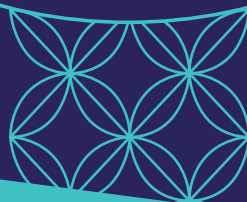


# Kia Toipoto

Closing Gender, Māori, Pacific and Ethnic Pay Gaps

**Public Service Action Plan**  
2021-24



## Guidance

**Public Service Agency  
Pay Gaps Action Plans 2022**



**Te Kawa Mataaho**  
Public Service Commission



**Manatū Wāhine**  
Ministry for Women



**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT

**Ministry for  
Ethnic  
Communities**  
Te Tari Mātāwaka

**Pacific  
Peoples**  
Ministry for Pacific Peoples

## JUNE 2022

Tēnā koe,

This guidance supports agencies to develop their first annual pay gap action plan (action plan) under Kia Toipoto – the Public Service Gender, Māori, Pacific and Ethnic Pay Gap Action Plan. Publishing this plan will meet the Kia Toipoto milestone: Te Pono | Transparency: Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.

This action plan will build on the gender pay gap action plans which agencies published in 2020 and 2021.

In developing your plan, please refer to:

- [Kia Toipoto: Public Service Pay Gaps Action Plan 2021-24](#)
- [The Equal Pay Taskforce's guidance and resources](#)

### Deadlines

- The deadline for publishing your 2022 Action Plan is **15 November 2022**. If you prefer, you can publish your action plan earlier.
- On publication, please also send your action plan to the Equal Pay Taskforce at [EqualPay@publicservice.govt.nz](mailto:EqualPay@publicservice.govt.nz).

### Support and queries

We are always interested to hear from you, and we are always happy to answer your queries. Please contact the Equal Pay Taskforce at [EqualPay@publicservice.govt.nz](mailto:EqualPay@publicservice.govt.nz)

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## Context and key messages

### We have made great progress over the last three years

Since 2018, the Aotearoa | New Zealand Public Service gender pay gap has fallen more than in any other three-year period since measurement began in 2000. As of 2021, women's leadership is at an all-time high: women hold 53.5% of senior leadership positions within the Public Service. All Public Service agencies have checked and corrected pay inequalities in the same or similar roles, for men and women. Almost 80% of public servants work flexibly, with women only slightly more likely to work flexibly than men.

This showcases the great work agencies are doing to get this right. You have maintained your focus on closing pay gaps, even as you have helped Aotearoa New Zealand navigate the unprecedented challenges COVID-19 has brought.

This isn't an easy task – it's complex and hard. There are lots of barriers to overcome. This work demonstrates what is possible when we have a goal, and we work together to achieve it.

### Introduction to Kia Toipoto

Kia Toipoto builds on the achievements and success of the Public Service Gender Pay Gap Action Plan 2018-2021. It is, however, even more ambitious.

The Kia Toipoto three-year goals are to:

- make substantial progress toward closing gender, Māori, Pacific, and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of rainbow communities.

### What is new for you in Kia Toipoto

1. Broadening the data you draw on to include ethnicity as well as gender. Keeping employees and unions engaged and well-informed. Using existing networks (e.g., working groups, employee led networks, team meetings, and social gatherings). This aligns with Kia Toipoto focus area Te Pono | Transparency.
2. Shifting to monitoring and embedding the work you have been doing over the last three years: Kia Toipoto includes a number of the milestones you have already acted on. In these cases, you are asked to monitor the impact of your actions and take further action to embed gains. This applies to the Kia Toipoto focus areas:
  - Nga Hua Tōkeke mō te Utu | Equitable pay outcomes
  - Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
  - Te Taunoa o te Mahi Pīngore | Flexible-work-by-default.
3. Extending your work on gender-balanced leadership to include ethnicity and achieving ethnic, as well as gender balance across your workforce. Kia Toipoto focus area: Te whai kanohi i ngā taumata katoa | Leadership and representation
4. Having transparent and equitable career progression, training and development opportunities that support women, Māori, Pacific, and ethnic employees and employees from rainbow and disabled communities to achieve their career aspirations. Kia Toipoto focus area Te Whakawhanaketanga i te Aramahi | Effective career and leadership development.

## This guidance looks a little different

This guidance looks a little different than last year's guidance. It is detailed and strengthened because we have more explanatory notes and advice in each section. We hope you find this helpful. Over the next three years there will be increased emphasis on monitoring the impact of changes made to date and refining our knowledge about what works. This will include data analysis as well as analysis of information gathered directly from Public Service employees.

