

Gender Pay Gap Action Plan 2021

Manatū Taonga
Ministry for Culture
& Heritage



Foreword

Enclosed is the updated Manatū Taonga Gender Pay Action Plan 2021.

This plan is our roadmap for our continuing journey to take our Ministry from good to great in gender pay action. It is aligned to Ko tā tātou rautaki, ahurea tāngata (Our people and culture strategy) and incorporates the Public Service Gender Pay Action Plan milestones.

At 30 June 2021 the Ministry's gender pay gap is 5.1%. As a relatively small Ministry (158 employees – 133 Perm, 25 Fixed Term) this figure can fluctuate as people come and go from our organisation. (For example, as at 30 Sept 2021 our gender pay gap is 2.8%).

I'm proud of the progress Manatū Taonga has made in our work to eliminate the gender pay gap and achieve gender balance in leadership. I'm especially proud of our leadership in flexible working. Over 90% of our staff work flexibly in some way. At Manatū Taonga flexible working is a valued element in enabling a more diverse workforce as well as reducing the gender pay gap.

This plan has been developed and updated with the spirit of the Gender Pay Principles in mind with

joint ownership and contribution from the Ministry and Public Services Association representatives. My thanks to those who have contributed. It is stronger for your perspective.

Te Kāhui Mataaho, our Leadership team is fully supportive of the Gender Pay Action Plan. We are committed to continuing its implementation across the Ministry and working with you all to ensure our plan becomes a reality.



Bernadette Cavanagh
Tumu Whakarae | Manatū Taonga



Introduction

The gender pay gap is an indicator of ongoing workplace gender inequalities, driven by deeply embedded views, values and behaviours.

The Ministry remains committed to Te Mahere Mahi Rerekētanga Ira Tangata | [the Public Service Gender Pay Gap Action Plan](#) to eliminate the Public Service gender and ethnic pay gap.

Manatū Taonga has achieved the four milestones within the Action Plan and we are now embedding its principles into the ongoing refinement of sustainable policies, systems and processes:

- 1. Closing gender and ethnic pay gaps**
- 2. Maintaining our team-based approach to flexible working**
- 3. Eliminating the impact of unconscious bias**
- 4. Strengthening the diversity of our leadership team**

A detailed breakdown of the Public Service milestones can be found in our action plan. In addition to the Public Service milestones, Manatū Taonga's action plan includes [milestones](#) in relation to internal drivers of the gender pay gap.

Manatū Taonga - action plan summary

The Ministry's gender pay gap is 5.1% as at 30 June 2021.

As a relatively small Ministry (158 employees) this figure can fluctuate as people come and go from our organisation. Outside of fluctuations due to size, the primary reason for the gender pay gap at Manatū Taonga is occupational segregation. Namely we have few males in roles in our lower pay grades.

We have evaluated our drivers of the Gender Pay Gap in relation to the Public Service Gender Pay Gap Action Plan.

The sector action plan and goals align neatly to where we as a Ministry want to place emphasis:

- Continuing to build on our strength of working flexibly and maintaining our flexible-by-default position and
- Maintaining people practices and remuneration systems that are free from bias.

The goal of our action plan is to take Manatū Taonga from good to great.

Approach

The approach to the development of our plan was one of inclusion and collaboration. We used the development of the plan to engage people across the Ministry as this builds awareness and understanding so we can collectively improve. Our approach included:

A diverse working group of volunteers from across the organisation tasked with learning about the Gender Pay Gap and creating and communicating the plan for the Ministry

Engaging with various groups across Manatū Taonga:

- Sponsorship from Te Kāhui Mataaho, our Leadership team (TKM), including their commitment to being flexibly by default
- Engagement with Public Sector Association (PSA) via representation in the working group and through its representatives to the wider PSA network
- Sharing with members of our employee-led networks, including the Women's Network for specific feedback and input.

This plan was updated Oct 2021

Next steps

Engage our people across the Ministry to help us to continue to implement and monitor.

