

15 November 2024



Ministry for
Pacific Peoples

Te Manatū mō ngā Iwi o te Moana-nui-ā-Kiwa

Diversity, Equity, and Inclusion

- Plan for 2024/25
- Vision for 2027

Foreword from the Secretary

At the Ministry for Pacific Peoples, we are in a unique position to show our commitment to diversity, equity, and inclusion in the public sector. I am pleased to present the Ministry's Diversity, Equity, and Inclusion (DEI) Plan for 2024/25 and our organisation's vision for 2027.

I am proud of the progress we have made in the last 12 months. This report includes a reflection on what we have achieved and where there's room for improvement. Our work has contributed to these system-wide work programmes:

- Papa Pounamu Public Service Work Programme
- Kia Toipoto Public Service Pay Gaps Action Plan 2021-2024
- Māori-Crown relationship.

Our plan for 2024/25 shows our continued commitment to improving diversity, equity, and inclusion through Papa Pounamu and Kia Toipoto. For the first time, we are integrating these plans into one, grouped under diversity, equity, and inclusion themes.

Furthermore, I want to share the Ministry's vision for 2027. The Pacific population in Aotearoa New Zealand is diverse, vibrant, and growing. My vision for 2027 is for the Ministry to be one of the employers of choice for Pacific, Māori, and ethnic populations because they feel represented and empowered in our organisation.

As a Ministry, we will continue to do our part in creating a leading edge, trusted Public Service that serves Aotearoa New Zealand and its people.



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Introduction

The past year has been challenging for the Ministry as it had undergone two change processes within the twelve-month period. The first streamlined the Ministry's structure and strengthened its leadership. The second was in response to the Government's public service cost saving exercise which achieved 7.5% target savings to contribute towards Budget 2024. Compared to 2022/23, our headcount reduced from 140 to 91. These changes were felt across this small Ministry, however we still made progress on our Papa Pounamu and Kia Toipoto outcomes.

Conscious and concerted effort across the years has led to significant progress. About 66% of our staff are female, slightly higher than the public service baseline. We have a high proportion of staff who come from a Pacific background at about 74%, which exceeds any public service comparison. Our organisational profile shows the breakdown of seven Pacific nationalities represented by our staff, with Samoa, Tonga, and Cook Islands Māori being the top three.

The Ministry's overall GPG based on median salaries, which are less sensitive to outlier values, reduced from 14.5% to 2.2%. At Tier 2 and 3, it reduced from 3.9% to 2.6%, and at Tier 4 it reduced from 4.8% to -1.1%. This means that the median salary of women at Tier 4 is higher than that of men. Despite the overall increase in the Ministry's EPG between 30 June 2023 and 2024 based on mean salaries, it will likely remain below that of the Public Service.

In the staff engagement survey completed in November 2023, the response with the highest positive rating was "I am encouraged to be myself at work". The women's network continued its mahi and we have established a Rainbow Network called Ākirata Ou.

Furthermore, the Ministry established the Pacific Identities and Advisory team, which includes the Kapasa/Yavu Lead and three new Equity Leads (Pacific Peoples with Disability, Pacific Youth, and Pacific Rainbow+ Peoples). Through their advisory expertise, the Equity Leads advocate for and champion an intersectional, inclusive, and equitable approach to policy and programme development within the Ministry and cross-government.

For the 2024/25 period, we will focus our efforts on 9 areas:

1. Strengthening workforce and leadership representation of Pacific, Māori and other ethnic communities.
2. Fostering diverse leadership through a performance and talent management system.
3. Ensuring effective career and leadership development across all levels.
4. Building cultural competence of our staff of Pacific and Māori cultures.
5. Ensuring equitable pay outcomes for new and current staff.
6. Eliminating bias and discrimination from remuneration policies and practices.
7. Supporting thriving employee networks across the Ministry.
8. Fostering inclusive leadership among leaders and staff.
9. Continuing to strengthen Māori-Crown relationship through our mahi.

Even as a small public service agency, we will continue to do our part in creating a leading edge, trusted Public Service that serves Aotearoa New Zealand and its people.



Our organisational profile

Ministry for Pacific Peoples

Te Manatū mō ngā Iwi ō te Moana-nui-ā-Kiwa



Our people embody the Pacific communities we represent, and their capability drives the delivery of a work programme that supports the achievement of Pacific peoples' aspirations in New Zealand.

As at 30 June 2024, the Ministry had a headcount of 91. This was a result of two change processes, which occurred over the 2023/24 financial period. The first streamlined the Ministry's structure and strengthened its leadership. The second was in response to the Government's public service cost saving exercise which achieved 7.5% target savings to contribute towards Budget 2024.

The diversity of our organisation is one of our strengths:

- Approximately three-quarters (or 73.6%) of our staff identify as Pacific. The public service comparison is 10.7%.
- Women make up 66% of our staff, which is higher compared to the 62% female representation across the public service for the same period.

We continue to put effort into building a strong Māori-Crown relationship from where we operate.

		2023 Public Service ¹ (Note 1)	Ministry for Pacific Peoples			
			30 June 2021	30 June 2022	30 June 2023	30 June 2024
1	Headcount	-	127	128	140	91
As at 30 June 2024, the Ministry's total headcount is 91 across 99 Full-Time Equivalents (FTEs), of which 23 are vacant. The majority of staff (85.7%) is in full time, permanent roles.						
2	Breakdown by Ethnicity					
	Asian	14.5%	-	-	-	3.3%
	European	63.7%	15.8%	17.20%	15.00%	15.4%
	Pacific peoples	10.7%	76.4%	78.10%	77.90%	73.6%
	Māori	16.8%	3.1%	3.10%	2.10%	1.1%
	MELAA ²	2.2%	(See Other)	(See Other)	(See Other)	2.2%
	Other ³	6.7%	4.7%	1.50%	5.00%	4.4%
3	Breakdown by Gender					
	Male		28.3%	27.30%	35.00%	33.0%
	Female		71.7%	72.70%	65.00%	65.9%
	Other ⁴					1.1%
4	Breakdown by Pacific nationality					
	Cook Islands Māori	-	8.70%	7.80%	6.40%	6.6%
	Fijian	-	4.70%	3.90%	3.60%	2.2%
	Niuean	-	3.90%	3.90%	5%	2.2%
	Samoaan	-	43.30%	41.40%	42.10%	44.0%
	Tokelauan	-	2.40%	2.30%	1.40%	1.1%
	Tongan	-	11.80%	16.40%	17.10%	14.3%
	Tuvaluan	-	1.60%	2.30%	2.10%	1.1%
	Other Pacific	-	-	-	-	2.2%
Note: Totals add up to more than 100% as it includes people who identify with multiple ethnicities.						

