

Thank you for your email of 15 April 2019 requesting the following information:

1. *MOE's Ethnic and/or Pacific pay gaps;*
2. *Any relevant information surrounding Pacific and/or ethnic pay gaps such as trends over time;*
3. *Any overarching Pasifika strategy plans to support its Pasifika staff and/or to closing the pay gaps.*
4. *Any EEO policies and/or programmes that are specific towards the Pacific staff within the Ministry.*

Your request has been considered under the Official Information Act 1982 (the Act).

Our leadership team is focused on addressing pay gaps. Recent changes in the Ministry include quarterly reporting to the leadership team about gender and ethnic pay gaps and through a specific Diversity and Inclusion work programme. The work programme includes actions focused on further encouraging diversity in our workforce, raising cultural awareness and updating the Diversity and Inclusion Framework.

We believe we are making good progress across a range of pay gap issues and this has been constant focus for us over the past two years. The Ministry began this work by addressing pay equity in roles that are filled by largely a female workforce and these have been paid at very lower levels. We have settled a pay equity claim and we implemented the outcomes of this on 1 July 2018.

We still have some way to go to consider our ethnic pay gaps, however, with these other changes in place for all staff, we are now well-positioned to consider a range of different pay gaps that may be present and need addressing. The information included provides detail about what we plan to do moving forward.

In relation to questions 1 and 2 of your request, please find attached in **Appendix One** a table showing the Ministry's ethnic pay gaps, including for Pacific staff. Additional to the quarterly reporting, the Ministry also reports on this externally in the annual review. **Appendix One** shows the ethnic pay gaps since the December 2017 quarter. The information is up to date as of March 2019.

I am also attaching as **Appendix Two** a copy of the Ministry's Diversity and Inclusion Framework and the Ministry's Diversity and Inclusion work programmes for 2017/18 and 2018/19. These include details of the Ministry's work to address gender and ethnic pay gaps.

Another of the Ministry's major focuses, in line with the Government's *Eliminating the Public Service Gender Pay Gap 2018-2020 Action Plan*, which was launched by the Minister for State Services and the Minister for Women, is to progressively reduce and eventually eliminate the gender pay gap.

We are also in the process of building a Gender Pay Action Plan that aligns with our wider Diversity and Inclusion framework. It is our intention that a similar action plan be developed to address ethnic pay gaps.

In relation to question 4, the Ministry has a general purpose EEO policy, a copy of which is attached as **Appendix Three** for your information. As described in this policy, there are specific targets for the Ministry to meet regarding Pacific representation in our workforce, as well as measures for people of Māori and Asian ethnicity.

Attached as **Appendix Four** is further information detailing our targets, performance in relation to those targets, and our performance reported on a quarterly basis since December 2017. As you will see, the Ministry has a significant Pacific presence in our workforce. However, there is still more that we can do to address disproportionately low Pacific presence in management roles.

I trust you will find this information helpful.

Please note, the Ministry proactively publishes OIA responses on our website. As such, we may publish this response on our website after five working days. Your name and contact details will be removed.

You have the right to ask an Ombudsman to review this decision. You can do this by writing to [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz) or Office of the Ombudsman, PO Box 10152, Wellington 6143.

Yours sincerely



Zoe Griffiths  
**Deputy Secretary**  
**Business Enablement and Support**

## **Appendix Three**

### **Equal employment opportunity policy**

#### **Purpose - why we have this policy**

We aim to ensure everyone, regardless of gender, race, ethnicity, marital status, age, disability, sexual orientation, family status, religious or ethical beliefs, political opinion or union affiliation, has equal access to equal employment opportunities.

#### **Scope - who the policy applies to**

This policy applies to all employees.

#### **Principles/Expectations – how the policy applies to you**

Equal employment opportunities (EEO) nurture and enable a diverse workforce, reflecting community diversity at all levels of Education.

As well as gaining the internal benefits that different viewpoints, experiences and cultural perspectives bring to an organisation, having a diverse workforce is critical to effective relationships with the range of stakeholders Education needs to work alongside. Key stakeholders we need to build effective relationships with are Iwi Māori, Pasifika communities and special education needs groups.

The primary aim of our recruitment and selection process is to appoint the best candidate for the role being applied for.

Education values all employees and provides a safe, supportive, and responsive environment. All employees are treated (and encouraged to treat one another) with respect and dignity, so that the workplace is safe and harmonious.