Publish the updated plan on our intranet and internet for all to see with milestones tracked and updated in our quarterly reports.

Plan owner: Te Pae Pūmanawa Tangata, People and Culture team

Accountable: Tumu Whakarae, Chief Executive

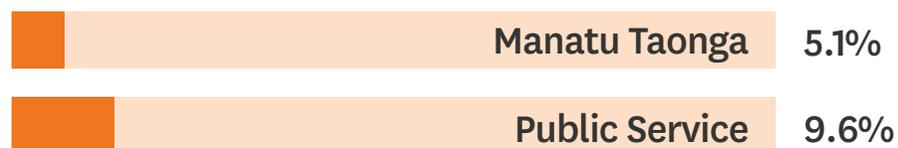
Responsible: Ngā Pou Mataaho, Deputy Chief Executives, Ngā Pou Arataki, People Managers, Te Pae Pūmanawa Tangata and cross-ministry working groups

Informed: Everyone in Manatū Taonga, Te Kawa Mataaho | Public Service Commission, PSA, Public (via the internet)

Milestone 1 | Equal Pay

Public Service Milestones	Milestone Status	Problem / Opportunity	MCH 2021 Milestones	What will success look like?	How will you know? (measures)
<p>a) By the end of 2019 two thirds of agencies will have closed any gender pay gaps within the same roles</p> <p>b) By the end of 2020 all agencies will have closed any gender pay gaps within the same roles</p> <p>c) Pay Equity Principles are used to address Pay Equity claims in the Public Service (and State sector)</p>	<p>Achieved</p> <p>Using the public sector definition, Manatū Taonga pays the same for individuals doing the same work, requiring the same or substantially similar skill, effort, responsibility and working conditions.</p>	<p>To ensure that we continue to meet Milestone 1, how can we satisfy ourselves our current practices to determine, assess and monitor equal pay are free from bias?</p>	<p>Refer to Milestone 3 – removing bias from people practices.</p>	<p>Manatū Taonga met the milestone but we need to ensure the practice to support this is free from bias. This will be covered in actions associated with Milestone 3 – removing bias from remuneration systems and people practices</p>	<p>In addition to continuing to monitor, this question will be addressed under the ‘No Bias’ section.</p>

Ministry gender pay gap: 5.1% as at 30 June 2021. Public Service Pay Gap: 9.6% at 30 June 2021



Milestone 2* | Flexible Work by Default

Public Service Milestones	Milestone Status	Problem / Opportunity	MCH 2021 Milestones	What will success look like?	How will you know? (measures)
<p>By the end of 2020 all agencies will have:</p> <p>a) trialled flexible-by-default practices</p> <p>b) flexible-by-default policies and systems in place, aligned with the Flexible-Work-by-Default Guidance, which is now publicly released.</p>	<p>Achieved</p> <p>Uptake of our flexible working arrangements is a celebrated strength.</p> <p>Over 90% of our staff work flexibly in some way.</p> <p>In our Staff Engagement Survey, June 2021, many people commented on how much they appreciated the Ministry's policies on working from home and flexible working hours (e.g. "MCH has an exceptional flexible working culture and encourages work-life balance... MCH's approach to work-life balance has made my life as a working parent significantly less stressful").</p>	<p>How can we sustain our flexible-by-default culture in a way that works for our people, teams, managers and the organisation in 2022?</p> <p>How can our technology tools be further utilised to facilitate flexible working opportunities?</p>	<p>June 2021</p> <p>Positive feedback on flexible working in staff survey</p> <p>July 2021</p> <p>New toolkit launched for our team-based approach to regular flexible work conversations</p> <p>July 2021</p> <p>A programme of learning for managers and staff on how to do flexible work well.</p> <p>Nov 2021</p> <p>Flexible Working Policy updated, implemented and in use.</p> <p>Dec 2021</p> <p>Census results will report on Flexible working at MCH</p>	<p>Flexible-by-default operates in a way that works for our people, teams, managers and the organisation.</p> <p>For example:</p> <ul style="list-style-type: none"> The solution is free from bias and discrimination People clearly understand how flexible-by-default works – policy, guidelines and tools simple to understand and use People feel empowered and enabled to work flexibly Managers understand the supporting system when promoting flexible working in their teams – they feel confident to apply the policy consistently and are supported when they need help We will have shared learnings and be able to leverage ideas from our agency peers – saving time and money and strengthening our network 	<ul style="list-style-type: none"> Statistics on types and uptake of flexible working arrangements (pre and post implementation) Feedback sought from specific groups (e.g. Māori women, working fathers) 100% of jobs advertised state we are open to flexible working Statistics or analysis on decisions made where certain types of roles / flexible arrangements are deemed not suitable <p>Survey/interview</p> <ul style="list-style-type: none"> to check people's understanding of flexible-by-default to find out from people and managers if flexible by default is working well in practice to understand any barriers to uptake

