



2021-2022 Gender and Ethnic Pay Gap Action Plan for the Ministry of Education

1) Introduction

Our Gender and Ethnic Pay Gap Action Plan for 2021-22 sets out information about gender and ethnic pay comparisons and describes the actions we will take over the coming year to ensure we are addressing any potential pay gaps. This represents a continuation of previous work to reduce pay gaps and is part of our broader Diversity and Inclusion work programme. The plan aligns to Public Service guidance on pay gap action planning.

2) Summary – our areas of focus for 2021/22

Our areas of focus for 2021/22 are:

We will focus on:

- Enabling career progression for diverse communities within our workforce
- Increasing representation through recruitment practices.
- Progressing Pay Equity claims

Whilst continuing to:

- Embed flexible work
- Review remuneration for potential gender or ethnic pay gaps at an individual level and fix them.
- Capture data and provide reporting on pay.

3) Gender Pay Gap Measurements

This section details our 31 December 2020 Gender Pay Gap (GPG) measures for permanent and fixed term employees. We have used the Public Service Commission | Te Kawa Mataaho template as a guideline. We have used our ongoing measurement of like for like work which provides us a much stronger and clearer picture of pay gaps across our workforce.

We have considered how we analyse pay gaps for diverse genders. Whilst we have the functionality to record this in our systems the numbers recorded as other genders and transgender are low and we are not able to include meaningfully in our analysis.

a) Agency-Wide GPG

Our agency-wide GPG figures are as follows:

GPG Average is **18.6%** where $GPG_{Average} = \frac{(Male\ Avg\ Basic\ Pay - Female\ Avg\ Basic\ Pay)}{Male\ Avg\ Basic\ Pay}$

GPG Median is **12.5%** where $GPG_{Median} = \frac{(Male\ Median\ Basic\ Pay - Female\ Median\ Basic\ Pay)}{Male\ Median\ Basic\ Pay}$

Over time our GPG Average has been trending down:



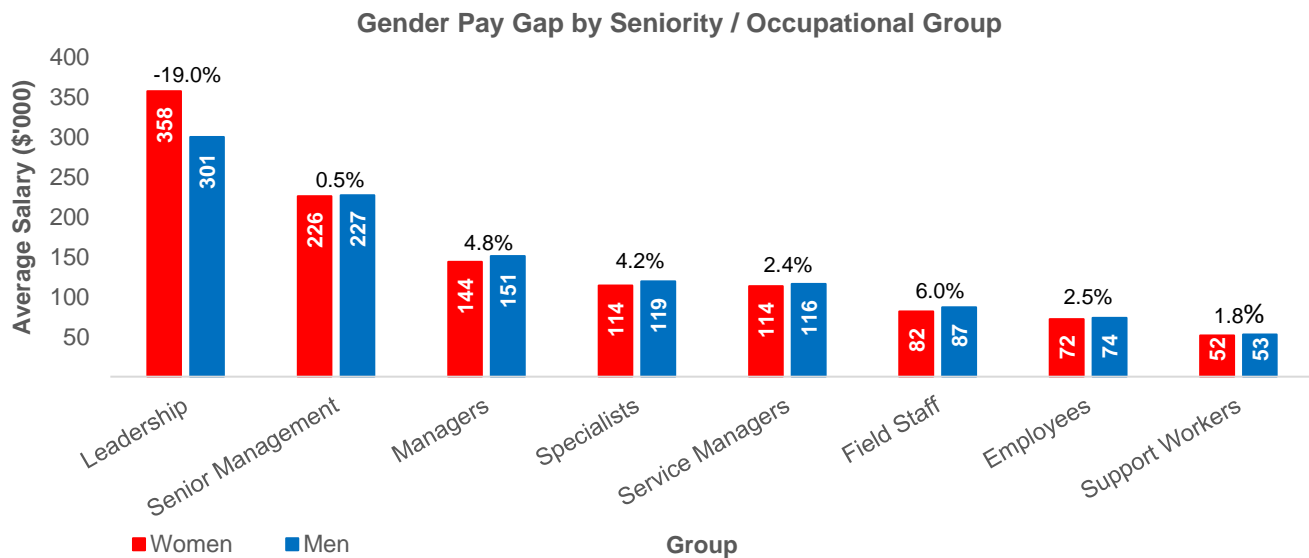
b) Breakdown of GPG Average

The following analysis presents a breakdown of our GPG with the intent of identifying what are the key issues we need to continue to focus on. It shows a gender pay breakdown by:

- seniority and occupational group
- remuneration band
- distribution within ranges
- tenure
- starting salaries
- we also look at gender breakdown by ethnicity.