¹ publicservice.govt.nz/research-and-data/workforce-data-diversity-and-inclusion/workforce-data-ethnicity-in-the-public-service

² MELEAA = Middle Eastern, Latin American and African ethnicities.

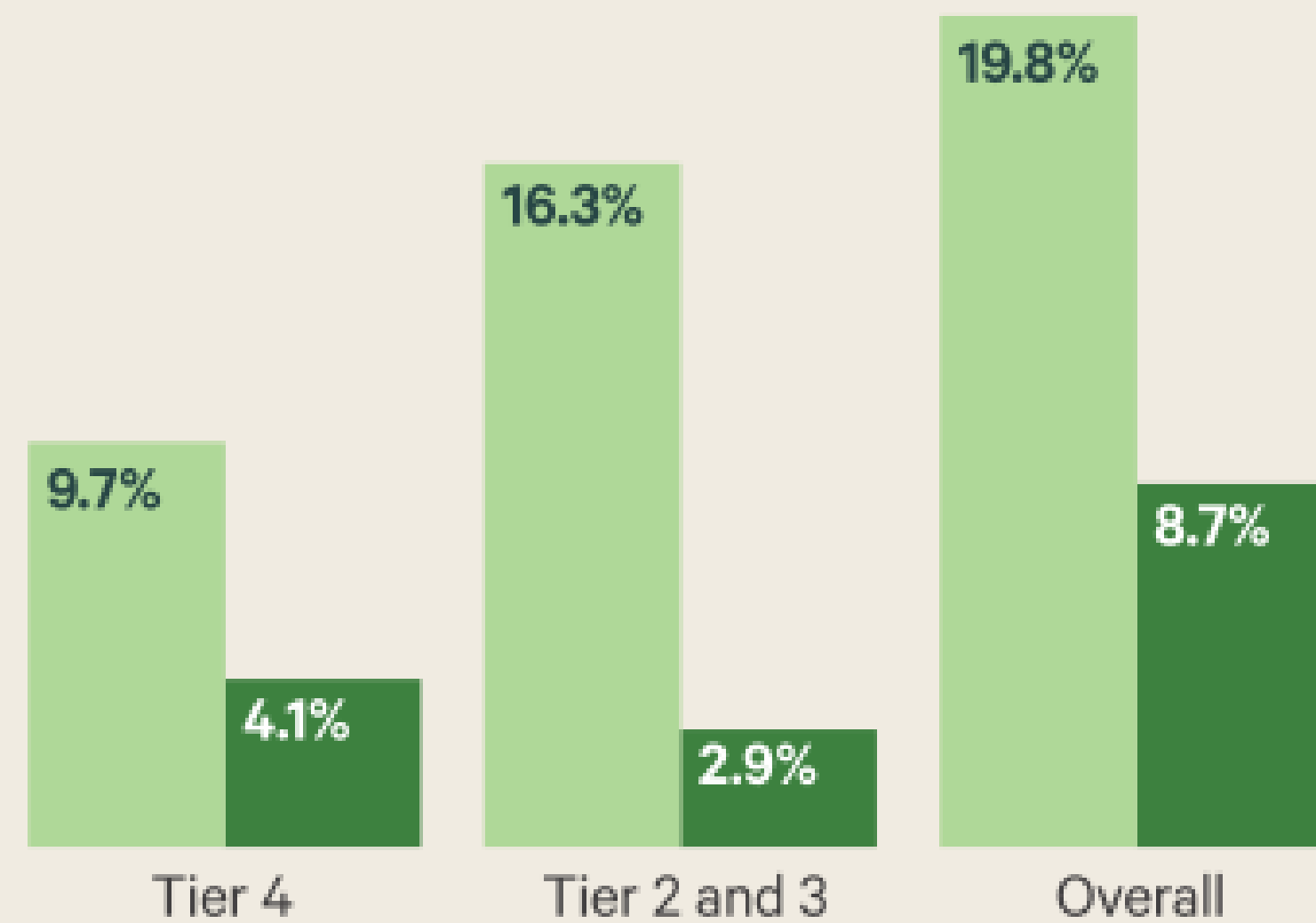
³ In previous years, all ethnicities not declared in the table, including MELAA (Middle Eastern, Latin American and African), were captured under 'Other'

⁴ Have identified as other gender/s or have not stated gender.