In accordance with the requirements of the State Sector Act, an EEO plan for Education is developed and reviewed in the context of the annual business planning process. Included in these plans are Education targets for the employment of EEO groups. These targets for Maori, Pasifika, women and people with disabilities are advised to the State Services Commission and regularly monitored.

# Diversity and Inclusion – gender & ethnic pay gap

Gender pay gap – Ministry actual and target

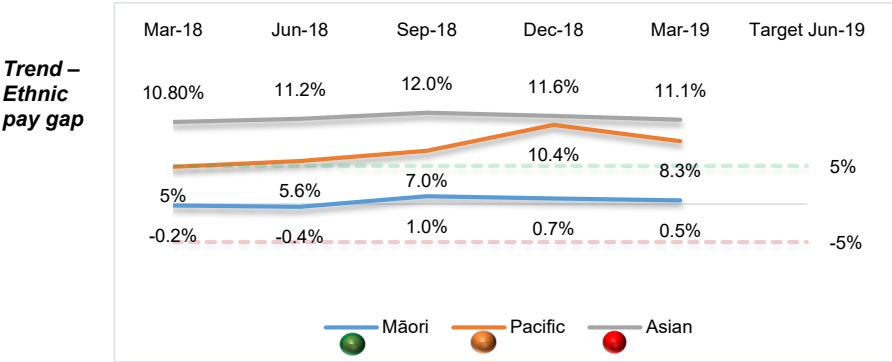
Measure	Actual March 2019		Target Jun-19	Status
	Percentage	Count (M : F)	(% of gap)	
Management				
Tier 3 and above	-5.6%	1:1.2	+/- 1.0-5.0%	
Managers (M1 to M6)	4.8%	1:1.2	+/- 1.0-5.0%	
Employees:				
Specialists (B4 to B6)	4.3%	1:0.9	+/- 1.0-5.0%	
Employees (A6 to A9)	5.6%	1:1.8	+/- 1.0-5.0%	
Employees (A3 to A4)	0.1%	1:5.8	+/- 1.0-5.0%	

Ethnic pay gap - Ministry actual and target

Measure	Actual March 2019		Target Jun-19	Status
	Percentage	Count	(% of gap)	
Ethnicity				
Māori	0.5%	n/a	+/- 1.0-5.0%	
Pacifica	8.3%	n/a	+/- 1.0-5.0%	
Asian	11.1%	n/a	+/- 1.0-5.0%	

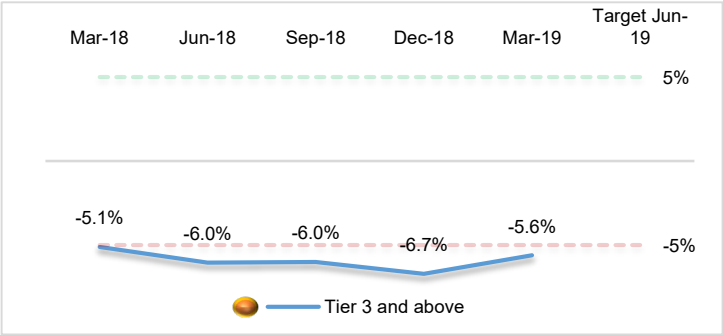
Note: We are looking to provide progress against target within remuneration band rather than the current broad grouping.

RAG Status:  
Red- actual greater than ± 5 percentage points above/below the targets  
Amber: actual ±1 – 5 percentage points above/below the targets  
Green: actual between the upper and lower targets.



