



# Kia Toipoto and Papa Pounamu Action Plan 2022-2025

Updated October 2024



Ministry for  
**Ethnic  
Communities**  
Te Tari Mātāwaka



**Te Kāwanatanga  
o Aotearoa**  
New Zealand Government

<CLASSIFICATION>

# Introduction

Te Tari Mātāwaka strives to make a positive impact for all New Zealanders through empowering our Ethnic Communities. We are passionate about equitable outcomes and are dedicated to close all forms of pay gaps. Our values champion this kaupapa and we are committed to meeting the outcomes of Kia Toipoto.

We are the Government's chief advisor on Ethnic Communities, ethnic diversity and the inclusion of Ethnic Communities in wider society. We champion Aotearoa's Ethnic Communities and promote the value of all our differences as a source of strength. One of our key aims is improving economic outcomes for our communities and promote equity within our organisation.



# Our values

## Manaakitanga (Kind)

Encompasses care and generosity, for the purpose of nurturing relationships.



## Whakakotahitanga (Inclusive)

Unifying thought, opinion and action for the collective good.



## Whakamanawanui (Courageous)

Act valiantly and courageously.



## Ngākau Pono (Authentic)

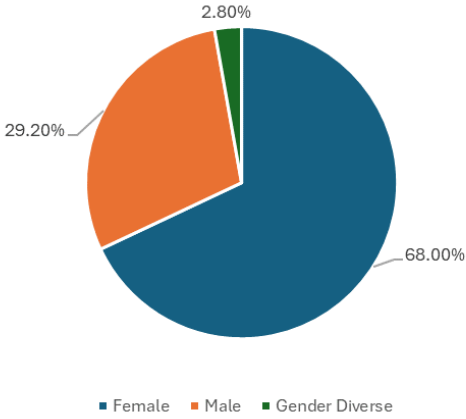
To act with integrity and sincerity.



# Our people

- As of 30 June 2024, Ministry for Ethnic Communities has a headcount of 71 kaimahi, including permanent, and fixed term
- 68.0% female, 29.2% male and 2.8% gender diverse
- 38.0% Asian, 26.8% NZ European, 9.9% Middle Eastern, Latin American and African, 7.0% Other European, 5.6% Māori, 1.4 % Pasifika and 11.3% other

## Gender split



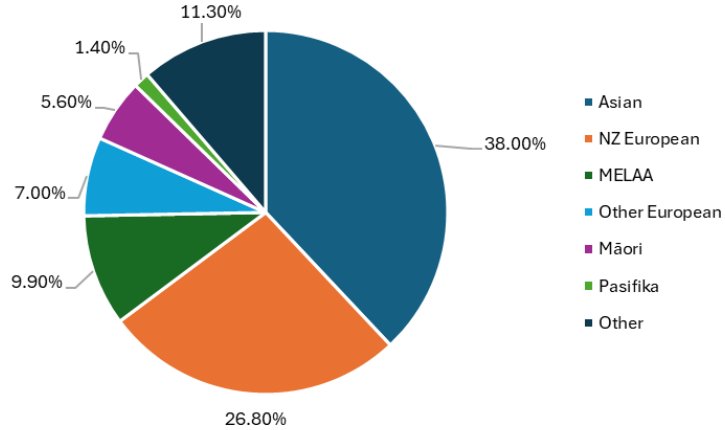
## Gender Pay Gap

**-7.6% pay gap**

**\$118.8K**  
Average Female Salary

**\$110.4K**  
Average Male Salary

## Ethnicity



**38.0%**

Identify as Asian

**26.8%**

Identify as NZ European

**9.9%**

Identify as MELAA

**7.0%**

Identify as other European

**1.4%**

Identify as Pasifika

**5.6%**

Identify as Māori

**11.3%**

Identify as other



# Reviewing our gaps

Due to the size of the Ministry, we are not able to produce robust statistics for some pay gap data. Even minor changes to our workforce can have a big impact on our statistics, making them volatile. Whilst some figures might not be useful for us, we can focus on others, like who our workforce is made up of and monitoring of trends.

A comparative review as of June 2024:

- Our gender pay gap has decreased from -3.2% last year to -7.6%, and this is lower than the 6.1% public service average – this number fluctuates due to our relatively small size.
- Of our leaders, 40% identify as Asian, 6.7% as Middle Eastern, Latin American and African, 46.7% as European and 6.7% Pasifika.
- The current proportion of people leaders that identify as female has fallen to 60%

# Kia Toipoto Plan



As the Ministry is relatively small, we have regular monitoring of who we are and how we are made up. This allows us to have oversight of progress and to make tweaks to our approach.



Our focus is to continually empower and grow our leaders to ensure biases are recognised and controlled, gaps do not appear, and we continue to monitor and maintain a lower gender pay gap. Our Chief Executive and leadership are committed to this Kaupapa and ensuring we drive positive change for our communities and our people.