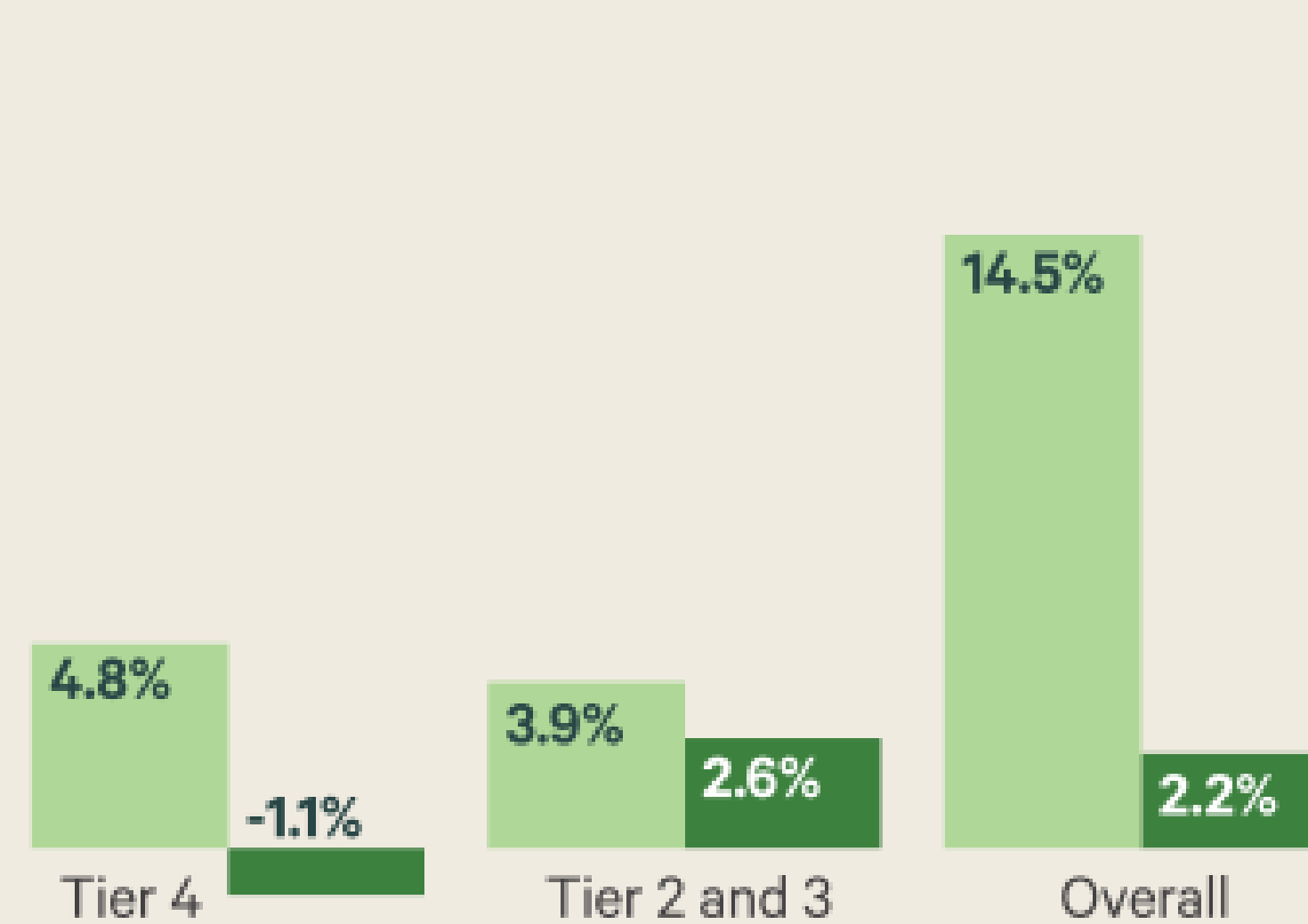


Gender pay gap

Gender pay gap based on FTE mean salary



Gender pay gap based on FTE median salary



- Gender pay gap based on *mean* salary decreased from 19.8% to 8.7% between 2022/23 and 2023/24. In 2023/24, the gap is wider in tier 4 at 4.1% compared to tier 2 and 3 at 2.9%.
- Gender pay gap based on *median* salary decreased from 14.5% to 2.2% between 2022/23 and 2023/24. In 2023/24, females earn marginally higher at tier 4 at -1.1% but there is a pay gap at tier 2 and 3 of 2.6%.

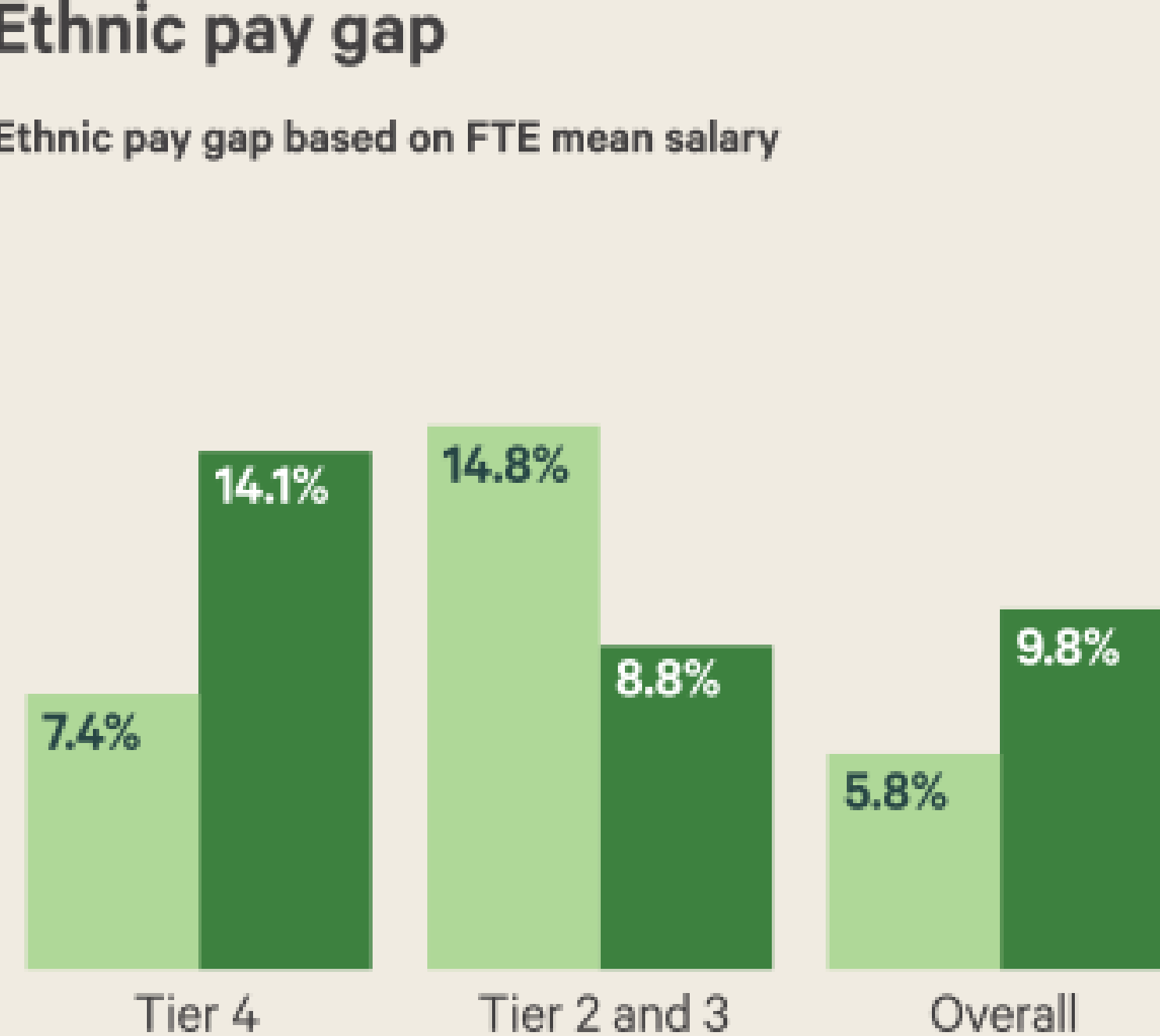
Notes:

- Calculation of the ministry's gender and ethnic pay gap excludes the Chief Executive.
- Calculations of the Ministry's gender and ethnic pay gaps are based on a total headcount of below 100 (n = 90) which means it is subject to greater volatility compared to larger organisations.
- Unlike other government agencies, there are proportionately more Pacific peoples working in the Ministry (almost 75% at 30 June 2024) compared to non-Pacific peoples.
- Mean and median FTE salaries for non-Pacific at Tier 2 and 3 are based on a numerator smaller than 20.
- For 30 June 2023, mean and median FTE salaries include Tier 4 managers and Tier 5 employees. At 30 June 2024, Tier 5 had been phased out and Tier 4 is no longer a management level. Comparisons between the two years should therefore be made with caution.

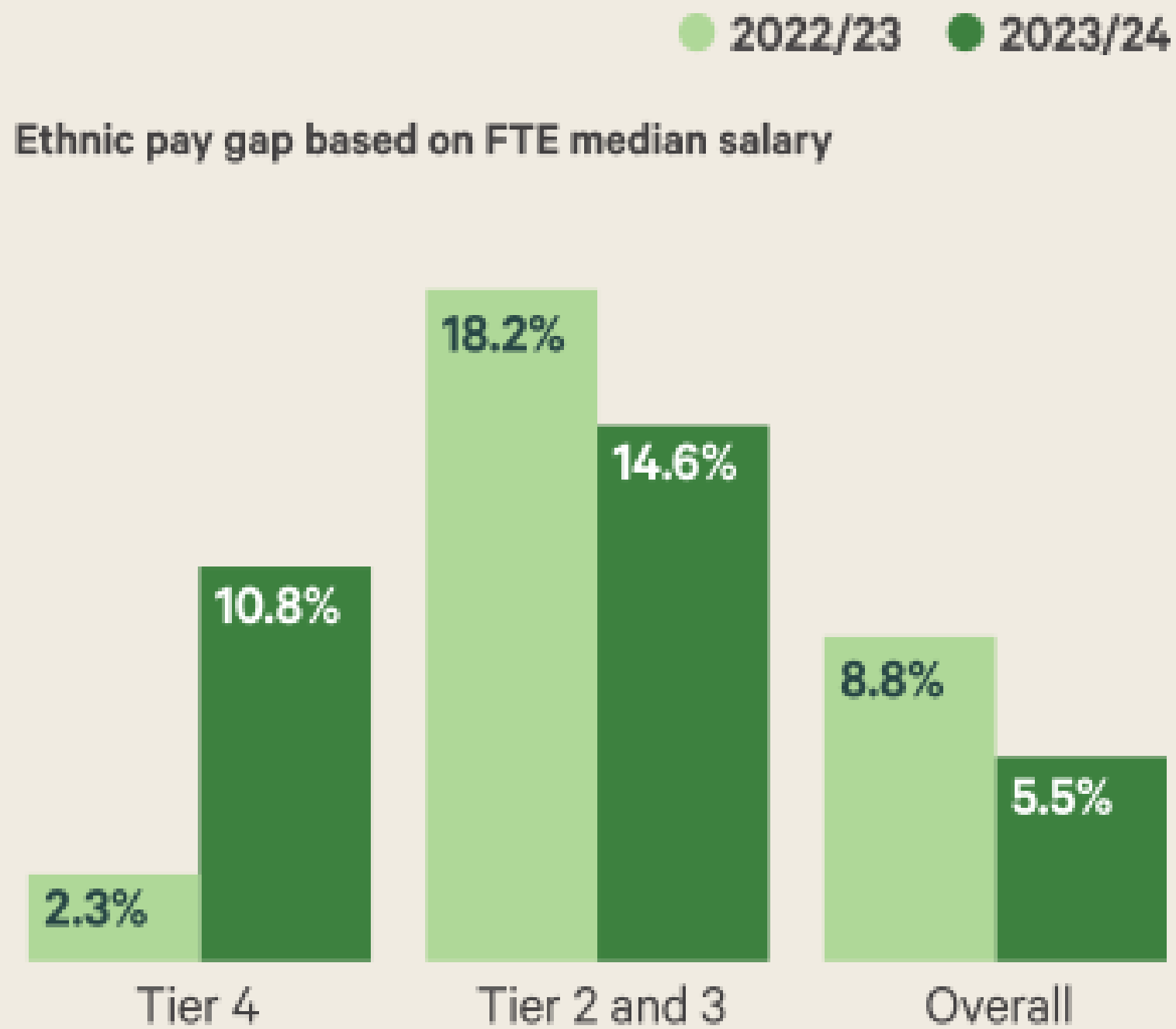


Ethnic pay gap

Ethnic pay gap based on FTE mean salary



Ethnic pay gap based on FTE median salary



- Ethnic pay gap based on *mean* salary increased from 5.8% to 9.8% between 2022/23 and 2023/24. In 2023/24, the gap is wider in tier 4 at 14.1% compared to tier 2 and 3 at 8.8%.
- Ethnic pay gap based on *median* salary decreased from 8.5% to 5.5% between 2022/23 and 2023/24. In 2023/24, the gap is higher at tier 2 and 3 at 14.6% compared to tier 4 at 10.8%.

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*Report on progress against
our current Papa Pounamu
and Kia Toipoto plans*



Our approach for 2023/24 was based on Papa Pounamu and Kia Toipoto as separate but connected work programmes. The Papa Pounamu and Kia Toipoto focus areas are identified on the right. We also continued to make progress on our Māori-Crown relations mahi.

Our 2023/24 DEI approach ensured we made steps towards system-level outcomes shared across the public service:

- addressing bias and increasing diversity at all levels, to reflect and deliver for the communities we serve.
- making substantive 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 people and members of rainbow communities.
- strengthening inclusion so that everyone feels respected, valued and able to achieve their potential.