In this guidance, you will note a common framework of evaluation across the sections (e.g., common types of evaluative questions and advice on potential next steps you can take to embed gains).

## Support and queries

The Equal Pay Taskforce is happy to answer any queries. Contact us at [EqualPay@publicservice.govt.nz](mailto:EqualPay@publicservice.govt.nz).







## Te kupu whakataki | Introduction

### Purpose of this guidance

This guidance supports agencies to develop and publish their first annual agency pay gap action plan (action plan) under *Kia Toipoto – the Public Service Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2021-24*.

Publishing your action plan will meet the Kia Toipoto milestone: *Te Pono | Transparency: Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback*.

### An action plan is your commitment to system change

Kia Toipoto is focused on system change, and achieving sustainable gains. An annual action plan will help you to embed the strong foundations you have built over the last three years under the [Gender Pay Gap \(GPG\) Action Plan](#) and take additional actions to close ethnic as well as gender pay gaps.

An action plan will help you:

1. Increase transparency of the pay and representation of women, Māori, Pacific and ethnic<sup>1</sup> employees (including wāhine Māori, Pacific and ethnic women) by strengthening:
  - your focus on disaggregated data (gender, ethnicity and gender/ethnic). Some of you have already taken this step in your 2021 GPG action plans
  - the quality of your ethnicity data if necessary - for advice see [Standards of Workforce Information for State Sector Agencies](#)
  - your engagement with women, Māori, Pacific and ethnic employees and employees from rainbow and disabled communities because the experiences of diverse employees are the ultimate test of making and sustaining gains.
2. Keep like-for-like gaps closed, by:
  - embedding and monitoring your policies and practices to remove bias from starting salaries, salaries within the same or similar roles, and other human resources and remuneration decisions
  - shifting from policy change to ensuring consistent practice and culture change across your agency.

<sup>1</sup> Kia Toipoto defines ethnic groups as Asian, African, Middle Eastern and Latin American ethnic groups that face discrimination in the labour market.

3. Increase the representation of under-represented gender and ethnic groups across your workforce and leadership, by:

- developing equitable career pathways and progression opportunities, so that the talents of all employees are fully recognised and utilised
- building cultural competence at all levels
- continuing to normalise flexible working, so employees at all levels of your agency can balance their paid and unpaid work, without trading off career progression or pay.

4. Make your workplace more equitable for all, by:

- supporting you to make fundamental changes to workplace policies, practices and culture to create long-term sustainable results that have a positive impact on everyone in your agency.

### Te Whakapiri will provide guidance to help you implement Kia Toipoto

Te Whakapiri is the Kia Toipoto collaborative working group, with representatives of the Equal Pay Taskforce in Te Kawa Mataaho, Te Rūnanga o Ngā Toa Āwhina, Te Pūkenga Here Tikanga Mahi| Public Service Association (PSA), Manatū Wāhine |the Ministry for Women, Te Puni Kōkiri, the Ministry for Pacific Peoples, the Ministry for Ethnic Communities and employee-led networks (rainbow, disabled and pan-Asian). Te Whakapiri consults with PSA networks (including the PSA Pasifika Network and PSA Out@Work), and with other agencies and entities.

Over the course of the next 12 months, Te Whakapiri will work with you to:

- review the guidance developed under the Gender Pay Gap Action Plan 2018-21, to ensure it supports agencies to close Māori, Pacific and ethnic pay gaps as we continue to close gender pay gaps
- develop new guidance to help agencies:
  - strengthen career pathways and provide equitable progression opportunities
  - set targets and make progress toward workforces and leadership representation that reflects New Zealand society
- meet the commitments to Māori under Kia Toipoto
- share targeted interventions that address barriers facing different groups
- strengthen alignment with other initiatives to create more diverse, inclusive and safe workplaces (see box below).

### Foundation documents and supporting resources

In developing your plan, please refer to:

- [Kia Toipoto: Public Service Pay Gaps Action Plan 2021-24](#)
- [The Equal Pay Taskforce's guidance and resources](#)

## Kia Toipoto is part of the wider diversity, equity and inclusion environment

The Public Service is committed to diversity, equity and inclusion.

By implementing Kia Toipoto, agencies will also be:

- progressing the Public Service [Papa Pounamu priorities](#)<sup>2</sup>
- working with Māori and working to achieve equitable outcomes for Māori as intended by Te Tiriti o Waitangi
- meeting the expectations of the [Government Workforce Policy Statement](#)
- complying with the [Government Pay Guidance 2021](#) and [further advice to Public Sector employers](#)
- meeting the [Gender Pay Principles](#)
- meeting the obligations of chief executives under the [Public Service Act 2020](#).

