

DPMC 2023 Kia Toipoto Action Plan

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



Context

- DPMC is a small to medium organisation (351 headcount at June 2022 – 199 permanent, 80 fixed term [FT], 72 secondees in) supporting the Prime Minister, the Governor-General and Cabinet as well as the work of our other portfolio ministers.
- There has been unprecedented short term growth through the Covid Response and Health Transition which will have wound back down in 2023. The impact on our statistics of these two groups has been significant.
- We experienced significant fluctuation of staff, due to new business groups standing up and winding down
 - GPG June 2020: 19.5%
 - GPG June 2021: 14.6%
 - GPG June 2022: 12.7% | Sep 2022: 10.4%
- The rapid changes in staffing can cause gender pay data volatility, exacerbated by the impact of FT staff moving in and out (approximately 25% of the staff hired in 2021/22 had already left the organisation by 30 June 2022).
- Change is a constant for DPMC and its operating model has been refined to use ‘docking in’ and ‘docking out’ processes to respond to flex with Government requirements.
- During 2021/22 we had a large number of senior level female secondees whose salaries do not count in our GPG. This has had an impact on our data.
- For this report we have separated permanent and FT data and, outside of remuneration and recruitment, focused our plan on actions for the retention and development of our permanent staff.

What does our data tell us?

- Our gender pay gap has improved (down 1.9%) compared to last year due to the increase of women represented in higher grade roles – many FT.
- DPMC’s unadjusted pay gap is driven by the over-representation of women in lower pay grades.
- The ‘horizontal’ GPG for permanent staff, within grades and occupational groups, is consistently a positive GPG or below 1.4% (with differences explainable). Only one grade has GPG just above 5%.
- The rapid fluctuation of staff (mostly FT): with 142 employees onboarded and 131 offboarded in the 12 months to 30 June 2022, caused our GPG to move around.
- GPG for permanent new starters increased – from 10% to 21% - although there were more women recruited into the higher grades in 2021/22, this was countered by the high number of women engaged in the lower grades (in particular 13.14, 15 and 17). This bodes well for a strong pipe line, however negatively impacts the GPG.
- Increased diversity in target areas through more diversity in new staff appointments. We have used new channels, support and tools to support more diverse appointment processes and outcomes.

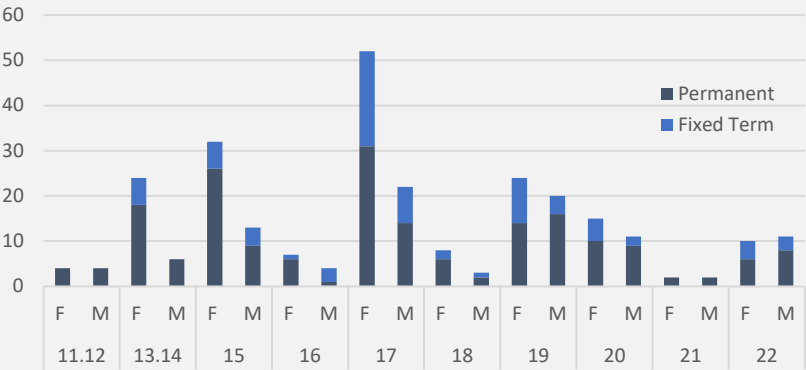
Note: This is the second year DPMC and NEMA data is reported separately

DPMC Data Summary as at 30 June 2022

GPG Mean: 12.7%

GPG Median: 7.7%

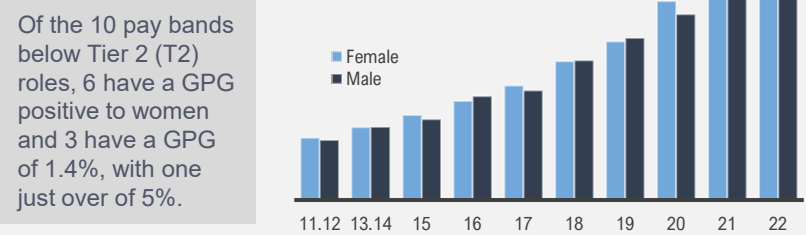
DPMC Demographics



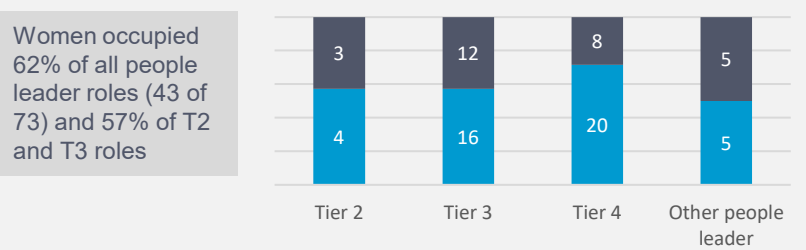
GPG by employee type

Employee Type	Mean Total REM		
	Female \$	Male \$	% Gap
Permanent	117,708	140,880	16.4%
Fixed Term	127,045	130,410	2.6%
Total	120,736	138,316	12.7%