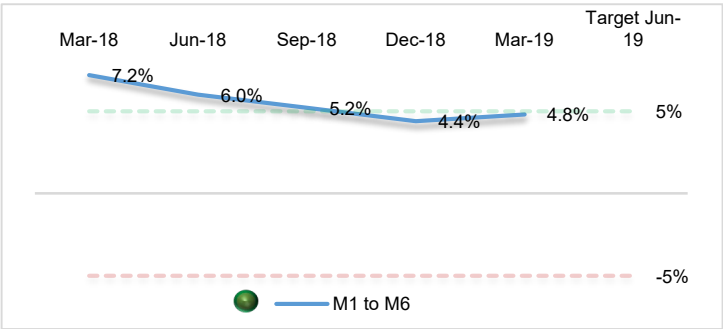
Trend – Gender pay gap

Tier 3 and above



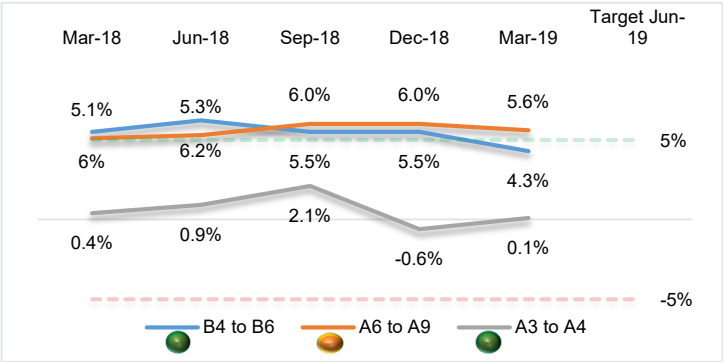
Trend – Gender pay gap

Managers



Trend – Gender pay gap

Employees



# Diversity and Inclusion (D&I) – Ethnic profile

The Ministry's D&I Framework and Plan aligns to the Ministry's People Strategy outcomes and the expectations of SSC's Better Public Service 2.0, Diversity and Inclusion. Outcomes of this framework are currently driven through our approach to sourcing and selection and leadership behaviours, supported by a range of networks and initiatives that support a diverse internal community. 2019 will include more work in the area of creating an environment for those with disabilities, both physical and mental health, general wellbeing initiatives and enhanced people policies around flexible working arrangements.

## Ethnicity profile – Ministry actual and target

Measure	Actual March 2019		Headcount to Achieve target	Target Jun-19	Status
Management roles:	Percentage	Count		(% of staff)	
Māori	12%	29	28-32	12 - 14%	
Pacific	2%	5	14 - 19	6 - 8%	
Asian	2%	6	5 - 12	2 - 5%	
Employees:					
Māori	15%	157	159 - 179	16 - 18%	
Pacific	7%	71	70 - 99	7 - 10%	
Asian	10%	102	80 - 99	8 - 10%	

We have reached our diversity target for Māori and Asian in management roles. We continue to be under target for Pacific people.

- For employee roles by identified Ethnic groups:
- We have achieved the number of Asian and Pacific people in Mar 2019.
  - Māori employees have increased for this quarter and continue to do so with recruitment initiatives in place.

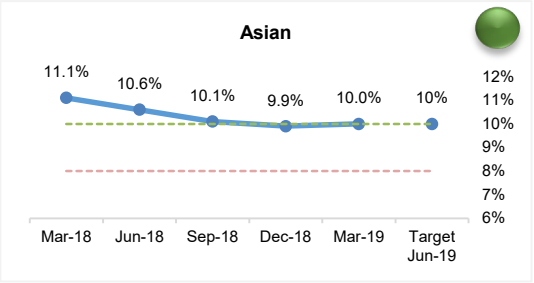
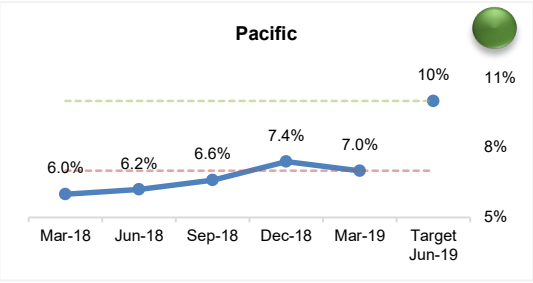
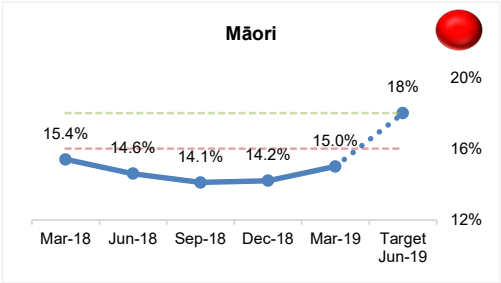
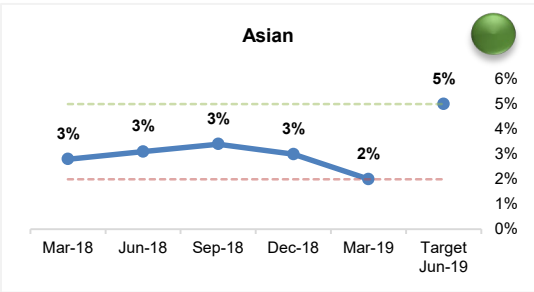
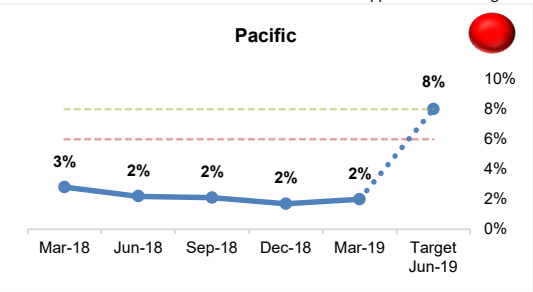
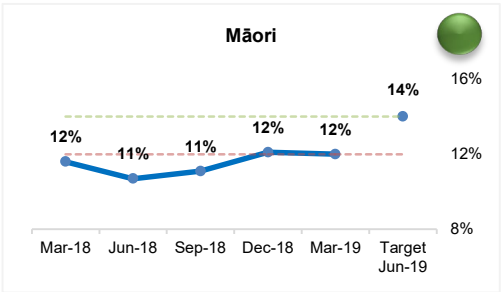
Next Steps: Understand the profile of the communities we serve and revisit our targets.