Undervaluation of female-dominated occupations is a drivers of pay gaps. It is the only driver that Kia Toipoto (and the GPG Action Plan before it) does not address because undervaluation is addressed through pay equity processes and settlements. These settlements contribute to closing pay gaps by addressing the undervaluation of occupational groups in which women and ethnic groups predominate.

All of these actions contribute to fairer workplaces that uphold our shared human right of freedom from discrimination.

<sup>2</sup>A Diversity and Inclusion Resources Hub contains resources to support the implementation of these priorities [insert LINK]



## Key steps and actions for creating an annual plan



## Developing your pay gaps action plan

### Step 1. Proactively engage people across your entity to develop your action plan

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Transparency</b> – agencies publish annual action plans based on gender and ethnicity data and union/employee feedback</p> <p><b>Kia Toipoto commitment:</b> Māori participate in action and monitoring</p>	<p><b>Engage with unions and Māori, Pacific and ethnic employees and employees from rainbow and disabled communities from the earliest planning stages.</b></p> <p>Doing this will help ensure that your plan is robust and is seen to be so. Understanding employee and union perspectives provides essential evidence about your progress. It also ensures employees can see that their experiences are influencing the actions agencies are taking. You can ensure you engage widely by working with your Diversity and Inclusion leads, employee-led networks, and Māori and other union delegates. Agencies without employee-led networks can support their establishment. Smaller agencies/entities can support employees to join cross-agency networks.</p> <p><b>Links to Papa Pounamu priorities.</b></p> <p>These Kia Toipoto milestones are aligned with the Papa Pounamu priorities: Ngā tūhononga e Kōkiritia ana e ngā kaimahi   Employee-led networks and Te Whakawhanaungatanga   Building relationships. By meeting these Kia Toipoto milestones, you will also be meeting the expectations of Papa Pounamu.</p>	<p>Describe how your agency has developed your action plan with unions, women, Māori, Pacific and ethnic employees and employees from disabled and rainbow communities.</p>

## Step 2. Update your agency pay and representation data

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Transparency</b> – agencies publish annual action plans based on gender and ethnicity data and union/ employee feedback.</p> <p><b>Kia Toipoto commitment:</b> Māori participate in action and monitoring and agencies will include data and action to achieve equitable outcomes for Māori in action plans.</p>	<p><b>Measurement guidance.</b> Before embarking on this step, please refer the following guidance on how to measure pay gaps in statistically robust ways:</p> <ul style="list-style-type: none"> <li>• <a href="#">Organisational Gender Pay Gaps Measurement and Analysis guidelines</a></li> <li>• <a href="#">Measuring and beginning to address Māori and Ethnic Pay Gaps</a></li> </ul> <p><b>Quality of data.</b> This is a good opportunity to improve your data. Good quality data meets the Te Kawa Mataaho <a href="#">Standards of Workforce Information for State Sector Agencies</a> and guidance on <a href="#">collecting disability information</a>. If your data does not meet these standards, we recommend you:</p> <ul style="list-style-type: none"> <li>• use and report the data you have, as an indicative base and note areas which do not meet standards</li> <li>• include your disclosure rates (e.g., the percentage of employees who have disclosed their ethnicity etc), to help readers interpret your pay and representation data</li> <li>• prioritise making changes to your systems for collecting and reporting workforce information.</li> </ul> <p>Note that agency level diversity data, collected through Te Taunaki, is published <a href="#">here</a>. This includes representation of disabled employees and employees who are members of rainbow communities.</p> <p><b>Employees who do not identify as cisgender.</b> <a href="#">Organisational Gender Pay Gaps Measurement and Analysis Guidelines p.9</a> provides advice on how to include these employees. For instance, you can include employees who do not identify as cisgender in pay gap calculations as another gender. If this group is too small for statistical comparison (i.e., less than 20 people), you should still consider whether the data you have suggests pay differences exist for these employees.</p>	<p>If your agency is large enough to have at least 20 people in each comparison group, include the following measures:</p> <p><b>Pay Gaps</b></p> <p><i>Agency-wide gender, Māori, Pacific and ethnic pay gaps:</i></p> <ul style="list-style-type: none"> <li>• mean calculations</li> <li>• median calculations</li> </ul> <p><i>More detailed pay gaps, if you can:</i></p> <ul style="list-style-type: none"> <li>• within the same or similar roles</li> <li>• by level of management and leadership (tiers 2 and 3)</li> <li>• by occupational group and/or within groups or units</li> <li>• by time in the role (tenure)</li> <li>• by age.</li> </ul> <p><i>Average salaries of employees from each ethnic/gender group:</i></p> <p>Present the average pay of each ethnic/gender group in a graph, such as the one <a href="#">published annually</a> by Te Kawa Mataaho. This is a simple way of comparing pay across a large number of groups. Advice on analysing pay by gender and ethnicity combined is also included in <a href="#">Measuring and beginning to address Māori and ethnic pay gaps</a>.</p>