Mean total remuneration by pay grade



Gender balanced leadership



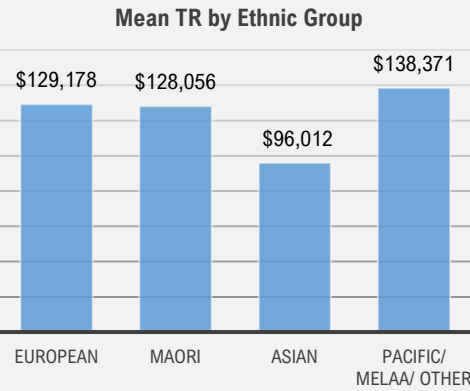
Ethnicity

DPMC continues to focus on improving our ethnicity profile. Improving ethnic representation in our workforce and in leadership has been a focus in recent years and will continue to be so. Attracting appropriate candidates and growing the skillsets internally will be key to making this shift. While attraction of ethnically diverse applicants has been successful, our data shows that this does not always flow through to hire. There are questions as to whether we are attracting appropriate applicants or whether there are biases in the recruitment processes. Understanding this, and working to address, will be an area of focus in 2023.

Candidate Ethnicity - 12 months to June 2022

	Applications	Shortlisted	Interview	Offered	Hired
NZ European	63%	76%	76%	83%	84%
Asian	20%	9%	8%	6%	5%
Pacific	4%	3%	3%	3%	3%
Māori	7%	9%	10%	6%	5%
MELAA*	6%	3%	3%	3%	3%

Average pay by ethnicity



The ethnic groups other than European have smaller identified numbers with several senior roles impacting on the average remuneration, this is the case for Pacific, MELAA* and Other. Asian and Māori are similar size. More employees identifying as Asian are in the lower and middle grades, with no leaders identifying as Asian.

Non-European ethnic groups have a low representation in DPMC with average salaries for some ethnic groups being less than others. The numbers are too small to create robust measures of ethnic pay gaps for each group. We have instead calculated a pay gap between all Māori, Pacific, Asian and MELAA employees and European employees, which sits at 8%. This is largely driven by grade distribution, with only a small number of our ethnic employees being in higher grades.

Of note, people leaders identifying with ethnicities other than European are proportionately less than their representation in the workforce. This will be an area of focus over the next few plans.

*MELAA: Middle Eastern, Latin American and African



Focus areas: achievements and plans for 2023

Our Kia Toipoto work is focused on what is required for DPMC to close its ethnic and gender pay gaps. It also aligns with the broader requirements for all agencies set out by Te Kawa Mataaho, Public Service Commission. This plan should be read in conjunction with our Diversity and Inclusion Action Plan, our Whāinga Amorangi Plan, and our Te Reo Māori Plan