Our progress to 30 June 2024 is further detailed in the following pages.



Papa Pounamu

- Te Urupare i te Mariu | Addressing bias
- Hautūtanga Kākano Rau | Fostering diverse leadership
- Te āheinga ā-ahurea | Cultural competence
- Ngā tūhononga e kōkiritia ana e ngā kaimahi | Employee-led networks
- Hautūtanga Ngakau Tuwhera | Inclusive Leadership



Kia Toipoto Gender Pay Gap Action Plan 2021-24

- Te Pono | Transparency
- Ngā Hua Tōkeke mō te Utu | Equitable Pay Outcomes
- Te whai Kanohi i ngā taumata katoa | Leadership and representation
- Te whakawhanaketanga i te Aramahi | Effective career and leadership development
- Te whakakore i te katoa o ngā momo whakatohara, haukume anō hoki | Eliminating all forms of bias and discrimination
- Te Taunoa o te Mahi Pīngore | Flexible work by default



Māori-Crown relationship

- Commitment to upholding constructive Māori-Crown partnerships
- Creating a solid foundation to nurture the millennia-old whakapapa relationship between Māori and Pacific peoples in New Zealand



1. Te Urupare i te Mariu | Addressing bias

The Ministry aligns its recruitment practices with industry best practice. In 2023/24, the Ministry reviewed its ‘Starting Salary’ tool with a view to eliminating bias.

The Ministry’s in-house Leadership Foundation training for Tier 2 to 3 managers included recruitment practice. It specifically addressed the elimination of bias in recruitment processes and when making salary offers. Additionally, parity discussions were held with managers at the point of salary setting during recruitment.

Further training is being planned to enhance staff awareness of unconscious bias in the workplace and how this can impact business decisions.

2. Hautūtanga Kākano Rau | Fostering diverse leadership

Pacific people predominated in the Ministry’s Tier 2 and 3 leadership (77.4%).

There were more women (eleven) than men (six) in Tier 3 leadership roles. Despite the gender gap narrowing at Tier 3, there are three men in Tier 2 leadership roles, compared to two women. In 2023/24, the gender gap at Tier 2 and 3 levels narrowed compared to 2022/23.

In late 2023, Tier 2 and 3 leaders received training on inclusive leadership principles.

3. Te āheinga ā-ahurea | Cultural competence

As a population agency representing Pacific peoples in New Zealand, almost 75% of our staff identify as Pacific, including Cook Islands Māori, Fijian, Niuean, Samoan, Tokelauan, Tongan and Tuvaluan. The values underpinning the Ministry’s operating model resonate with diverse Pacific and non-Pacific cultures. The Ministry hosted 11 Pacific language weeks during the year, which were an opportunity for all staff and the wider community to learn more about diverse Pacific languages and cultures.

We encouraged and enabled staff to broaden their understanding of tangata whenua and kaitiakitanga.

- Since 2022, we have been supporting staff to attend the “Wall Walk” with Dr Sim Bull (Ngāti Pōrou).
- The Ministry participates in Te Wiki o te Reo Māori celebrations each year.
- In September 2023, a group of Ministry staff participated in Te Kōnohete, the annual Public Service cultural performance concert.
- Staff are encouraged to undertake te reo training through Te Taura Whiri i te Reo Māori.

4. Ngā tūhononga e kōkiritia ana e ngā kaimahi | Employee-led networks

Encouraging our people to connect with others who have shared living experiences helps everyone to engage freely in the work context. This year we achieved the following:

- Our **Rainbow+ group, Ākirata Ou** (‘a new dawn’ in te reo Māori Kūki ‘Airani) was established in October 2023. The occasion was marked with an all-staff meeting led by the Chief Executive. In November 2023, Ākirata Ou delegates attended the Te Kāhui Uenuku Rainbow Rights are Human Rights conference hosted by the Human Rights Commission.
- Our **Women’s Network** has gone from strength to strength. Key achievements include:
 - A Wahine Toa Event in September 2023 to celebrate Women’s Suffrage Day was facilitated by the Secretary and focused on “Share, Inspire and Celebrate” Women at the Ministry. The online event was attended by over 70 Ministry staff.
 - 50 of our Ministry staff attended the Auckland Government Women’s Network’s International Women’s Day celebration #investinwomen online in March 2024. The event was hosted by the Auckland Government Women’s Network, in collaboration with Auckland Transport Women’s Network and Te Rōpū Wāhine Auckland Council’s Network. Dame Valerie Adams was the keynote speaker, while a panel discussion focused on investing in women to accelerate their career pathways in the Public Sector.
- With the recent establishment of a Pacific Identities and Advisory team, the Ministry is equipped to strengthen government capability in intersectional policy-making and service delivery from an inclusive Pacific perspective. The Pacific Identities and Advisory team supported the Pacific Public Servants’ Network Fono on behalf of the Secretary for Pacific Peoples, who is the Chief Executive Sponsor of this cross-agency employee-led network coordinated by the PSC.

5. Hautūtanga Ngakau Tuwhera | Inclusive Leadership

The Ministry encourages and supports staff to build positive and inclusive relationships within the workplace.

In 2023/24, the Ministry launched a revised operating model, O Tātou Nei, which serves as an organisational compass containing the values and behaviours we aim for everyone in the Ministry to uphold.

Three equity leads in the Ministry’s Pacific Identities and Advisory team actively work to embed strong relationships with Rainbow+ communities, people with disabilities, and younger Pacific people within the Ministry and cross-government.

In the 2023 staff engagement survey, the response with the highest positive rating was “I am encouraged to be myself at work”.



1. Te Pono | Transparency
2. Ngā Hua Tōkeke mō te Utu | Equitable Pay Outcomes

The Ministry continued to publish our HR and remuneration policies, including salary bands, on our Intranet.

Gender pay gap (GPG)

Based on **mean** FTE salaries, the gender pay gap (GPG) reduced substantially from 19.8% on 30 June 2023 to 8.7% on 30 June 2024. This was mainly due to a reduction of the GPG at Tier 2 and 3, from 16.3% at 30 June 2023 to 2.9% at 30 June 2024. The corresponding reduction at Tier 4 was smaller, from 9.7% at 30 June 2023 to 4.1% at 30 June 2024.

