diversity to the organisation. Staff and unions were consulted at the time of the Policy refresh and continue to shape practices and ways of working.

Our organisational approach to flexible working conversations continues to focus on applying the triangular approach below. The goal is to keep these three stakeholders in mind when decisions and discussions take place. See Appendix 2 for examples of the range of flexible working options offered.



Staff retention is one of the organisational challenges the department is focused on and this factors into the use of flexible working practices. New team members are being trained and coached on site, and teams are re-forming relationships and practices.

What we have progressed over the last year

- Recovering from COVID lockdowns and the various alert levels have been a strong focus for the last year operationally. Many teams / sites have staged 'come back to work' campaigns to review what is working well and what is not. Insights are being shared by district managers across the regions.
- The number of regional team members being enabled to join National Office, has increased. In the past the department would have wanted people to move to Wellington but more recently team members can be part of fully remote teams or come together on a monthly or quarterly basis. This is a big change and strengthens career options, increases operational awareness at National Office, improves relationships and collaboration, and demonstrates a desirable flexible working option.
- Over the last financial year, our total active employee count was 11,552. In reviewing any employees (FTE greater than 0 but less than 1.0) 6.2% of these people are on formal part-time arrangements. Many more staff will be making use of the wide range of flexible options but most of these will be informal and not part of regular reporting.

What we propose for the year ahead

- As mentioned previously a programme of works is underway for our policies and guidelines. The intent is to reduce the number of policies and streamline them to improve clarity and adherence. A more extensive range of staff and leadership guidelines would be a part of this change. The Flexible Working Policy will be incorporated into the future 'Being part of a positive workplace' HR corporate policy. The current policy will be reviewed and re-published in the 'Flexible Working and Employee Engagement' protocol / business rule document as part of the HRQMS implementation project. Corrections will continue to enable people and our work through improved and interconnected technology, and relevant devices.
- The national Inclusion and Diversity team of five will continue to support individual teams and sites with their conversations and changes to ways of working. The opportunities:
 - Lift awareness and usage of the range of flexible working options.
 - Focus on the attracting and retention value of offering a range of flexible working options.
 - Promote the inclusion and wellbeing benefits of people working flexibility.
 - Influence how roles are scoped and recruited for.
 - Work through the PSC Hybrid Working Guidelines¹⁴ with leaders.
 - Support and advise teams with conversations, challenges, and trials.
 - Promote the intranet resource hub and online module.
 - Address Individual bias in decision making and levels of trust that continue to impact the equity of flexible working availability. More focused discussions during the I&D workshops will take place to support the shift in thinking and explore the myths and genus of this thinking.
- Part-time, working from home or other sites, and flexible start and finish times are anecdotally the most popular options.
- The department will be encouraging staff to complete the 2024 Te Taunaki¹⁵ survey, to review responses in the flexible working and work/life balance components for changes and insights. However, our agency notes the need to keep listening and working on the balance.


¹⁴ <https://www.publicservice.govt.nz/guidance/guidance-hybrid-working/>

¹⁵ Public Service Diversity Census 2024

Appendix 1: Inclusion, Equity and Diversity Staff Approach 2022-2024

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.
-Hōkai Rangi, Ara Poutama Aotearoa Strategy, 2019-2024

Inclusion, Equity and Diversity Staff Approach 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 recruits, nurtures 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 approach:

-  Raising awareness about inclusive, safe and positive working environments.
-  Boost capability 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.

**An organisational work plan is linked to this document.*



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Appendix 2: Flexible working options available

Flexible working options

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)



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