RAG Status:  
Red- actual greater than ± 5 percentage points above/below the targets  
Amber: actual ±1 – 5 percentage points above/below the targets  
Green: actual between the upper and lower targets.

Trend – Ethnic profile within management roles:



Trend – Ethnic profile within employee roles:



# Diversity and inclusion framework

## Appendix Two

### What are we doing to promote diversity and inclusion?

#### A great place to work

A highly motivated, engaged, collaborative and diverse workforce

**Diversity:** ensuring our organisation reflects the diversity of the communities we serve.

**Inclusion:** providing an environment that engages, supports and develops our diverse workforce.

#### Why diversity and inclusion is important

- By actively embracing a diverse and inclusive culture, we will better serve the diverse communities we represent.
- Attracting and nurturing people with a range of different perspectives and experiences will enhance our organisation's capability to achieve our strategic outcomes.

#### Our goals

- Build a workforce that represents the communities we work in.
- Develop consistent policies and initiatives that support and retain a diverse workforce
- Upskill our leaders and staff to encourage a culture that supports diversity and inclusion
- Establish key metrics and common methodology to inform action and measure progress.

#### Attracting a more diverse workforce

- Implement and monitor Early in Careers programme
- Introduce anonymous recruitment (removal of identifying details to prevent bias when assessing applications)
- Develop and implement initiatives that fulfil our commitments to the accessibility Charter, such as improving accessibility for all, establishing a Disability Working Group, and career site support for applicants with disabilities (Workbridge)
- Alumni, keeping in touch to encourage their return to the Ministry.

#### Closing the gender and ethnic pay gap

- Complete a deep dive into REM and performance ratings, analysing the distribution by gender, age, tenure and ethnicity.
- Continue with measures that inform progress on closing the gender pay gap through quarterly reporting.
- Continue assessing like for like roles and closing any pay gaps
- Analyse occupational segregation, e.g. impact of ethnicity and gender on pay gaps
- Create a pipeline of potential leaders where there is under-representation of that ethnic and/or gender group.
- Attract ethnic and/or gender groups to positions where they are under-represented.

#### Improving support for groups at risk of disadvantage

- Continue to support existing employee networks, such as Māori, Pacific, Asian, Wellington Women's and Disabilities Working Group.
- Establish Rainbow and other relevant networks.
- Build a culture of awareness and equity in support of groups at risk of disadvantage.
- Run Envisage workshops and provide support for an aging workforce.
- Communicate opportunities to all staff, such as secondments, special projects.
- Provide training and guidance to people leaders on mental health and suicide prevention.

#### Cultural capability building

- Te Ara Whiti Programme roll out and follow-up.
- Te Reo classes nationwide.
- Build Māori capability through training (this may include an app and/or on-line module) and ensure these competencies are incorporated into performance expectations and JDs.
- Promote Pacific knowledge and competencies, especially in roles that work with or in the Pacific communities.
- Promote MFAT China Capable programme tools and resources to increase staff's understanding and knowledge of Chinese protocol.
- Implement MBIE's cultural capability on-line training programme.

#### Building awareness and respect for diversity

- Develop and run workshops that build on the Te Ara Whiti Beyond Diversity Workshops to continue to remove unconscious bias
- Promote the refreshed D&I Framework and work programme to all staff.
- Communicate progress towards D&I measures via a dashboard on Te Tahuu, supported through communication in Manu Taki so managers can talk to their teams and handle any questions.
- Promote and celebrate key events that encourage awareness and respect for diversity, e.g. NZSL week
- Mental Health Awareness Week
- Māori Language Week
- Keep the Diversity and Inclusion intranet web page refreshed and up to date and promote D&I articles on it.