The GPG of 19.8% on 30 June 2023 was much higher than that of the Public Service (7.1%), while the reduction to 8.7% on 30 June 2024 brought it more into line with the average across the Public Service.

The Ministry’s overall GPG based on **median** FTE salaries, which are less sensitive to outlier values, reduced from 14.5% on 30 June 2023 to 2.2% on 30 June 2024. At Tier 2 and 3, it reduced from 3.9% to 2.6%, and at Tier 4 it reduced from 4.8% to -1.1% during the same period. This means that the median salary of women at Tier 4 is higher than that of men.

Ethnic pay gap (EPG)

Based on **mean** FTE salaries, the Ministry’s ethnic pay gap (EPG) increased from 5.8% on 30 June 2023 to 9.8% on 30 June 2024. The EPG based on mean FTE salaries at Tier 2 and 3 decreased from 14.4% on 30 June 2023 to 8.8% on 30 June 2024. At tier 4, it almost doubled from 7.4% to 14.1%.

Despite the overall increase in the Ministry’s EPG between 30 June 2023 and 2024, it will likely remain below than that of the Public Service. As at 30 June 2023, the Pacific pay gap for the Public Service was 16.6%, which was the highest for all ethnic groups.

The Ministry’s overall EPG based on **median** FTE salaries, which are less sensitive to outlier values, reduced from 8.8% on 30 June 2023 to 5.5% on 30 June 2024. At Tier 2 and 3, it decreased from 18.2% to 14.6%, and at Tier 4 it increased from 2.3% to 10.8% during the same period.

3. Te whai Kanohi i ngā taumata katoa | Leadership and representation

As per previous slide under “Fostering diverse leadership”

4. Te whakawhanaketanga i te Aramahi | Effective career and leadership development

The Ministry continued to invest in career and leadership development opportunities for staff and leadership through internal and external training. Training included in-house Leadership Foundation training for Tier 2 and 3 managers, which covers foundational leadership and management topics.

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

The Ministry aligns its recruitment practices with industry best practice. In 2023/24, the Ministry reviewed its ‘Starting Salary’ tool with a view to eliminating bias.

The Ministry’s in-house Leadership Foundation training for Tier 2-3 managers included recruitment practice. It specifically addressed the elimination of bias in recruitment processes and when making salary offers. Additionally, parity discussions are held with managers at the point of salary setting during recruitment.

We have also updated our Recruitment and Diversity, Equity, and Inclusion policies in 2024 to ensure that our practices help eliminates bias particularly in our human resources practices.

6. Te Taunoa o te Mahi Pīngore | Flexible work by default

The Ministry has been adhering to the directive around flexible (or hybrid) working. There are formal arrangements in place for staff that balances individual and organisational performance requirements. This practice has been in place since 2019.



In June 2023, the Ministry received full endorsement for its Whāinga Amorangi Phase One Plan from Te Arawhiti – the Office for Māori Crown relations. It substantiates the Ministry’s commitment to upholding constructive Māori-Crown partnerships and provides a solid foundation for the Ministry to nurture the millennia-old whakapapa relationship between Māori and Pacific peoples in New Zealand.

Further steps taken to carry out this plan included:

1. Internal capability building

The Ministry provided Te Tiriti o Waitangi training to our staff, as well as Māori worldview knowledge and unique training such as understanding the meaning of Matariki in Aotearoa, and the connections to Matariki, Mataliki, Matali’i, Matari’i and Makali’i in Pacific traditions.

In June 2024, the Ministry offered combined Te Tiriti o Waitangi, Te Reo and Matariki training, which was attended by 40 staff members. The Secretary also hosted an all-staff Mānawatia a Matariki event at the end of June 2024.

In our Auckland office, 15 Ministry staff members attended Wall Walk training in May 2024, upon invitation of Te Puni Kōkiri Auckland.

2. Cross agency, mana whenua iwi, and tangata whenua

The Ministry is honoured to have strong links with mana whenua, including Te Atiawa me Ngāti Toa Rangatira in Wellington and Ngāti Whātua Ōrākei in Auckland. Further relationships are being established with more mana whenua, tangata whenua groups and organisations.

The Ministry has offered free Tagata Moana Te Tiriti o Waitangi training to Pacific communities, as well as Marae protocol training and Waiata training. From May to June 2024, over 300 people attended this training in person in Otara, Mangere, Porirua, and online. This training was motivated by Kiingi Tuheitia and te Kiingitanga inviting Pacific communities to a Pacific gathering at Tuurangawaewae on 20 August 2024. This preparation will also support Pacific communities in other engagements such as Waitangi day, the commemoration of the Dawn Raids Apology and future engagements with Māori iwi, hapu, and organisations.

In August 2023 during Te ‘Epetoma ō te Reo Māori Kūki ‘Airani/ Cook Islands Māori Language Week, the Ministry collaborated with Te Puni Kōkiri to celebrate the Māori languages of both Aotearoa New Zealand and the Cook Islands. This further solidified our partnership with Te Puni Kōkiri, with whom we share offices in Manukau, Hamilton and Porirua.

In September 2023, the Ministry joined the larger Public Service in holding a Wā Tuku Reo Māori event to celebrate Māori Language Day. Over 100 staff attended online and over 30 staff members were involved in the one-hour programme where only Te Reo Māori was spoken as well as Marae protocol and waiata training.



Our plan for 2024/25

2024/25 DEI priorities and milestones



Our approach for 2024/25 incorporates Kia Toipoto and Papa Pounamu outcomes into one work plan. We are committed to the vision to have a leading edge, unified, trusted Public Service that serves Aoteroa New Zealand and its people. As a population agency, we have a system role for Pacific Peoples, and we need to embody this in our organisation.

