

### Kia Toipoto

Kia Toipoto is the Public Service's action plan for closing gender, Māori, Pacific and ethnic pay gaps. Its three-year goals are:

- Making substantial progress towards closing gender, Māori, Pacific and ethnic pay gaps.
- Accelerating progress for wāhine Māori, Pacific women and women from ethnic communities.
- Creating fairer workplaces for all, including disabled and neurodiverse people and members of rainbow communities.

### Kia Toipoto focus areas\*

1. Te Pono – Transparency
2. Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes
3. Te whai kanohi i ngā taumata katoa – Leadership and representation
4. Te Whakawhanaketanga i te Aramahi – Effective career and leadership development
5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination
6. Te Taunoa o te Mahi Pīngore – Flexible-work-by-default

\*Details of focus areas are set out on following pages.

### About Te Mana Whakaatu – Classification Office

We provide information and ratings to empower New Zealanders to make informed choices about what they and their rangatahi and tamariki watch.

We do this by classifying publications and providing information about the classification system as a whole.

We are accountable to the New Zealand public, and so we must perform our functions efficiently, transparently, and in a financially responsible manner.

### Our people

As at 30 April 2023 we had 27 staff [24.5 full-time equivalent]. Our workforce profile tells us:

- Our people are 63% women.
- We have 86% women people leaders and our people leaders are exclusively European.

Our people are 70% European, 11% Māori/Pasifika with 19% identifying as other ethnicities. 5% of our people identify as having a disability.

### Our operating context and goals for progress

As a small independent Crown entity, our team consists of highly skilled practitioners who are experienced in handling challenging content. The nature of their work requires a deep understanding of the issues and the ability to handle them in a responsible and effective manner.

The success of this organisation depends on having skilled, safe, happy, and well-supported staff. Our staff are the backbone of the organisation and it's essential to have a work environment that ensures they can perform their duties to the best of their abilities. At Te Mana Whakaatu, we strive to create an office that nurtures individuals, is open to change, recognises the importance of diversity, and constantly learns and improves.

As a trusted and respected regulator, we understand the importance of being held accountable for our actions. This plan ensures that the organisation is transparent, open to feedback, and continually improves its processes and procedures. By holding ourselves accountable, we maintain the trust of the community we serve and are able to continue our mission to keep New Zealanders safe from harm.

### Our approach to developing our action plan

A small number of staff were involved in the development of the Kia Toipoto action plan. All staff were given the opportunity to contribute and we will continue to work with our people as we implement our plan.

We acknowledge we are a small agency with limited resources. We will prioritise areas that need the most work, build on current good practice, and implement new approaches.

Our leadership team are committed to reducing pay gaps, delivering this action plan and working on increasing diversity and inclusion.

# Achieving the Kia Toipoto focus areas

Kia Toipoto focus area	Our current state	What we will do over the coming year	How we will measure success
<p><b>Te Pono – Transparency</b></p> <ul style="list-style-type: none"> <li>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</li> <li>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</li> </ul>	<ul style="list-style-type: none"> <li>We have published a summary statement on our website as at December 2022.</li> <li>We have committed to publishing our initial action plan by April 2023.</li> <li>For the past several years, as part of the annual reporting cycle, we report, measure and analyse gender pay gaps and the gender and ethnic composition of our office.</li> <li>We regularly conduct analysis of our gender pay gap on the basis of median salaries across the organisation.</li> <li>We collect data (ethnic, disability, caregiver status, age, seniority status and full or part time) annually with our workplace profile survey. The annual trend is that ethnic diversity is increasing.</li> <li>We include salary bands in the Collective Agreement and they are negotiated collectively.</li> <li>We do not have a current Diversity and Inclusion Policy or dedicated resource in the office.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to develop action plans annually using the guidance.</li> <li>We will consult with staff on setting up a diversity, inclusion and engagement committee.</li> <li>We will review our HR policies and position descriptions to ensure they include diversity and inclusion statements and make them available to all staff.</li> <li>We will attend Diversity Works training sessions on improving our reporting.</li> </ul>	<ul style="list-style-type: none"> <li>We develop and publish action plans annually with our people, based on data and feedback, and these are published by the due date.</li> <li>All HR policies and position descriptions are updated with a diversity and inclusion statement and are available to all staff.</li> </ul>
<p><b>Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes</b></p> <ul style="list-style-type: none"> <li>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</li> </ul>	<ul style="list-style-type: none"> <li>Our Collective Agreement lists a schedule of salaries for all positions (with the exception of managers). These are negotiated collectively.</li> <li>Women earn higher salaries on average. The majority of senior leaders are women.</li> </ul>	<ul style="list-style-type: none"> <li>We will regularly review starting salaries and salaries for same or similar roles for pay gaps for all working arrangements.</li> <li>We will add our remuneration policy to the Collective Agreement 2023–24.</li> <li>We will consider including pay information in our recruitment process.</li> </ul>	<ul style="list-style-type: none"> <li>We undertake reviews as per our policies and no unjustifiable gaps are found for all working arrangements.</li> </ul>