**Step 2 cont. Update your agency pay and representation data**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Transparency</b> – agencies publish annual action plans based on gender and ethnicity data and union/ employee feedback.</p> <p><b>Kia Toipoto commitment:</b> Māori participate in action and monitoring and agencies will include data and action to achieve equitable outcomes for Māori in action plans.</p>	<p><b>Small numbers.</b> Gender and ethnic pay gap calculations are only statistically robust if there are 20 or more people in each comparative group. If your agency has fewer than 20 people in each group, we recommend you still review this data as it can provide useful indicative information, especially for smaller agencies. In this case you can include a narrative about what this data suggests, rather than the data itself, OR you can aggregate data for groups of fewer than 20 into larger groups, and report this higher-level data.</p> <p><b>Privacy.</b> There may also be privacy issues associated with publishing information about smaller groups. You can be certain that the privacy of individuals is protected if you include pay gaps in your published action plans only when there are at least 20 employees in each group being compared. Agencies’ own privacy and confidentiality policies may allow data for groups of fewer than 20 employees to be shared. Discuss this with your privacy officer. To aid transparency and engagement, you can include a narrative about what this data suggests or aggregate data, as recommended above.</p> <p><b>Include data definitions in your plan.</b> For instance, state who is included in each group you are measuring. This will ensure measurements made over time are consistent and comparable.</p> <p><b>Linking with your annual report.</b> Note that the Treasury guidance <a href="#">Annual Reports and other End-of-Year Performance Reporting 2022</a> includes information on how to report on pay gaps and representation in the Diversity Equity and Inclusion section of your annual report.</p> <p><b>Other advice.</b> Do not include your chief executive, as they are not appointed or remunerated by your agency.</p> <p>Use the most recent data available to update your gender and ethnicity pay and representation measurement.</p>	<p><b>Representation</b></p> <p>Include the proportion of women, Māori, Pacific and ethnic employees (and disabled and rainbow employees if you have the data):</p> <ul style="list-style-type: none"> <li>• to what extent are groups under- or over-represented in management and leadership?</li> <li>• to what extent are groups under- or over-represented in different occupational groups, particularly in high and low paid occupational groups?</li> <li>• to what extent are groups of employees, managers and leaders working flexibly, including working part-time?</li> </ul>



### Step 3. Identify and describe the drivers of your agency's gender and ethnic pay gaps

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Transparency</b> – agencies publish annual action plans based on gender and ethnicity data and union/employee feedback</p> <p><b>Kia Toipoto commitment:</b> Māori participate in action and monitoring and agencies will include data and action to achieve equitable outcomes for Māori in action plans</p>	<p><b>Contextual information about pay gaps.</b> Before undertaking this step, refer to the following sources of information about the common drivers of pay gaps. This will help you understand what your data is telling you:</p> <ul style="list-style-type: none"> <li>• <a href="#">Introduction to Kia Toipoto</a> provides a brief overview of the drivers of pay gaps</li> <li>• Appendix 1 of <a href="#">Organisational gender pay gaps Measurement and analysis guidelines</a>, provides more detail about how patterns in data provide evidence of the drivers of pay gaps.</li> </ul> <p><b>Gathering and analysing employee and union feedback.</b> The experiences of unions, women, Māori, Pacific and ethnic employees and members of rainbow and disabled communities provide essential qualitative evidence about the impact of your work. This is particularly effective way of evaluating whether the HR and remuneration policies you have implemented under the GPG Action Plan and Kia Toipoto are being translated into consistent agency-wide practice. In larger agencies, the experiences of unions and diverse employees will add to your understanding about why the patterns in your data exist. For smaller agencies with less robust data, union and employee feedback provides a vital alternative source of evidence about the progress you are making. You can also gather feedback from managers and leaders about their experiences of applying the policies you have put in place to remove bias from remuneration and human resources decisions.</p>	<p>Please include a narrative about what your data is telling you. These questions can help you identify patterns in your data that reveal the drivers of your pay gaps.</p> <ul style="list-style-type: none"> <li>• Are there differences in the representation of women, Māori, Pacific and ethnic employees, rainbow or disabled employees in higher and lower paid occupational groups; and/or in different levels e.g., management and/or leadership roles?</li> <li>• Are there pay gaps in starting salaries for employees within the same or similar roles?</li> <li>• Is progress through bands/scales slower or faster for some groups than others?</li> <li>• Are there pay gaps in different parts of your agency e.g., work sites or organisational groups?</li> </ul> <p>Please include a narrative about the feedback you have received from unions, women, Māori, Pacific and ethnic employees, rainbow or disabled employees, and from managers/leaders. These questions can help you:</p> <ul style="list-style-type: none"> <li>• How are perceptions of fairness different for different groups? In what ways are employees from different groups having positive or negative experiences of decisions related to recruitment, remuneration, development opportunities, career progression, breaks or leave?</li> <li>• In what ways are employees from different groups experiencing bias and/or discrimination in their day-to-day interactions with leaders, managers and/or colleagues?</li> <li>• How confident are managers/leaders in applying policies that remove bias from remuneration and human resources decisions?</li> </ul>