#### Making our systems and practices more inclusive

- Support the D&I Committee and working groups that are enabling the implementation of the D&I work programme.
- Launch Kawa/welcome on-line module.
- Ensure D&I is reflected in our recognition and rewards framework.
- Implement flexible working and leave arrangements to attract a more diverse workforce and help close the gender pay gap.
- Up-skill people leaders through workshops on leading diverse teams and remote teams.
- Review the Shadowing and Mentoring Programmes with a D&I lens.
- Review EEO policy and launch and implement the new D&I Policy.
- Establish clear career pathways to inform employees about their development options.
- Prepare for Rainbow accreditation.
- Review policies, guidelines and processes with a D&I lens.
- Analyse data from the Exit Survey and 100 Day Survey and provide six monthly reports to the Leadership Team with recommendations on how to address any issues.

#### Measuring our progress towards a more diverse and inclusive organisation

- Review and confirm D&I targets and measures.
- Quarterly reporting to LT.
- Regular reports to SSC in line with BPS 2.
- Focus groups – facilitated group discussions about what is done well and what can be improved to support a diverse and inclusive Ministry.
- New HRIS (business case underway) will improve understanding of D&I trends within our workforce.
- Inclusion surveys that specifically explore how inclusive the Ministry is.



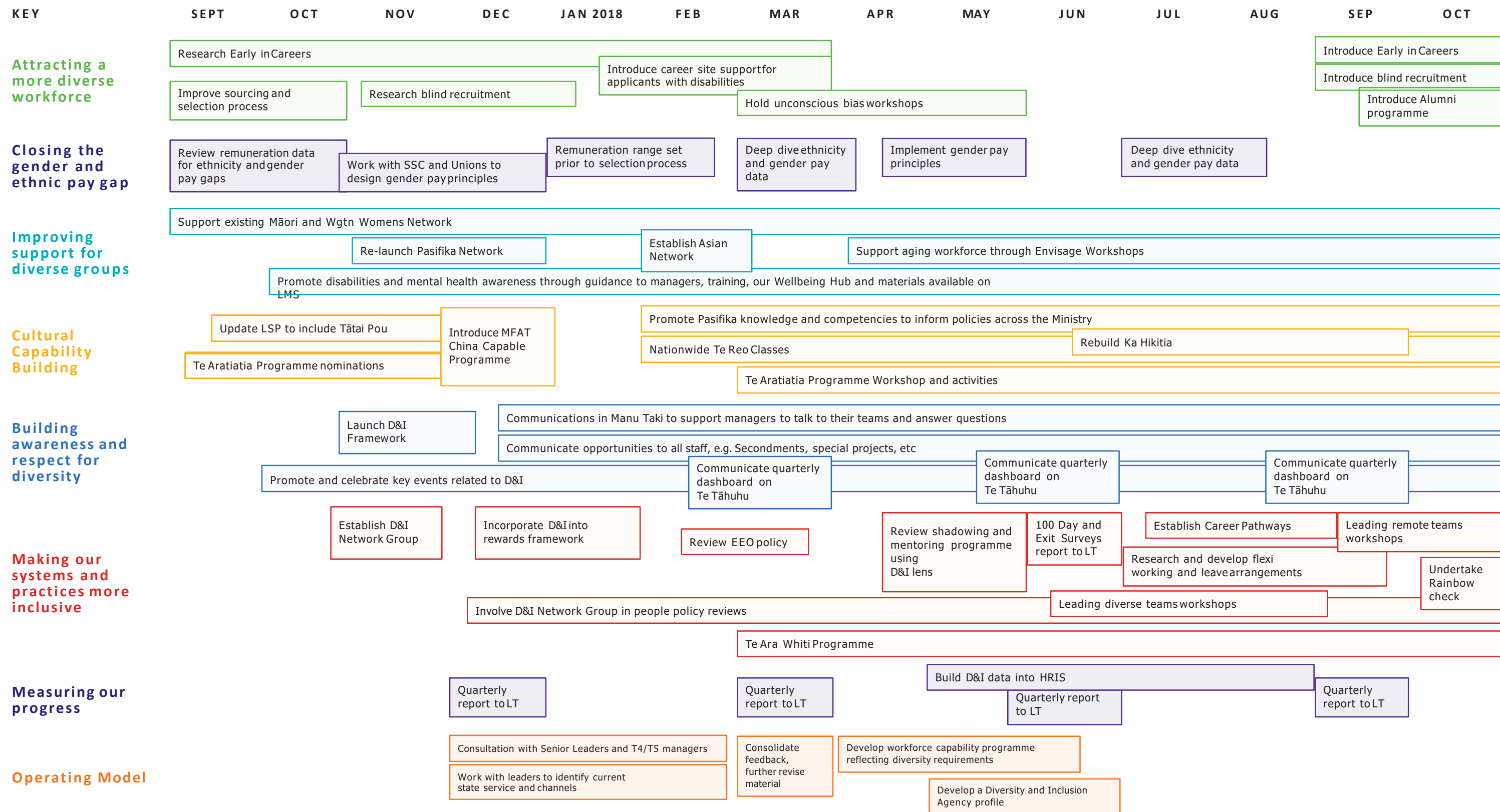
# Diversity and inclusion work programme 2017/18