## Achieving the Kia Toipoto focus areas (cont.)

Kia Toipoto focus area	Our current state	What we will do over the coming year	How we will measure success
<p><b>Te whai kanohi i ngā taumata katoa – Leadership and representation</b></p> <ul style="list-style-type: none"> <li>By the end of 2022 agencies and entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</li> </ul>	<ul style="list-style-type: none"> <li>We have good gender representation across our workforce. We know we need to increase Māori representation in our leadership roles. As a small agency, numeric targets can be hard to set and achieve because changes of one or two people have a significant impact on our numbers.</li> <li>We reviewed our recruitment policy using the guidance to be inclusive, accessible and bias-free.</li> <li>We are a member of Diversity Works.</li> <li>Our Pou Ārahi provides strategic advice and leadership in their role as advisor to the management team.</li> </ul>	<ul style="list-style-type: none"> <li>We will focus on developing and retaining our existing diverse talent and supporting their career development.</li> <li>We will explore with staff working towards achieving a Rainbow Tick.</li> <li>We will consult with staff on setting up a diversity and inclusion engagement committee.</li> <li>We will update our Board Charter to included our Pou Ārahi in an advisory capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Our recruitment processes are reviewed and updated, with an aim to remove barriers.</li> <li>We have consulted with staff on opportunities for development in diversity and inclusion, flexible working, and career development.</li> </ul>
<p><b>Te Whakawhanaketanga i te Aramahi – Effective career and leadership development</b></p> <ul style="list-style-type: none"> <li>By mid 2023, agencies and entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</li> </ul>	<ul style="list-style-type: none"> <li>We support secondments to other agencies to support career development.</li> <li>All staff have access to training and/or study that is appropriate to their skills, position and level of performance.</li> <li>We have a training and study policy to support career development.</li> </ul>	<ul style="list-style-type: none"> <li>We will review our performance development framework for individual development plans.</li> <li>We will promote development and career opportunities internally, including courses, secondments, conferences, progression and development opportunities.</li> <li>We will actively support staff to find mentoring and development opportunities across government.</li> </ul>	<ul style="list-style-type: none"> <li>We have a performance development framework in place.</li> <li>Individual development plans have been developed and implemented.</li> </ul>

## Achieving the Kia Toipoto focus areas (cont.)

Kia Toipoto focus area	Our current state	What we will do over the coming year	How we will measure success
<p><b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination</b></p> <ul style="list-style-type: none"> <li>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</li> <li>Agencies and entities ensure leaders and employees learn about and demonstrate cultural competence.</li> </ul>	<ul style="list-style-type: none"> <li>We strive to be an organisation that does not tolerate bias or discrimination in the workplace.</li> <li>We have documented policies and practices in place that cover all parts of the organisation, not particular teams.</li> <li>The Office has an impartial, transparent employment process, and strives to employ the best person for the job.</li> <li>We have a clear Recruitment and Selection policy to reduce the risk of inequality, including establishing expectations with recruitment agencies. Consideration of Diversity and Inclusion principles is incorporated into all aspects of the recruitment and selection process.</li> </ul>	<ul style="list-style-type: none"> <li>We will consult with staff on setting up a diversity and inclusion engagement committee.</li> <li>We will explore with staff working towards achieving a Rainbow Tick.</li> <li>We will explore options for staff to attend cross-agency employee-led network hui.</li> </ul>	<ul style="list-style-type: none"> <li>We will keep a record of any issues raised by staff.</li> <li>Our HR policies and practices include proactive steps to remove bias in decision making.</li> <li>Processes for people-related decisions are transparent.</li> </ul>
<p><b>Te Taunoa o te Mahi Pīngore – Flexible-work-by-default</b></p> <ul style="list-style-type: none"> <li>By the end of 2024, agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</li> </ul>	<ul style="list-style-type: none"> <li>Flexible working is codified in the Collective Agreement.</li> <li>Flexible-work-by-default is available to all staff in our office.</li> <li>Any request for changes to hours of work (such as reducing hours to part-time) are considered for all employees.</li> </ul>	<ul style="list-style-type: none"> <li>We will review our flexi-time and working from home policy to ensure access is equitable.</li> <li>We will use the Hybrid Working Guidance to support and guide decision making.</li> <li>Senior leaders will commit to modelling flexible working behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Our flexi-time and working from home policies have been reviewed and implemented.</li> <li>We will introduce Microsoft Teams to facilitate remote working.</li> <li>We will monitor and keep records of flexible working arrangements with staff.</li> </ul>