*These milestones were updated from the original Milestones set in 2018 by Minister's in 2020 due to Covid-19.

Milestone 3 | No Bias or Discrimination in Remuneration Systems or Human Resources Practices

Public Service Milestones	Milestone Status	Problem / Opportunity	MCH 2021 Milestones
<p>By the end of 2020 all agencies will have:</p> <ul style="list-style-type: none"> a) have engaged with Taskforce guidance b) have a plan and target date for completing its review of their Remuneration and HR policies and practices c) ensure all managers have completed bias training d) have a plan in place to provide all relevant staff with bias training on an ongoing basis. 	<p>a) Achieved : There are no gender pay gaps in starting salaries for same roles.</p> <p>b) Achieved : Any new or updated people policies or procedures are reviewed for bias. The Ministry is getting good results from ensuring diverse cross-ministry groups contribute to the development or refresh of people policies and processes.</p> <p>c) Achieved: Managers have been through training in the identification and mitigation of unconscious bias.</p> <p>d) Achieved: The Ministry as established a learning programme for all Managers and staff to help them understand, recognise and address unconscious bias. The course content comes from the national agency for diversity and inclusion in NZ and the modules are designed to give our people the foundational information and tools to ensure we remain a conscious and inclusive organisation.</p> <p>Our people given access to update their gender identity and ethnicities on our systems.</p>	<p>How can we monitor remuneration systems and HR practices for bias in manageable and sustainable way?</p> <p>What opportunity is presented in the next bargaining round to reduce potential discrimination in Remuneration?</p>	<p>June 2021 Leaders, People and Culture Team and key decision influencers - unconscious bias training.</p> <p>Oct 2021 Pilot of our Ministry-wide programme of learning on unconscious bias. (considering all bias, not just gender)</p> <p>Dec 2021 Establish a delivery plan for intercultural capability development across the Ministry.</p>

Milestone 3* | No Bias or Discrimination in Remuneration Systems or Human Resources Practices

What will success look like?	How will you know? (measures)
<p>We have systematically assessed the new and updated policy and guidelines for potential bias and will have either not found or corrected any issues.</p> <p>We have maintained our policies in line with the Public Service Commission guidance to remove bias and ensured our own policies are fully aligned to final versions as they are released. We can confidently say our decision-making processes are fair and unbiased</p> <p>Decision makers recognise and act to remove the impacts of conscious and unconscious bias</p> <p>People of Manatū Taonga working with PSA representatives and the Ministry:</p> <ul style="list-style-type: none"> • Jointly evaluate policies and practices to identify where and when gender bias and discrimination can occur • Actively raise awareness of gender stereotyping and conscious and unconscious bias <p>We've considered the needs of and engage in consultation with specific groups (e.g. Māori women)</p> <p>Specific planning and resourcing has been undertaken, dedicated to ensuring equitable outcomes for those who have been previously subject to bias</p> <p>We learn from and share learnings with other agencies along the way</p>	<ul style="list-style-type: none"> • Framework of areas to assess has been ticked off /completed • Metrics set for each area have been tracked and evaluated internally • Independent audit or review of processes confirming potential for bias has been removed • Survey / feedback from people using the updated process • Guidelines on removing bias around people processes have been produced and available to everyone in the Ministry • Internal guidance and processes are aligned to PSC guidance • Feedback sought from specific groups (e.g. Māori women) • All Managers, including new Managers have participated in Unconscious Bias training

*These milestones were updated from the original Milestones set in 2018 by Minister's in 2020 due to Covid-19.

