

NEMA 2022-2023 Kia Toipoto Action Plan – for consultation

Integrating diversity and inclusion is a key component for our organisational success - it helps NEMA improve our services to the government and people of New Zealand, and to attract and retain talented employees.



About NEMA

- NEMA is the Government lead for emergency management and is a departmental agency hosted by DPMC.
- Since 2019 when NEMA became a departmental agency we have grown exponentially from 56 staff to having a headcount of 146 staff as at June 2022. 128 perm and 18 fixed-term.
- NEMA's gender pay gap has improved by 6.4% within the last year
 - GPG June 2021: 16.2%
 - GPG June 2022: 9.8%
- As a public service agency, NEMA values diversity and inclusion and are making intentional actions to make our workforce more reflective of the diversity of Aotearoa New Zealand and the communities we serve.
- NEMA is a small agency where changes in staffing can cause data volatility within grades and across the organisation.
- Key focus areas for NEMA will be increasing the representation of women and ethnic employees in higher pay grades across NEMA through a focus on recruitment, retention and internal progression.
- This is the second year NEMA has developed a Kia Toipoto action plan separately from DPMC which means that there are limited comparisons to previous years' data.

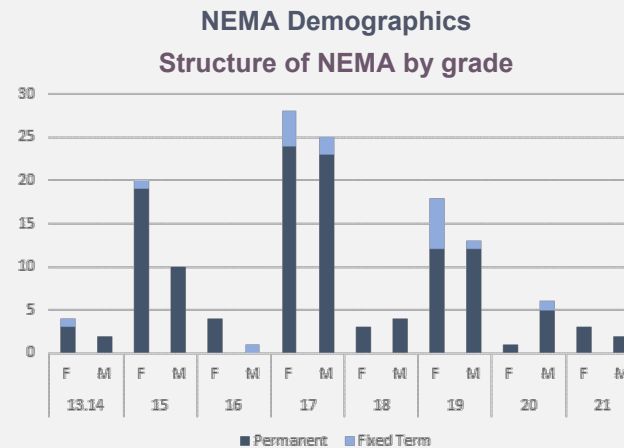
What does our data tell us?

- NEMA's gender pay gap primarily continues to be **driven by occupational segregation**. The emergency management field has specialised roles dominated by males, which creates a gender imbalance in NEMA's hiring pool and work force.
- Women are over-represented in lower paid bands** and roles in the organisation, and **under-represented in higher paid bands** and roles.
- NEMA **does not have difficulty attracting women** – 55% of our workforce is female – and 37.5% of our team leader cohort is female. The challenge is most of our women are in support roles as opposed to leadership or appointed at a higher position in range in the higher bands.
- Offboarding** – Nearly 71% of the permanent employees (17 female and 7 males) who left last year were females, and of that group, 65% of them has less than two years experience.
- The GPG for new starters in 2021-2022 was 0.9%, significantly lower than the overall NEMA Mean GPG of 9.8%. Average starting total remuneration figure (as FTE) was \$104,704 for men compared to \$103,713 for female. From 74 new hires:
- NEMA's **gender pay gap has improved** (down 6.4%) within the last year with the implementation of the 24/7 MAR function seeing an increased number of men moving into roles in lower grades (Grade 15 and 17) which has assisted to balance the number of men in higher grade roles (grade 20 and above).
- NEMA currently has **low representation of Māori** relative to the communities that we serve (5% versus 16.5% of the NZ population). We also have low representation of Asian people (5% relative to 15.1% in the population) and other ethnic groups.