Whilst not presented in this report we have also considered gender pay analysis by business groups to inform our action plan.

i) GPG by Seniority* / Occupational Group



Gender	Leadership	Senior Management	Managers	Specialists	Service Managers	Field Staff	Employees	Support Workers
Women	-	32	202	542	67	969	890	312
Men	-	25	136	380	16	108	293	9
% of Women	0.23%	1.06%	6.69%	17.94%	2.22%	32.08%	29.46%	10.33%
% of Men	0.21%	2.58%	14.04%	39.22%	1.65%	11.15%	30.24%	0.93%
GPG	-19.0%	0.5%	4.8%	4.2%	2.4%	6.0%	2.5%	1.8%

Service Managers, Field Staff and Support Workers are covered by collective agreements where the salaries are set by closely defined steps dependent on skills, experience, and tenure. The gender pay gaps reported for these groups are entirely down to the distribution of these employees across the various salary steps within their applicable collective. Excluding these groups from our gender pay gap calculation reduces the gender pay gap average by 6.4 percentage points to 12.2%. Further analysis within this section excludes Service Managers, Field Staff and Support Workers.

ii) GPG by Same or Similar Roles (Pay Grade)

Pay Grade	No. Women	Average Salary Women	Gender Pay Gap	Average Salary Men	No. Men
23	9	260,888	-1.0%	258,410	7
22	9	220,072	4.9%	231,500	6
21	14	207,817	-3.9%	199,935	10
M6	5	202,060	-1.7%	198,778	11
B6	2	197,477	7.9%	214,410	3
M5	57	167,801	0.8%	169,113	34
B5	7	172,756	-1.9%	169,600	11
M4	78	143,150	5.0%	150,647	60
B4	31	150,415	-0.5%	149,735	43
M3	25	126,260	-1.5%	124,442	16
A9	192	123,987	1.3%	125,619	135
M2	23	117,159	-8.0%	108,441	11
M1	13	97,208	-2.9%	94,441	4
A8	310	102,821	0.3%	103,180	187
A7	310	87,307	-1.1%	86,316	119
A6	205	74,727	-1.7%	73,462	91
A5	126	65,546	-1.1%	64,861	17
A4	102	58,389	-2.1%	57,183	43
A3	147	51,305	-4.6%	49,069	23

iii) Distribution of Women and Men by Position in Pay Range (PIR)

Position in Range	No. Women	% of Women	No. Men	% of Men
Below 90%	42	2.52%	29	3.47%
90% - 100%	574	34.45%	293	35.05%
100% - 110%	886	53.18%	410	49.04%
110% - 120%	149	8.94%	92	11.00%
Above 120%	15	0.90%	12	1.44%

PIR references the individual's pay against the relevant pay range (pay grade) for the job. The above table shows very similar proportions of women and men in each PIR category. Service Managers, Field Staff and Support Workers are excluded as they do not have pay ranges but rather specific salary steps.

iv) GPG by Tenure

Tenure	No. Women	Average Salary Women	Gender Pay Gap	Average Salary Men	No. Men
less than 1 Year with MOE	328	87,594	7.4%	94,594	148
1 to 2 Years with MOE	545	95,067	11.2%	107,061	312
3 to 5 Years with MOE	309	105,533	12.5%	120,643	153
6 to 10 Years with MOE	208	107,513	19.4%	133,398	106
11 Years or more with MOE	283	103,727	12.0%	117,914	117