**A great place to work**

A highly motivated, engaged, collaborative and diverse workforce

The Ministry is prioritising work toward diversity and inclusion as part of our drive to create a highly engaged, diverse and collaborative workforce. The Ministry's Diversity and Inclusion Framework includes targets for the next two years and the following programme of work for the next 12 months.

## Timeline



# Diversity and inclusion work programme 2018/19



**A great place  
to work**

A highly motivated,  
engaged, collaborative  
and diverse workforce

The Ministry is prioritising work toward diversity and inclusion as part of our drive to create a highly engaged, diverse and collaborative workforce. The Ministry's Diversity and Inclusion Framework includes targets for the next two years and the following programme of work for the next 12 months.

KEY	Nov	Dec	Jan 2019	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	
Attracting a more diverse workforce	Implement and monitor Early in Careers										Improve accessibility for everyone			
	Implement new sourcing and selection process				Introduce career site support for applicants with disabilities							Introduce Alumni programme		
Closing the gender and ethnic pay gaps	Measure and report on progress with closing gender pay gap						Identify roles where there is under representation of gender/ethnic groups and create pipeline of potentials as well as targeting in recruitment				Analyse occupational segregation	Deep dive into REM and performance ratings		
											Assess like for like roles			
Improving support for groups at risk of disadvantage	Support existing Māori, Pacific, Asian and Wgtn Women's Network as well as the Disabilities Working Group						Te Aratitia Programme Workshop and activities						Provide training and guidance to people leaders on mental health prevention	
	Establish Rainbow Network and any other relevant networks		Support aging workforce through Envisage Workshops			Communicate opportunities to all staff, e.g. Secondments, special projects, etc								
	Te Aratitia Programme nominations								Promote disabilities and mental health awareness through guidance to managers, training, our Wellbeing Hub and materials available on LMS					
Cultural Capability Building			Build Māori capability ensuring incorporated into performance expectations, JDs and Training		Promote Pacific knowledge and competencies especially in roles that work with or in Pacific communities			Promote MFAT China Capable Programme						
								Implement MBIE's cultural capability on-line training module						
								Nationwide Te Reo Classes						
Building awareness and respect for diversity	Te Ara Whiti Programme roll out and follow up													
	Communications in Manu Taki to support managers to talk to their teams and answer questions as well as D&I website refresh and articles													
	Communicate opportunities to all staff, e.g. Secondments, special projects, etc													
	Communicate 2018/19 D&I Framework	Communicate quarterly dashboard on Te Tāhuhu	Promote and celebrate key events related to D&I			Communicate quarterly dashboard on Te Tāhuhu			Communicate quarterly dashboard on Te Tāhuhu		Communicate quarterly dashboard on Te Tāhuhu			
Making our systems and practices more inclusive	Write flexi working and leave arrangements policy and guidelines, launch and implement						Establish Career Pathways		Consider Kawa (welcome) module	Unconscious Bias Awareness Training Module (TBC)		Start to prepare for Rainbow check		
	Launch and implement new D&I policy						Incorporate D&I into rewards framework		Six monthly 100 Day and Exit Surveys report to LT	Review shadowing and mentoring programme using D&I lens		Six monthly 100 Day and Exit Surveys report to LT		
	Leading remote teams & flexible work on-line training													
	Support and involve D&I Committee and working groups in making our systems and practices more inclusive													
	Review policies, guidelines and processes with a D&I lens													
Measuring our progress			Review quarterly report after LT feedback				Review quarterly report after LT feedback	Build D&I data into HRIS		Review quarterly report after LT feedback			Review quarterly report after LT feedback	
	Quarterly report to LT					Quarterly report to LT			Quarterly report to LT		Quarterly report to LT			