NEMA Data Summary as at June 2022

GPG Mean: 9.8%

GPG Median: 5.4%

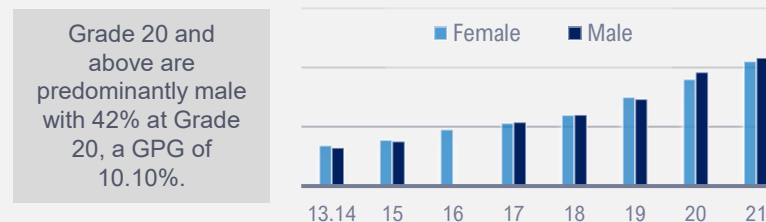


By employee type

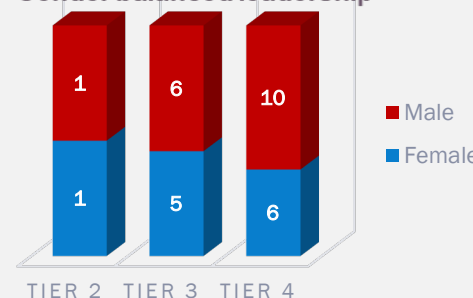
Employee Type	MEAN Total REM		
	Male	Female	% Gap
Permanent	\$122,705	\$110,277	10.1
Fixed Term	\$135,360	\$120,053	11.3
Total	\$128,873	\$111,725	9.8

Men are in roles that on average are in higher grades and paid more than women.

By Pay Band (permanent employees only)



Gender balanced leadership



Women occupied 41% of all People Leader roles (12 of 29) and 46% of T2 and T3.

In 2020-21 39% of women occupied People Leader roles (9 of 23)

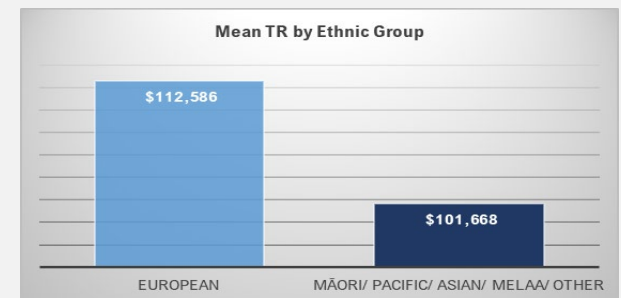
Ethnicity

As at June 2022 NEMA has 116 European staff and 28 Māori/ Pacific/ Asian/ MELAA/ Other. NEMA continues to focus on expanding our ethnicity footprint with a key area looking at ways to improve our recruitment and retention of ethnically diverse candidates and staff. While the changes we have made to increasing our attraction of ethnically diverse candidates has improved, our data shows that it is not always flowing through to hire. Understanding this, and addressing where possible will be a key focus area in 2023.

Candidate Ethnicity – 14 months to August 2022

	Apply	Hire
European	67%	78%
Māori	8%	8%
Asian	16%	2%
Pacific Peoples	5%	6%
MELAA*	4%	6%

Average pay by ethnicity



Non-European ethnic groups have low numbers of representation at NEMA, numbers are too small to create robust measures for ethnic pay gaps for all groups. We have calculated a pay gap between European and Māori Pacific/ Asian/ MELAA*/ Other which sits at 9.7% which is largely driven by grade distributions.

*MELLA: Middle Eastern, Latin American and African

Our Success Looks Like

- All of our people have a sense of belonging and feel valued.
- Our workforce is representative of Aotearoa New Zealand and the communities we serve with a focus on Māori, Pacific and women.
- Diversity and remuneration equity across all levels.
- A culturally confident workforce.



Action taken in against TKM Milestones

NEMA's 2022-2023 Kia Toipoto Action Plan is focused on what is required for NEMA to close the gender, Māori, Pacific and ethnic pay gaps, it also aligns with the broader requirements for all agencies set out by Te Kawa Mataaho, Public Service Commission .