Service Managers, Field Staff and Support Workers are excluded from the above analysis given their structured pay arrangements. Also given the largely disproportionate number of women in these groups causes a large degree of skew in the data.

v) GPG for New Appointments by Pay Grade

As part of our action plan we have developed a remuneration calculator to consider gender pay gaps in like for like roles and to help eliminate biases in the external and internal appointment processes. We are monitoring the following metrics on a monthly and quarterly basis. Illustrative of this, the following two graphs show the reporting we provide on a monthly basis around new hire salaries, for November and December 202

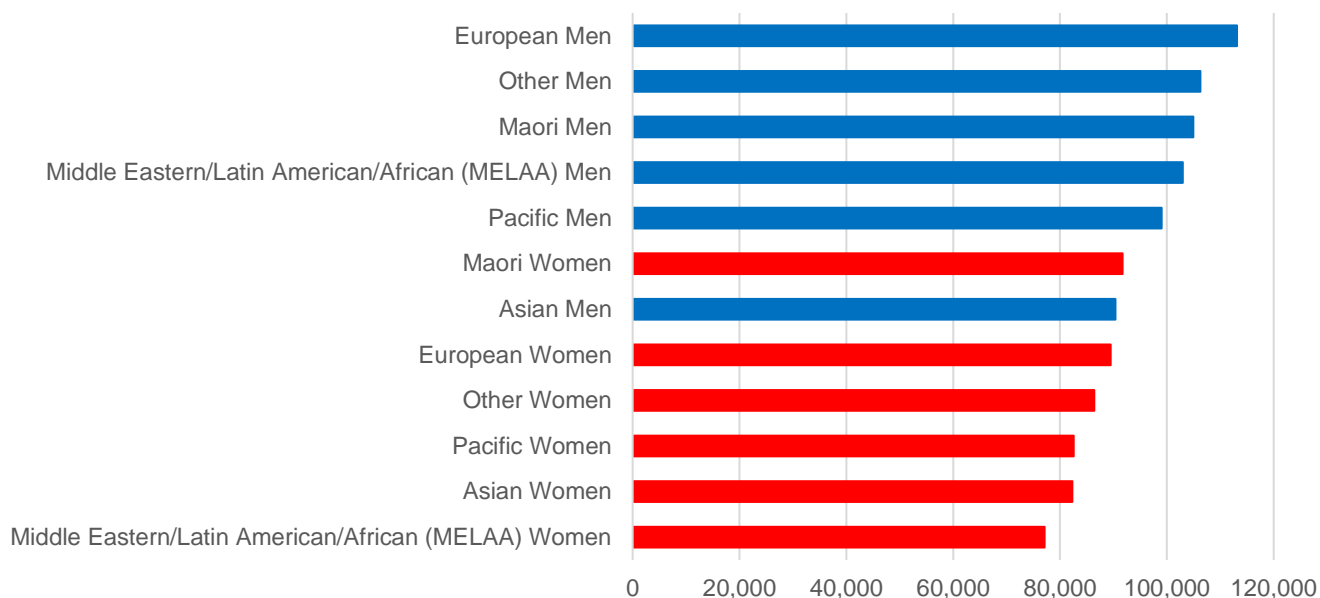
December 2020	No. of Employees	Av. PIR
External Appointments	67	99.0%
Female	50	99.4%
Male	17	97.9%
Internal Appointments	53	99.5%
Female	37	99.2%
Male	16	100.3%

November 2020	No. of Employees	Av. PIR
External Appointments	67	99.0%
Female	50	99.4%
Male	17	97.9%
Internal Appointments	53	99.5%
Female	37	99.2%
Male	16	100.3%