Focus area	Achieved in 2022	Planned in 2023
Increase ethnic representation across our workforce, and in leadership roles.	<ul style="list-style-type: none">Improved the quality of data we collect from employees on their ethnic identity, including enabling employees to identify with up to 4 ethnicities. We now have a disclosure rate of 92% for people leaders and 84% for non-people leaders.Undertook a deep dive into the attraction and recruitment data – identified need for further work. <p>Ongoing promotion and embedding of:</p> <ul style="list-style-type: none">diverse sourcing channelsupdated recruitment and selection process including new tools and more inclusionnew development guide with transparent progression and promotion processsteps taken to ensure equity at the time of appointment.process set up for escalation to CE where hiring leader does not take HR advice on remuneration. Leader to explain why they went against advice.	<ul style="list-style-type: none">We will work to increase ethnic representation across our workforce, and in leadership roles. We will measure the effectiveness of our actions in ethnic diversity in DPMC in both the workforce and in leadership by showing upward trend over five years.We will support the National Security Workforce on its journey to increase the ethnicity of its workforce.See sections below for further information: Te whai kanohi i ngā taumata katoa - Leadership and representation and Te Whakawhanaketanga i te Aramahi - Effective career and leadership developmentWe will continue to work to increase our disclosure rate.
Increase the representation of women and ethnic employees in higher pay grades and in areas of the business in which they are under-represented through a focus on attraction, recruitment and progression.	<ul style="list-style-type: none">Cross department co-ordination of this years career promotion processes to support consistency and fairnessStarted engagement with the Women’s Network, shared a detailed data document with the Network and then with all staff. <p>Ongoing promotion and embedding of:</p> <ul style="list-style-type: none">new development guide with transparent progression and promotion processsteps taken to ensure equity at the time of appointment.process set up for escalation to CE where hiring leader does not take HR advice on remuneration. Leader to explain why they went against advice.	<ul style="list-style-type: none">Continued focus on retention of high performing women, Māori, Pacific and ethnic employees.Look for opportunities to actively promote achievement of women, Māori, Pacific and ethnic employees in DPMC by sharing stories of successEngage with the Networks to understand experiences and barriers that exist to ensure our plans reflect realityIdentify leadership pathways and targeted development to increase minority representation (gender and ethnicity) in leadership positionsWhere possible use Career Boards to support progression objectivesEngage with the Women’s Network and Culture & Engagement Network to understand if further action could be taken by DPMC to improve attraction and appointment processes <p>Ongoing promotion and embedding of:</p> <ul style="list-style-type: none">new bias training - our new LMS allows us to monitor the delivery and uptakenew development guide with transparent progression and promotion processsteps taken to ensure equity at the time of appointment.
Pay gap in our permanent staff	<ul style="list-style-type: none">GPG for permanent new starters increased – from 10% to 21% - although there were more women recruited into the higher grades in 2021/22, this was countered by the high number of women engaged in the lower grades (in particular 13.14,15 and 17). This bodes well for a strong pipe line, however negatively impacts the GPG.Increased guidance given to people leaders in the updated recruitment guide and new management dashboard focussed on starting pay for all, ensuring no bias on gender or ethnicity grounds.A check (using time in role and position in range) during the remuneration review did not reveal any systemic issues.	<ul style="list-style-type: none">Continue to work with people leaders on appointment decision making for remunerationContinue to monitor and report starting remuneration levels by different measures.Run a check (using time in role and position in range) during the remuneration review looking for systemic issues.These actions are in conjunction with our long-term focus of increasing representation of women and non-European ethnic groups in higher pay grades. We will measure increasing representation of women and non-European ethnic groups in higher pay grades in our permanent staff this by showing an upward trend over three years.We will measure the effectiveness of our actions to reduce our gender pay gap by demonstrating that our gender pay gap for our permanent staff is being maintained or reduced (annually at 30 June).



Issue	2020/21 Focus area	Achieved in 2022	Planned in 2023
Part time staff engagement – Part-time staff (mostly women) consistently had engagement scores 10% lower than average prior to 2021	Engage with part-time staff to understand what would improve the workplace for this group	<ul style="list-style-type: none">Engaged with our part-time staff to understand what would improve the workplace for this group. A draft report, with recommendations, has been prepared to share with our Culture and Engagement Group in the new year.Of note staff did not raise remuneration. A review of the relativities confirms that there is no issue in this regard.NOTE: There are only 11 staff who meet the criteria for true part-time of up to 30 hours pw; although there are many staff who have opted to work four day weeks (under flex-by default) who do not fit this criteria.	<ul style="list-style-type: none">Incorporate recommendations from review into policies, guides and processes.Two areas of focus: development opportunities and inclusive language.
Impact of fixed term staff (42% in 2022) on the data is well understood.	Outside of managing remuneration, it is challenging to develop programmes with a focus on our permanent/future workforce with the data in a single set.	<ul style="list-style-type: none">We considered FT and permanent separately when planning interventions beyond recruiting and remuneration. One exception to this is a small number of fixed term staff engaged for long project work.	<ul style="list-style-type: none">Continue to consider FT and permanent staff separately when planning interventions beyond recruiting and remuneration. Ensure that the small number of fixed term staff engaged for long project work are not disadvantaged.