**Step 4. Report progress to date and your plans for the coming year against each Kia Toipoto milestone**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Kia Toipoto Milestones for 2022:</b> Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen</p> <p><b>Kia Toipoto commitment:</b> Agencies work purposefully and with good intentions to achieve equitable pay for Māori</p>	<p><b>Kia Toipoto guidance.</b> Under the Gender Pay Gap Action Plan 2018-21, you will have made changes to your policies to ensure bias is not influencing starting salaries and identified and corrected the salaries of employees in the same or similar roles who were not be paid as they should be. The guidance you applied was deliberately designed to address all forms of inequity – whether based on gender, ethnic or other forms of bias. Our new Kia Toipoto guidance provides further advice to help you monitor starting salaries and salaries within the same or similar roles to ensure inequities (whether based on gender, ethnicity or any other factor) do not reappear.</p> <p><b>Outlining actions from previous years.</b> We are asking you to outline the actions you have taken over the last few years. Your previous Gender Pay Gap Action Plans are likely to include details of your past actions and you may wish to provide links to these.</p> <p><b>Public Service Pay Guidance 2021.</b> Note <a href="#">this guidance</a> prioritises addressing gender and ethnic pay inequities. Taking action under Kia Toipoto, is therefore, consistent with this guidance.</p>	<p><b>Starting salaries:</b></p> <p>Please outline what you have done over the last few years to implement the recommendations in <a href="#">Ensuring bias is not a factor in starting salaries</a>. Please note whether you have:</p> <ul style="list-style-type: none"> <li>removed negotiation from the starting salary process</li> <li>included pay information (ranges/scales) in all job adverts</li> <li>ensured candidates are not asked for their existing salary</li> <li>implemented bias-free criteria</li> <li>ensured decisions are made by groups</li> <li>shared starting salary information with hiring managers</li> <li>put other checks and balances around the exercise of discretion</li> <li>moved to a step-based rem system with set entry points?</li> </ul> <p>Please describe how you monitor starting salaries and to what extent your monitoring suggests your actions are working.</p>

**Step 4 cont. Report progress to date and your plans for the coming year against each Kia Toipoto milestone**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
		<p>If inequities are continuing, please describe how you plan to strengthen your actions or add additional actions? These could include:</p> <ul style="list-style-type: none"> <li>• any of above actions you have not already taken</li> <li>• strengthening your bias-free criteria in decisions on remuneration. You can refer to <a href="#">Ensuring bias is not a factor in salaries for the same or similar roles</a> released in March 2022, for more advice on bias-free criteria, including valuing cultural skills, experience outside paid work, and skills related to teamwork and emotional intelligence</li> <li>• strengthening your support to managers on applying bias-free criteria, to improve consistency of practice</li> <li>• strengthening the checks and balances around the exercise of managerial discretion in remuneration decisions</li> <li>• moving to a step-based remuneration system.</li> </ul> <p><b>Same or similar roles</b></p> <p>Please outline what you have done over the last few years to implement the Taskforce’s guidance on <a href="#">Ensuring bias is not a factor in the same or similar roles</a> and whether your monitoring suggests inequities are reappearing.</p> <p>If inequities are reappearing, please describe how you plan to strengthen your actions or take additional actions. Please refer to our Kia Toipoto guidance <a href="#">Ensuring bias is not a factor in the same or similar roles</a> released in March 2022 for suggested responses.</p>