c) Gender and Ethnic Pay Gaps

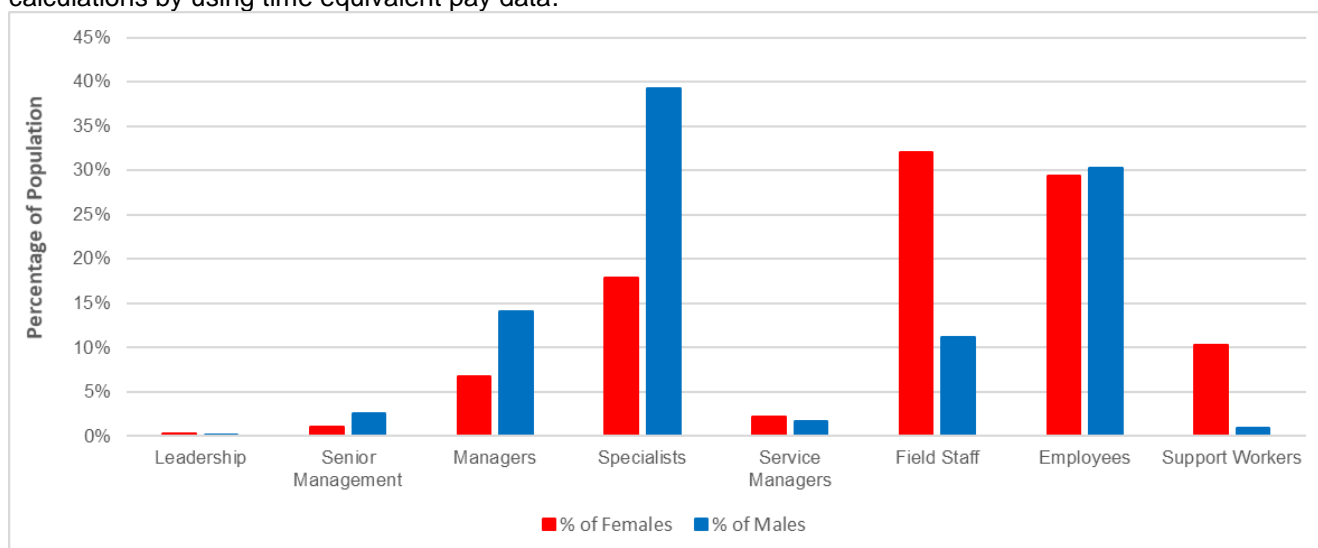
The chart below shows the Ministry's gender and ethnic pay gaps at 31 December 2020. These pay gaps are monitored on a monthly and quarterly basis.

Average Salary of Men and Women by Ethnic Group and Gender



4) Drivers of the Gender Pay Gap

Since the introduction of Gender Pay Gap reporting at an agency level, the measure of agency-wide gender pay gap for all agencies is based on average or median salaries for female against the average or median salary for males. The Ministry has a large female workforce (75.5%) and many of these female staff are in lower paying roles. The chart below shows the distribution of men and women across the different levels of the Ministry. Additionally, 26.3% of women are in part-time roles compared to 5.6% of men, which is corrected for in our gender pay gap calculations by using time equivalent pay data.



This workforce make-up, while meeting gender pay principles such as women in senior leadership roles, does not work favourably with this measurement framework. It is impossible for the Ministry to close its gender pay gap by paying more to lower paid roles, which have a significant impact on an overall gender pay gap measure, without changing the distribution of male and female workers between higher and lower paid roles throughout its workforce.

We have modelled the workforce data taking a 50/50 view of males and females at all levels within the workforce and our gender pay gap is eliminated. With a pay equity settlement in place and other pay equity claims being progressed, this will provide assurance we are paying fairly at these lower levels.

We believe we need an increased focus on workforce composition, in particular an increased representation in more senior / higher paid roles in our workforce. This involves better enablement of career progression for women, ethnicities and other diverse communities represented within our workforce. It also means continuing to strengthen inclusive sourcing and selection practices. Feedback received in the development of this plan strongly supported career progression and recruitment as the main opportunities for closing any Ministry wide pay gaps.

The Ministry has undertaken significant work to investigate gender pay gaps where male and female staff undertake the same or similar work using the Ministry's measure of pay band (job size, established through job evaluation), including work seen as delivering the same value. At these levels we are clear there are very limited gender pay gaps. Given there are not 20 men and women by each job title, this analysis has been indicative and used for further investigation with managers. We will continue to review this on a regular basis and to identify pay gaps and work with Managers to remedy where appropriate.