Milestone 4 | Gender Balanced Leadership

Public Service Milestones	Milestone Status	Problem / Opportunity	MCH 2021 Milestones	What will success look like?	How will you know? (measures)
<p>a) By the end of 2019 women will hold at least 50% of the roles in the Public Service's top three tiers of leadership</p> <p>b) By the end of 2019 all agencies will set a target date and plan for achieving gender balance in their own top leadership positions</p>	<p>Achieved in 2020 Manatū Taonga has achieved the target in all levels of leadership roles</p>	<p>Is there room for improvement in how we monitor and sustain?</p>	<p>Refer to Milestone 3 – removing bias from people practices</p>	<p>Manatū Taonga meets this milestone and will continue to ensure our practice to develop, progress and appoint leaders is free from bias and sustainable.</p> <p>This will be covered in actions associated with Milestone 3 – removing bias from remuneration systems and people practices</p>	<p>This question will be addressed under the 'No Bias' section.</p>

Added areas of focus for Manatu Taonga | Education of Managers

Focus	Current Status	Problem / Opportunity	MCH 2021 Milestones	What will success look like?	How will you know? (measures)
<p>100% of managers are aware of our gender pay gap, the drivers for change, the action plan and how they themselves contribute (positively or negatively) to outcomes.</p>	<p>Achieved in 2019/20:</p> <ul style="list-style-type: none"> Managers were actively involved in contributing to various iterations of the initial plan. Workshop for managers covering the finished plan, milestones and manager responsibilities held in March 2019 Extensive development offerings for managers to build Māori cultural competence including effecting the principles of Te Tiriti o Waitangi Leadership receive updates through the Quarterly Report and dedicated intranet page <p>Achieved in 2021:</p> <ul style="list-style-type: none"> Managers complete training in inclusive leadership, mitigation of bias and flexible working. 	<p>How can we communicate to managers in a way to help them understand the gender pay gap, the drivers and make a positive contribution?</p>	<p>June 2021 Induction updated</p> <ul style="list-style-type: none"> Reassess managers understanding and awareness in relation to success measures and ensure new managers are involved in the process Plan in place to maintain and sustain awareness 	<ul style="list-style-type: none"> Managers are familiar with the gender pay gap action plan and the role of Manatū Taonga in this work Managers are actively contributing to reducing the gap and improving any associated drivers Clear guides available for managers to help with their understating and application of the policy Willing and active participation in training and induction Leaders and decision makers are familiar with the gender pay principles and apply them to day-to-day decisions Leaders and decision makers understand and can bring effect to the principles of Te Tiriti o Waitangi and actively address the needs and perspectives of Māori women in relation to the gender pay gap 	<ul style="list-style-type: none"> Surveys to check understanding and awareness Workshop attendance and written commitments made during workshops Check-in with managers post workshops on progress against commitments and to see if they need further assistance Manager induction updated