**Step 4 cont. Report progress to date and your plans for the coming year against each Kia Toipoto milestone**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Kia Toipoto milestones:</b> Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. Agencies ensure leaders and employees learn about and demonstrate cultural competence. Agencies offer equitable access to flexible-working-by-default</p> <p><b>Kia Toipoto commitments:</b> Work purposefully and with good intention to achieve equitable pay for Māori. Agencies celebrate tikanga, kawa and matāuranga Māori, and taonga, such as te reo Māori. Agencies enhance workplace practices and the mana of Māori and others</p>	<p><b>Guidance.</b> During 2022, we will be releasing strengthened guidance to support you to meet these Kia Toipoto milestones. In the meantime, for advice on monitoring you can refer to the relevant sections of the following guidance published to support the Gender Pay Gap Action Plan 2018-21: <a href="#">Guidance on Recruitment</a>, on <a href="#">Remuneration</a>, and on <a href="#">Career progression, Breaks and Leave</a> and <a href="#">Flexible-work-by-default</a>.</p> <p><b>Links to Papa Pounamu priorities.</b> These Kia Toipoto milestones are aligned with the Papa Pounamu priorities: <i>Te āheinga ā-ahurea   Cultural Competency</i> and <i>Te Urupare i te Mariu   Addressing bias</i>. By meeting these Kia Toipoto milestones you will also be meeting the expectations of Papa Pounamu.</p> <p><b>Outlining actions from previous years.</b> We are asking you to outline the actions you have taken over the last few years. Your previous Plans are likely to include details of your past actions and you may wish to provide a brief summary and links to your earlier Plans.</p>	<p>Please describe your work to date to:</p> <ul style="list-style-type: none"> <li>• apply the guidance on removing bias from recruitment (noted above)</li> <li>• apply the guidance on removing bias from remuneration (noted above)</li> <li>• apply the guidance on removing bias from career progression, breaks and leave (noted above)</li> <li>• embed and monitor the impact of your bias-free Human Resources and remuneration policies, process and systems</li> <li>• implement and embed flexible-work-by-default</li> <li>• provide <a href="#">cultural competence</a> training in line with the priorities of Papa Pounamu.</li> </ul> <p>Please provide information about the impact of these actions. These questions can help you to understand:</p> <ul style="list-style-type: none"> <li>• how does the data and feedback from unions, women, Māori, Pacific and ethnic employees and employees from rainbow and disabled communities, show that anything has changed – improved or worsened?</li> <li>• to what extent does feedback from unions and diverse employees suggest that cultural competence is being demonstrated by leaders, managers and employees?</li> <li>• to what extent did your actions during 2022 achieve the things you hoped to achieve?</li> <li>• what worked well and what could be improved or done differently?</li> </ul>



**Step 4 cont. Report progress to date and your plans for the coming year against each Kia Toipoto milestone**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
		<p>Please describe the actions your agencies will be taking to continue to address any issues raised in your review. Your actions could include:</p> <ul style="list-style-type: none"> <li>• any of above actions you have not already taken</li> <li>• strengthening your bias-free criteria in decisions on recruitment, remuneration, progression, breaks and leave. You can refer to <a href="#">Ensuring bias is not a factor in salaries for the same or similar roles</a> released in March 2022, for more advice on bias-free criteria, including valuing cultural skills, experience outside paid work, and skills related to teamwork and emotional intelligence</li> <li>• strengthening your support to managers on applying bias-free criteria, to improve consistency of practice</li> <li>• strengthening the checks and balances around the exercise of managerial discretion in your HR and rem policies and systems, including flex-by-default</li> <li>• moving to a step-based remuneration system</li> <li>• extending bias training to all staff</li> <li>• strengthening your organisational actions to recognise the aims and aspirations of Māori and the need for greater involvement of Māori in the Public Service, including by celebrating tikanga, kawa and matāuranga Māori, and taonga, such as te reo Māori</li> <li>• strengthening support for disabled employees by using the <a href="#">Lead Toolkit</a>.</li> </ul>