Our planned actions for 2021/22

Career Progression

- We will design a career planning and progression service with diversity at the centre of it and promote this as a key service that all staff can access. Costs of establishing a service will be considered and access may be met from existing professional development budgets.
- Promote existing career development tools and raise awareness of these with Managers and staff.
- Promote our leadership development offerings through employee networks.
- Pilot and assess a Māori leadership programme and participate in cross agency Pacific leadership opportunities.
- Clearly communicate our leadership vacancies through our employee networks.
- Provide skills to Managers through unconscious bias and inclusive leadership training.

Sourcing and Selection

- Review our sourcing and selection guidance and practices to ensure they are inclusive and have a focus on increasing representation in leadership and other senior roles.
- Upskill hiring managers on key aspects of attracting and valuing diversity when they recruit
- Ensure our gender pay remuneration calculator is used when considering offers to new hires.
- Start publishing remuneration ranges on job advertisements.

Progressing Pay Equity Claims

- In 2020/21 we received pay equity claims for some parts of our workforce, some of which have an interface with the Education Workforce. This includes learning support roles such as Special Education Advisors, Advisors on Deaf Children, Therapists, Psychologists and Service Managers, Early Intervention Teachers. We also have part of our workforce covered by a pay equity claim for clerical and administrative staff across the Public Service.
- Work will continue through 2021/22 to progress these claims.

Equal Pay

- Run regular reporting to measure pay gaps and have processes in place to rectify any pay gaps.
- Start to assess how we can measure whether there are pay gaps in our contractor workforce.

Embedding flexible work

- We have policies, guidance and processes in place to enable and monitor flexible work practices. In 2021/22 we will continue to monitor flexible working requests and continue to promote flexible working.

Data and Reporting

- Report regularly to our Leadership Team on gender and ethnic pay information.
- Monitor data, on those returning from career breaks and those that have had internal promotions or secondments. Analyse the data based on gender and ethnicity to inform our career progression initiatives outlined above.
- Report regularly on new hire information for both pay gaps and diversity information.
- Monitor and report on gender and diversity in our talent identification and talent development investments.

Progress to date

Gender Balanced Leadership

- As at 1 July The Ministry's LT was 64% Female and through a recent change process affecting our Leadership team that gender balance has been maintained.

Equal Pay and pay equity work

- Remuneration calculator for hiring Managers to check impact on GPG when hiring has been designed.
- All Remuneration Ranges now published on our intranet
- Provide regular reporting to our Leadership Team on gender pay gaps
- Continue to run an annual process to assess where there may be gender pay gaps and provide recommendations to respond to those. This also includes an out of cycle remuneration option for making salary adjustments where there is an apparent pay gap.
- Commenced work on Pay Equity claims.

No Bias or Discrimination in Remuneration Systems or Human Resources Practices

- Unconscious Bias Awareness e-learn module purchased via Diversity Works and available for all staff to complete.
- Ran Inclusive Leadership Workshops via Diversity Works, in Auckland and Wellington.
- Gender neutral job descriptions and advertisements are now in place.
- Our job advertisements include Māori and Pacific languages and promote flexible work and accessibility.

Flexible Work by Default

- New flexible work policies and guidelines were finalised in May 2021. Our unions (particularly the PSA) and employee network groups provided feedback and input, which helped to shape our policy, guidelines and flexible working tools and resources.
- Obtained case studies/examples from the business of great flexible working examples from and shared the case studies on our intranet.
- As part of the flexible working policy and guidelines roll out, we ran 'Enabling Flexible Working' workshops for managers from May through to July 2021.
- We have digitised our formal flexible working request form, which enables us to track all requests via our MyHR Services team:
 - All formal applications, both approved and declined
 - The flexible working type e.g. flexi time, place, etc.
 - The reasons for declined applications.

6) Agency, Union and Employee Involvement

This plan was developed building on our Gender Pay Gap plan for 2020/21. It was developed in consultation with Unions, our Employee Networks and our Māori Education Group.