Engagement of this plan has been ensuring our kaimahi and the union are in line with our values and Kaupapa. Being a small ministry, we have regular check-ins with our employees and union member representatives across the Ministry which have provided insights into our action plans, progress and goals.



These goals and objectives are based off information and guidance provided for Kia Toipoto and from Te Kawa Mataaho.

# Te Pono | Transparency

## Progress 2023/2024

- HR partners with hiring managers in ensuring staff and candidates understand the criteria for placing within bands
- HR and remuneration policies are easily accessible in our intranet
- Monthly reporting of staff headcount, gender, gender pay gap, ethnicity stats to our Executive leadership team

## Action Plans 2024/2025

- Continue to monitor starting wages for inequities and provide analysis and recommendations to ensure no gaps appear
- Continue Executive Leadership Team reporting and monitoring of gender and ethnic pay gap and pay-based metrics

**Ngā Hua  
Tōkeke mō te  
Utu |  
Equitable pay  
outcomes**

## **Progress 2023/2024**

- Monitor starting salaries for inequities through our monthly reporting on pay and salaries
- Ensure salaries for same or similar roles are equitable and fair through monthly reporting on pay and salaries
- Ensure our remuneration system and decisions maintain consistency: all roles are evaluated with regular discussions between HR and people leaders
- Remuneration system review completed by DIA/MEC and PSA and implemented from 1 July 2024
- Unconscious bias training available through iLearn

## **Action Plans 2024/2025**

- Unconscious bias training for staff in 2025



# Te whai kanohi i ngā taumata katoa | Leadership and representation

## Progress 2023/2024

- Ministry has its own recruitment function and has developed a recruitment process that is accessible and equitable for all candidates
- Ethnic representation in our leadership is reflective of the communities we serve, and merit based
- Flexible working arrangements are available and accessible at all levels of the Ministry

## Action Plans 2024/2025

- Continued monitoring of recruitment practices to support accessibility for all applicants including disabled people and members of Rainbow communities
- Commitment to ensuring gender and ethnic balanced shortlists for all vacancies
- Continued profiling of our diverse ethnic staff and women in leadership on our careers site and social media sites to reflect the communities we serve

# Te Whakawhanaketanga i te Aramahi | Effective career and leadership development

## Progress 2023/2024

- Performance/development plans in place for all staff
- Learning & development programme, with full access to L&D eLearning modules
- Whāinga Amorangi plan in place
- Continued the rollout of the eLearning module for Interpreting Services for the New Zealand Public sector supporting cultural competency in the Ministry and across the wider Public Sector
- Continued membership of the International Association Public Participation (IAP2) supporting effective stakeholder relationships
- Provided support for external opportunities for career and leadership development whenever feasible

## Action Plans 2024/2025

- Ongoing cultural competency training for all staff
- Ongoing support for staff seeking external opportunities for career and leadership development

**Te whakakore i te  
katoa o ngā momo  
whakatoihara,  
haukume anō hoki  
| Eliminating all  
forms of bias and  
discrimination**

## **Progress 2023/2024**

- Monitoring of recruitment processes to ensure that they are accessible and equitable for all candidates
- Use of external panel members for significant recruitments to help ensure that decisions made are robust, fair and free from bias
- Continued roll out of eLearning module for Interpreting Services for the New Zealand Public sector supporting cultural competency in the Ministry and across the Public Sector
- Unconscious bias training available through iLearn

## **Action Plans 2024/2025**

- Unconscious bias training for all staff
- Ongoing cultural competency training for all staff

# Te Taunoa o te Mahi Pīngore | Flexible working

## **Progress 2023/2024**

- Flexible work policy and framework is in place
- Access to flexible working opportunities
- Monitor effectiveness of flexible-work process and framework through ad hoc feedback and regular check-ins with staff

## **Action Plans 2024/2025**

- Review Flexible working arrangements to ensure arrangements are appropriate from work/life balance, and productivity perspectives as well as meeting the expectations of the PSC and Government

# Papa Pounamu

## Progress 2023/2024

- Resources developed to foster diversity and inclusion in the workplace which have been shared with agencies. These include:
  - Intercultural capability eLearning modules
  - Greetings in different languages
  - Workplace posters with translations of common spaces and items in the office
  - NameCoach implemented

## Action Plans 2024/2025

- Continue to support the CE as part of the CE Advisory Group for ensuring equity in the Public Service, as the Pou Mātāwaka Co-lead and sponsor for the employee led network PAPSN.
- Working with Public Service Commission on the design of a mentoring programme to support ethnically diverse public servants in leadership. Potential pilot programme still to be determined for 2025/26 .

# What our success looks like

Diversity and remuneration equity at all levels

A culturally confident workforce

Increasing numbers of our people complete unconscious bias training

HR policies and practices include proactive steps to remove bias in decision making

Maintain a low gender pay gap with consistent ethnic representation in leadership roles

A learning culture delivering tangible capability development

Where appropriate, flexible and hybrid working opportunities





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