**Step 4 cont. Report progress to date and your plans for the coming year against each Kia Toipoto milestone**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Kia Toipoto milestone:</b> by the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their leadership</p> <p><b>Kia Toipoto commitments:</b> Māori will have career paths that empower them to achieve their career aspirations. Māori will be influential at all levels of the workplace</p>	<p><b>Kia Toipoto guidance.</b> Te Whakapiri will be releasing guidance this year on setting leadership targets and increasing gender and ethnic representation in leadership. In the meantime, for advice on bias-free recruitment, progression, career breaks, leave and flexible-working policies and practice you can refer to the following guidance published to support the Gender Pay Gap Action Plan 2018-21: <a href="#">Guidance on Recruitment</a> and on <a href="#">Career progression, breaks and leave</a> and <a href="#">Flexible-work-by-default</a>. All of this guidance will help you recruit and grow a more diverse pipeline of future leaders.</p> <p><b>Definition of leadership.</b> This means tiers 2 and 3 leaders. Do not include your chief executive as your agency is not responsible for their appointment.</p> <p><b>Definition of gender balanced leadership.</b> This means that women hold between 40-60% of leadership roles at any given time, and an average of at least 50% of leadership roles over the medium-term. The distinction between short and medium-term targets recognises that, especially in small agencies, changes in one or two leaders can have a big impact on annual diversity data. In these cases, medium-term trends are a more reliable indicator of improvement.</p>	<p>Please describe work you have done over the last few years to improve gender and ethnic representation in your leadership. For instance, have you:</p> <ul style="list-style-type: none"> <li>actively recruited for gender and ethnic diversity in management and leadership</li> <li>actively supported Māori, Pacific and ethnic employees to progress into, and through, the leadership pipeline, particularly wāhine Māori, Pacific women, and ethnic women</li> <li>removed bias from your recruitment, and your career progression, breaks and leave policies and practices (by implementing the guidance referenced at the beginning of this section)</li> <li>provided equitable access to flexible-by-default working for all groups and at all levels within your agency (by implementing the guidance referenced at the beginning of this section).</li> </ul> <p>Please provide information about the impact of these actions. These questions can help you to understand:</p> <ul style="list-style-type: none"> <li>to what extent does data and feedback from unions, women, Māori, Pacific and ethnic employees and employees from rainbow and disabled communities, show that anything has changed – improved or worsened?</li> <li>to what extent have your actions to date achieved the outcomes you hoped to achieve?</li> <li>what actions have worked well and what could be improved or done differently?</li> </ul>

**Step 4 cont. Report progress to date and your plans for the coming year against each Kia Toipoto milestone**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Kia Toipoto milestone:</b> by the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their leadership</p> <p><b>Kia Toipoto commitments:</b> Māori will have career paths that empower them to achieve their career aspirations. Māori will be influential at all levels of the workplace</p>	<p><b>Definition of ethnic balance in leadership.</b> Ethnic balance means agencies should aim for ethnic representation in line with ethnic representation in the overall population. Agencies with small leadership teams should aim to achieve both ethnic and gender diversity over the medium-term for the reasons outlined in the note on gender balanced leadership above.</p> <p><b>The pace of change.</b> The pace at which you can increase diversity in your leadership cohort will be influenced by leadership turn-over and, potentially, the field within which your agency operates. You can take these constraints into account when setting your targets. You may, for instance, need to take a more staged approach to building a pipeline of future leaders.</p> <p><b>Links to Papa Pounamu priorities.</b> These Kia Toipoto milestones are aligned with the Papa Pounamu priority <i>Haututanga Ngakau Tuwhea   Inclusive leadership</i>. By meeting these Kia Toipoto milestones, you will also be meeting the expectations of Papa Pounamu.</p>	<p>If your agency does not have gender and ethnic balance in your leadership, please describe your plans and targets to achieve this Kia Toipoto milestone, for instance, by:</p> <ul style="list-style-type: none"> <li>• taking any of the steps above that you may not already have taken</li> <li>• revisiting and strengthening your bias-free criteria and the application of these criteria in decisions made on recruitment, progression, breaks and leave and flexible working</li> <li>• implementing the guidance, we will be releasing later this year.</li> </ul>