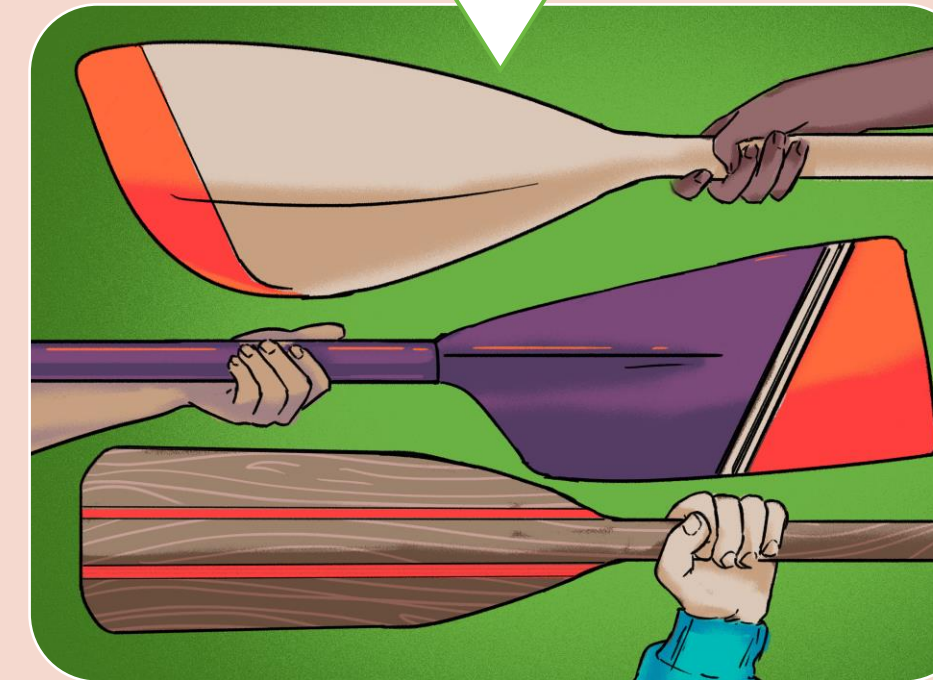
Our plan is focused on three themes: Diversity, Equity, and Inclusion. The relevant Kia Toipoto and Papa Pounamu elements or focus areas are identified on the right under these headings.

Complementary to this, we will continue to keep and strengthen our Māori-Crown relationship.

Lots of different hands with different tatau and clothing coming together as one



Hands holding different types of paddles – representing an equal-sized pay for the same work



Multiple hands coming in to complete the lashings of a lalava, representing multiple ideas and approaches coming together in service of one goal.



Diversity – representation in the workforce, leadership, and occupations, especially for underrepresented groups

- Fostering diverse leadership
- Cultural competence
- Workforce and leadership representation
- Eliminating bias and discrimination from recruitment policies and practices
- Effective career and leadership development
- Māori are influential at all levels of the workplace
- Māori have career paths that empower them to achieve their career aspirations
- Flexible work by default

Equity – pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

- Equitable pay outcomes
- Eliminating bias and discrimination from remuneration policies and practices
- Agencies work purposefully and with good intentions to achieve equitable pay for Māori

Inclusion – the extent to which all employees feel respected and valued and able to achieve their potential

- Cultural competence
- Employee-led networks
- Addressing bias
- Inclusive leadership
- Māori participate in action and monitoring
- Agencies enhance workplace practices and the mana of Māori and others
- Agencies celebrate tikanga, kawa, and matauranga Māori, and taonga such as te reo Māori



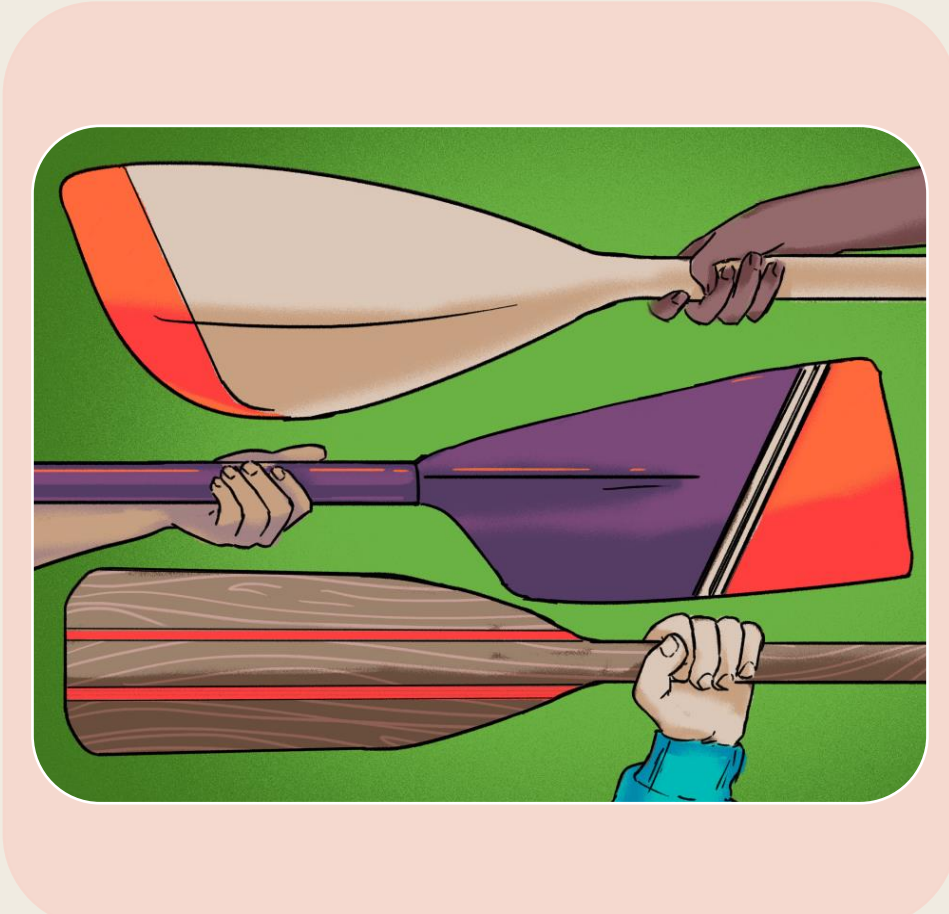
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- Flexible work by default

When compared to the public sector, Ministry continues to exceed expectations with regards to fostering diverse leadership, and workforce and leadership representation. We recognise that we have a small Māori staff representation, but we ensure that our recruitment policies and practices apply best practice and eliminate bias. We also continue to honour flexible working arrangements in place for staff.

As a small agency, we have decided to focus our efforts on areas that we believe will have lasting impact.