Topic	Milestone	Achieved in 2022	Planned in 2023
Te whai kanohi i ngā taumata katoa - Leadership and representation	By the end of April 2023 agencies and entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.	<ul style="list-style-type: none"> NEMA continues to support Ethnic Communities Graduates and Tupu Tai Intern programmes. Opportunities to be part of NEMA and the public service sector have opened to our graduates through promotion and vacancies. NEMA maintained an active effort to find strong female applicants when recruiting roles at Tier 2 and 3. This has resulted in 46% of NEMA's senior leadership roles being filled by women in 2022, in comparison to 33% in 2021. As at June 2022 women occupied 41% of people leader roles. NEMA promoted development and career opportunities internally and externally. Continued to monitor and report on diversity and inclusion. Continued to implement and develop our shared D&I Plan and Whāinga Amorangi and Te Reo Māori plans. 	<ul style="list-style-type: none"> NEMA wants to Increase the ethnic representation across it's workforce to mirror the ethnic representation of the communities NEMA serves. We will work with DPMC to establish a plan by the end of April 2023 for the shared goals for ethnicity for our overall workforce and leadership. Continue to recruit for diversity by continuing to advertise using broad range of channels and identify networks we can connect with to help to attract diverse candidates. Focus on developing and retaining the existing diverse talent we have and support their career development with a particular focus on leadership. Promote and enable team development opportunities (collective learning, team growth). Understanding, and where possible addressing, the recruitment challenges through an in-depth review of the data from attraction to hire, will be a key area of focus in 2023. Implement a truly inclusive Induction programme. Continue to support People Leaders to have quality conversations with staff and ensure all staff have robust development plans. We will regularly promote our career development and promotion processes. We will continue to monitor and report on diversity and inclusion. We will continue to implement and develop our shared DPMC and NEMA D&I Plan and Whāinga Amorangi and Te Reo Māori plans.
Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes	Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.	<ul style="list-style-type: none"> Continued to support the pay equity process. In the 2022 remuneration review we continued to use our approach (developed in 2019) to review every role individually across same and similar roles, with adjustments made to identify anomalies. 	<ul style="list-style-type: none"> Review same and similar roles no less than annually – more often with a technology solution. Continue to support the pay equity process.
Te Taunoa o te Mahi Pīngore - Flexible-work-by default	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.	<ul style="list-style-type: none"> Flexible work by default documents and processes continued to be integrated into BAU. Continued to include flexible working by default in NEMA recruitment. Continue to support staff to work flexibly including equipment upgrades due to ongoing COVID-19 implications. The DPMC/NEMA Recruitment Policy and Guide for Hiring Managers was reviewed and updated in 2022. 	<ul style="list-style-type: none"> Ongoing embedding of flexible working by default as part of: <ul style="list-style-type: none"> Role design and regular review of roles Recruitment: advertising and decision making Career promotion processes Considering part-time roles Ongoing discussions with people leaders We use the PSC Hybrid Working Guidance to support and guide decision making.



Action taken in against TKM Milestones

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Topic	Milestone	Achieved in 2022	Planned in 2023
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination	<p>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Agencies and entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<ul style="list-style-type: none"> Continued to review HR policies. Rolled out unconscious bias training to ELT/SLT and people leaders with online learning modules available to all staff on the Learning Management System. First phase rolled out of our accelerated learning programme to build staff capability with Te Reo Māori and Tikanga delivered. Consulted on an Inclusive Language Guide with DPMC. 	<ul style="list-style-type: none"> Complete the review of the HR policies and roll out with supporting communications and education to NEMA and embed them into our practices. Staff will be engaged in the process throughout the review and/or development of HR policies. We will monitor to ensure all our HR policies and salary band information are available on the intranet to staff. We will continue to encourage people to provide us with demographic data by explaining how it helps us monitor progress. Roll out the second phase of the accelerated learning to build staff capability with Te Reo Māori and Tikanga.
Te Whakawhanaketanga i te Aramahi - Effective career and leadership development	<p>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.</p>	<ul style="list-style-type: none"> NEMA continues to work towards the agreed NEMA and DPMC target of 40% men, 40% woman and 20% of any gender for leadership roles. This has resulted in 46% of NEMA's senior leadership roles being filled by women in 2022 compared to 33% in 2021. Promote development opportunities internally including courses, conferences and secondments. NEMA training and development calendar launched to give visibility on opportunities coming up to all staff across the organisation. 	<ul style="list-style-type: none"> Support people leaders to have good robust conversations with staff and to have development plans that identify career aspirations. Continue to communicate development opportunities with a focus on supporting women, Māori, Pacific and ethnic employees to achieve their career aspirations. We will regularly promote our career development and promotion processes. Review the promotion processes at NEMA.
Te Pono – Transparency	<p>Agencies publish annual action plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies ensure easy access to HR and remuneration policies, including salary bands.</p>	<ul style="list-style-type: none"> Developed Kia Toipoto action plans for two years now dependant from DPMC but with alignment on individual actions where appropriate. HR policies and remuneration pay bands are available on the intranet for all staff. 	<ul style="list-style-type: none"> We will continue to develop Kia Toipoto action plans annually using the guidance