**Step 4 cont. Report progress to date and your plans for the coming year against each Kia Toipoto milestone**

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to include in your Plan
<p><b>Kia Toipoto 2023 milestone</b> “By mid-2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations</p> <p><b>Kia Toipoto commitments:</b> Māori will have career paths that empower them to achieve their career aspirations; Māori will be influential at all levels of the workplace</p>	<p><b>Kia Toipoto guidance.</b> New guidance will be released later this year to support agencies to create career pathways and equitable progression opportunities. In the meantime, agencies can refer to guidance released under the GPG Action Plan <a href="#">Career progression, breaks and leave</a> and <a href="#">Flexible-work-by-default</a>.</p> <p><b>The role of this milestone in addressing the impact of occupational segregation.</b>            Women, Māori, Pacific and ethnic employees (and especially wāhine Māori, Pacific women and ethnic women) are over-represented in low paid occupational groups. The impact of occupational segregation can be addressed by a combination of:</p> <ul style="list-style-type: none"> <li>• meeting this Kia Toipoto milestone</li> <li>• progressing Pay Equity claims under the Equal Pay Act</li> <li>• lifting the pay of the lowest paid, in response to the Government Workforce Policy Statement and Pay Guidance 2021.</li> </ul> <p><b>Links to Papa Pounamu priorities.</b> These Kia Toipoto milestones are aligned with the Papa Pounamu priority Te Urupari I te Mariu   Addressing bias. By meeting these Kia Toipoto milestones, you will also be meeting the expectations of Papa Pounamu.</p>	<p>Please describe any action you are already taking to support career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations. For instance, have you:</p> <ul style="list-style-type: none"> <li>• actively supported women, Māori, Pacific and ethnic employees to progress from lower paid occupational groups into higher paid groups and into the leadership pipeline - particularly wāhine Māori, Pacific women, and ethnic women</li> <li>• ensured that development opportunities are equitably available, including development programmes, secondments, acting up roles and participation in cross agency and/or inter-agency work</li> <li>• recognised and valued skills that are often overlooked, such cultural skills, and skills related to emotional intelligence such as coordinating, mentoring and relationship management skills</li> <li>• removed bias from your recruitment and career progression, breaks and leave policies and practices (by implementing the guidance listed in sections above)</li> <li>• provided equitable access to flexible-by-default working for all groups and at all levels within your agency (by implementing the guidance referenced at the beginning of this section).</li> </ul>



## Step 5. Provide information about any additional relevant actions you are taking

### Explanatory notes and advice

Actions to meet other Government priorities or expectations. These may include actions in response to the following:

- [Gender Pay Principles](#)
- [Papa Pounamu priorities](#). These are supported by the [Diversity and Inclusion Hub](#)
- [Government Workforce Policy Statement](#), such as lifting the pay of the lowest paid employees
- [Government Procurement Rules](#), specifically the Ministry of Business, Innovation and Employment guidance on [Rule 18A](#) on encouraging suppliers of goods and service to offer quality employment opportunities to a more diverse range of employees
- [Lead Disability Toolkit](#) to create more inclusive environments for employing disabled people.

### What to include in your Plan

Please note any such actions. You may have already reported on some or all of these in your most recent Annual Report. If so, you may just wish to provide a link to these parts of your Report.

## Step 6. Publish your plan

Kia Toipoto Milestones & Commitments	Explanatory notes and advice	What to do
<p><b>Transparency</b> – agencies publish annual action plans based on gender and ethnicity data and union/employee feedback</p> <p><b>Kia Toipoto commitment:</b> Māori participate in action and monitoring and agencies will include data and action to achieve equitable outcomes for Māori in action plans</p>	<p><b>Publishing your plan</b></p> <ul style="list-style-type: none"> <li>ensures that your plan is readily available to all employees and their unions, in accordance with Kia Toipoto</li> <li>demonstrates your commitment to eliminating pay gaps and creating fairer workplaces for all</li> <li>strengthens your value proposition for current and potential employees</li> <li>creates models for other employers, in the wider Public Service and private sector.</li> </ul> <p><b>Format of plan.</b> Agencies can use a format that suits their own publication requirements. This may include an A3 with a publicly accessible link to the more detailed narrative and data.</p> <p><b>Accessibility Charter.</b> Note that Public Service agencies are expected to comply with the Accessibility Charter, which requires information to be available in HTML too.</p>	<p><b>Publish your plan on your agency website and on your intranet</b>, where it can be easily found, by 15 November 2022.</p> <p>Please send a link to your published plan to <a href="mailto:EqualPay@publicservice.govt.nz">EqualPay@publicservice.govt.nz</a>.</p>

## Example plans

Agency action plans for 2021 are published on the Ministry for Women website, as well as agencies' own websites. Many plans have very good elements, including these:

- [Social Wellbeing Agency](#) as an example of a small agency plan
- [Ministry of Culture and Heritage](#) as an example of good outline of their forward plans – desired outcomes, timelines, and success indicators
- [Department of Corrections](#) as an appropriate narrative detail for a large agency.