Focus areas	Activities
Strengthen workforce and leadership representation of Pacific, Māori, and other ethnic communities	<ul style="list-style-type: none"> • Provide early in career opportunities in the organisation (e.g. interns) • Develop Employee Value Proposition (EVP) for the Ministry • Improve our marketing campaigns to promote our strengths as a Ministry to a broader audience • Run the pulse survey for 2024 and implement an action plan in result • Promote Te Taunaki Public Service Census to increase participation in 2025
Foster diverse leadership through a performance and talent management system	<ul style="list-style-type: none"> • Strengthen the Ministry’s performance and development planning (PDP) process • Leverage performance conversations to support the development of our diverse workforce and achievement of strategic objectives • Implement talent management practices for key roles in the Ministry to support career development and pathways, focussing on individuals who are ‘high performing’ • Undertake Unconscious Bias training for Tier 2 and 3 leaders
Ensure effective career and leadership development across all levels	<ul style="list-style-type: none"> • Implement the Ministry’s capability framework across all directorates and levels, which includes capability assessment of staff to identify capability gaps • Invest in a strength-based approach to team building and building of organisational culture • Utilise capability assessments in organisational capability development planning • Identify critical capability gaps and implement targeted learning and development for staff • Support staff undertaking training with other public sector colleagues • Improve programme for Leadership Foundation series targeted at Tier 2 and 3 leaders
Build cultural competence of our staff of Pacific and Māori cultures	<ul style="list-style-type: none"> • Encourage all staff to participate in internal capability building during the 11 Language Weeks across the year and to take courses offered by the Centre for Pacific Languages • Make Yavu and Kapasa training mandatory for all new staff as part of their induction • Increase basic knowledge of Te Reo Māori by providing regular weekly training session for staff • Focus on Pacific languages training during specific Pacific language weeks • Offer Te Tiriti o Waitangi training with a Pacific lens every quarter



Equity – pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

- Equitable pay outcomes
- Eliminating bias and discrimination from remuneration policies and practices
- Agencies work purposefully and with good intentions to achieve equitable pay for Māori

We have published our Kia Toipoto plan and progress consistently on our public-facing website to increase transparency. We have also taken steps to ensure our practices around setting salaries are not influenced by bias. We have continued to monitor our pay gaps and have actively reported on these through our Annual Report. We recognize that we have room for improvement in this area.

As a small agency, we have decided to focus our efforts on areas that we believe will have lasting impact.

Focus areas	Activities
Ensure equitable pay outcomes for new and current staff	<ul style="list-style-type: none"> • Continue to monitor remuneration of current and new staff and address internal relativities and pay gaps as relevant • Review and quickly implement outcomes of annual pay review
Eliminate bias and discrimination from remuneration policies and practices	<ul style="list-style-type: none"> • Monitor for systemic bias that impacts pay and other staff outcomes • Provide just-in-time training to managers on best-practice recruitment and the importance of completing the “Starting salary form” when hiring • Continue to improve pay parity advice to managers at point-of-hire • Leverage non-traditional sourcing changes to encourage more diverse talent to apply for roles • Support staff to maximise internal opportunities and put their best foot forward (e.g. secondment, acting up) • Understand turnover reasons and identify ways to ensure talent is retained in the organisation



Inclusion – the extent to which all employees feel respected and valued and able to achieve their potential

- Cultural competence
- Employee-led networks
- Addressing bias
- Inclusive leadership
- Māori participate in action and monitoring
- Agencies enhance workplace practices and the mana of Māori and others
- Agencies celebrate tikanga, kawa, and matauranga Māori, and taonga such as te reo Māori

The establishment of the Ministry’s Pacific Identities and Advisory team, including leads for Pacific people with Disability, Pacific Rainbow+ people and Pacific youth, greatly improves our ability to progress mahi in these areas. Their internal-facing work contributes towards creating an inclusive workplace that tackles intersectional issues simultaneously. We are fortunate to be in this position and have this capability.

As a small agency, we have decided to focus our efforts on areas that we believe will have lasting impact.

Focus areas	Activities
Support thriving employee networks across the Ministry	<ul style="list-style-type: none"> • Continue to support the next phase of the Women’s Network and Akirata Ou (A New Dawn), including: <ul style="list-style-type: none"> ▪ Improving branding and support resources for ELN ▪ Stronger branding for the Women’s Network ▪ Planned initiatives and events for 2024/25 ▪ Representation in GWN and CARN • Establish and revitalise the Youth Network • Increase the visibility of Disability events and initiatives (e.g. Invisible Disabilities, NZSL Week, etc.) • Relaunch Pacific Public Servant’s Network (Pou Tangata Moana) with updated branding • Continue leading Pou Tangata Moana for the sector and encourage membership from staff
Foster inclusive leadership among leaders and staff	<ul style="list-style-type: none"> • Hold leaders accountable for embedding O Tātou Nei across the Ministry • Offer inclusive leadership and positive workplace culture training through Leadership Foundation • Clarify leadership expectations for Tier 3s • Utilise capability assessments in organisational leadership development planning • Identify critical leadership capability gaps and implement targeted learning and development for staff
Continue strengthening Māori-Crown relationship through our mahi	<ul style="list-style-type: none"> • Continue implementing the Te Arawhiti endorsed Whāinga Amorangi Phase One Plan • Continue providing staff with Te Tiriti o Waitangi training • Encourage staff to celebrate Mānawatia a Matariki in the Ministry • Support staff to attend Ākona te Reo: MPP Language & Culture training, which is about increasing basic knowledge of Te Reo Māori with a focus on Pacific languages during specific Pacific language weeks



Our vision for 2027



Vision for 2027

Through *O Tātou Nei* we have articulated our vision of a “Pacific Aotearoa where we all thrive”. The activities identified in this plan move us closer to that vision and brings to life our purpose as a Ministry.

Our vision for 2027 is for the Ministry to be one of the employers of choice for Pacific, Māori, and ethnic populations because they feel represented and empowered in our organisation. We aim to build an organisation that:

- Has a good reputation for providing career growth and development opportunities for Pacific, Māori and other ethnic communities, especially for building policy advisors and community leaders;
- Provides meaningful and engaging work through partnering with communities and implementing programmes that have long-lasting impact to Pacific communities;
- Has strong credibility for delivering results through public services to Pacific communities.

We will build on our plan year-on-year to achieve this vision.