Public Service Commission Milestones: achievements and plans for 2023



Topic	Milestone	Achieved in 2022	Planned in 2023
Te whai kanohi i ngā taumata katoa - Leadership and representation	<ul style="list-style-type: none">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">Used internships and graduate programmes to supplement attraction strategies to increase Māori, Pacific and ethnic diversityA review of our approach to the use internships and graduate programmes has indicated (with few exceptions) DPMC currently does not have frameworks or work 'at the right level' to support staff in these programmes – a different approach will be required to achieve greater workforce diversity.A deep dive into our recruitment data shows that our attraction of ethnically diverse applicants has continued to be successful. However, our data shows that while Māori represent 20% at applicant stage, they represent 6% at hire. Understanding this, and where possible addressing, will be a key area of focus in 2023.Continued to monitor and report on diversity and inclusionWe continued to implement and develop our D&I Plan and Whāinga Amorangi and Te Reo Māori plans.We have maintained the 40:40:20 leadership representation since 2019	<ul style="list-style-type: none">We want to increase ethnic representation across our workforce, and in leadership roles. We will measure the effectiveness of our actions in ethnic diversity in DPMC in both the workforce and in leadership by showing upward trend over five years.Understanding, and where possible addressing, our recruitment challenges through an in-depth review of the data from attraction to hire, will be a key area of focus in 2023.<ul style="list-style-type: none">Share the information and insights from the recruitment data analysis with Culture & Engagement NetworkDiscuss options to address recruitment challenges with Culture & Engagement NetworkImplement the Māori specific recruitment process currently being developed by PSC.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 D&I Plan and Whāinga Amorangi and Te Reo Māori plans.Ensure we maintain a 40:40:20 balance
Te Whakawhanaketanga i te Aramahi - Effective career and leadership development	<ul style="list-style-type: none">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	<ul style="list-style-type: none">Focused on retention of high performing women.HR coordinated this year's career promotion process to support consistency and fairness. These processes are based on the PSC guidance.All new people leaders enrolled into an appropriate Leadership Development Course to continue build a balanced pipeline of leaders.We promoted development and career opportunities internally and externally, including courses, secondments etc	<ul style="list-style-type: none">Continued focus on retention of high performing women, Māori, Pacific and ethnic employees.<ul style="list-style-type: none">Work with others to leverage the development of a mentoring programme (long term project).Implement guidance to support improved commissioning of work by people leaders and the development of delegation skills (2023/24)Commence project (longer term 2023 to 2025) to review current career pathways and opportunities. Interim approach is to ensure promotion processes are transparent.All promotion processes to use the same transparent approach based on the PSC guidance.<ul style="list-style-type: none">Communicate 2023 promotion round on KāingaBe explicit with people leaders that promotion is for both fulltime and part-time staffDiscuss with leaders of areas with no identifiable career pathway what opportunities for their staff may be available.Discuss with senior leaders the proposition of running internal EOI in first instance for Principal rolesAll new people leaders enrolled into an appropriate Leadership Development Course to continue build a balanced pipeline of leaders.We will support people leaders to have good conversations with their people and ensure that everyone has a good development plan in place that is robust and identifies career aspirations.



Topic	Milestone	Achieved in 2022	Planned in 2023
Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes	<ul style="list-style-type: none">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">Reviewed same and similar roles no less than annuallyContinued to support the pay equity process	<ul style="list-style-type: none">Review same and similar roles no less than annually – more often when we have a technology solutionContinue to support the pay equity process
Te Taunoa o te Mahi Pīngore - Flexible-work-by default	<ul style="list-style-type: none">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">We continued to monitor the effectiveness of our Flexible Working by Default policyHave included Flexible working advice for hiring people leaders for discussing with candidates	<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 rolesRecruitment: advertising and decision makingCareer promotion processesConsidering part-time rolesOngoing discussions with people leadersWe will use the PSC Hybrid Working Guidance to support and guide decision making
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination	<ul style="list-style-type: none">Agencies embed and monitor the impact of bias-free HR and remuneration policies and practicesAgencies and entities ensure leaders and employees learn about and demonstrate cultural competence.	<ul style="list-style-type: none">Continued review of HR policies<ul style="list-style-type: none">Development Policy near completionAcceptable Behaviours and Sexual Harassment Policies in final draftRolled out completed policies with supporting communication and education to DPMC and embed them into our practice<ul style="list-style-type: none">Wellbeing and Family Violence supportRecruitment Policy and GuideCareer Progression and Promotion component of the Development PolicyNew bias training loaded, our new LMS allows us to monitor the delivery and uptake	<ul style="list-style-type: none">Complete the review of HR policies and roll out with supporting communication and education to DPMC and embed them into our practice. We will engage with staff as we review or develop HR policies via the Culture and Engagement Network and consultation.We will continue to develop Kia Toipoto action plans annually using the guidance.We will monitor to ensure all our HR policies and salary band information are available on the intranet.We will continue to encourage people to provide us with demographic data (for example, gender identity, ethnicity, disability) by explaining how it helps us monitor progress.We will continue to offer bias training to all new staff and require it to be completed for people on recruitment panels (if not done already).