Added areas of focus for Manatu Taonga | Education of people of Manatū Taonga

Focus	Current Status (On Track)	Problem / Opportunity	MCH 2021 Milestones	What will success look like?	How will you know? (measures)
An uplift in people's awareness of our true gender pay statistics and a sense of pride in our achievements toward our Gender Pay Action Plan.	<p>Achieved in 2019/20:</p> <ul style="list-style-type: none"> Awareness campaign and quiz launched prior to finalising plan Intranet page launched with plan and supporting information People are updated on plan and next steps by TKM Updates on progress every three months on intranet <p>Achieved in 2021:</p> <ul style="list-style-type: none"> Our people given access to update their gender identity and ethnicities on our systems. All staff expected to have a cultural capability development goal. Internal promotion of the use of personal pronouns. 	<p>Historically people's perception of our current gender pay gap and the associated workplace drivers is different from reality and is often more negative.</p> <p>How can we engage people of Manatū Taonga on the work we are doing without overwhelming them with information? How can we improve their understanding and participation?</p>	<ul style="list-style-type: none"> Refreshed Plan promoted internally by TKM and Gender Pay Action Plan Working Group Refreshed Plan included in new employee induction Refreshed Plan updated on intranet and continue to be refreshed quarterly 	<ul style="list-style-type: none"> Milestones updated quarterly on the intranet for all to access – in time with quarterly report People are given updates on progress regularly by managers Feedback shows people are informed and able to contribute /ask questions Ministry employees can clearly see progress via the plan A celebration event is held to help instil a sense of pride in the Ministry's achievements and the importance to continue the work 	<ul style="list-style-type: none"> Action plan (and compliance with it) is published in the quarterly report and available online. Measure intranet hits Feedback questions noted by number and topic Interaction through traditional comms channels noted and measured All of Ministry event held to celebrate progress

Added areas of focus for Manatu Taonga | Drivers of Ministry Pay Gap

Focus	Current Status (On Track)	Problem / Opportunity	MCH 2021 Milestones	What will success look like?	How will you know? (measures)
<p>The primary driver of the gender pay gap at Manatū Taonga has been identified as occupational segregation. The Ministry will look to identify and find practical solutions for this systemic issue.</p>	<p>While 63.5% of the Ministry is female and 60% of our management is female, 70% of the lowest paid employees (n=40) are female (28 female versus 12 male).</p> <p><i>(N.B. This is not down to limited career prospects; people regularly progress from these roles to higher graded roles through either our progression process or through appointment to advertised vacancies).</i></p> <p>The Manatū Taonga remuneration strategy, along with reducing the gender pay gap initiative, includes a goal to reduce the gap between the highest and lowest earners over time. In the 2019/ 2020 remuneration reviews there was a reduction negotiated with the PSA.</p> <p>The Ministry is part of a Public Service wide pay equity claim for administrative and clerical staff. This will contribute to a sector-wide conversation on occupational segregation, i.e. the very high proportion of females in these occupations, which is a system-wide issue to be addressed.</p>	<p>There is an opportunity to further reduce our pay gap between highest and lowest earners. We will do this by applying greater % increases to our female-dominated lower graded roles. This will reduce our gender pay gap by raising our average female salary and also potentially making these roles more attractive to male as well as female applicants.</p>	<ul style="list-style-type: none"> Review and monitoring of pay between highest and lowest earners during 2021 remuneration review (and subsequent years) 	<ul style="list-style-type: none"> Regular assessment of any pay gaps Reduction in the gap between the highest and lowest earners Improved practices leading to greater diversity across all pay grades. All roles are fairly evaluated, particularly roles whose work is typically undertaken by women Career progression and career opportunities continue to be available to staff in lower graded roles A commitment to improve the problem of occupational segregation, including contribution to Public Service work in this area. 	<ul style="list-style-type: none"> A reduction of the gender pay gap An increase in diversity across all pay grades noted Measurable reduction in the gap between the highest and lowest earners seen Manatū Taonga's figures are above the overall Public Service average

Appendix 1: Gender Pay Gap Measurements – Data from 30 June 2021

Our current GPG is 5.1%.

This is an improvement on 0.9% from 6% a year ago and is lower than the Public Service GPG of 9.6% as at 30 June 2020 (the most recent figure available)

Due to our relatively low staffing numbers our GPG is volatile and can change with the appointment or resignation of employees in high or low grades. When looking at equal pay, Manatū Taonga currently pays the same for individuals doing the same work, requiring the same or substantially similar skill, effort, responsibility and working conditions. The primary driver of the gender pay gap in the Ministry has been identified as occupational segregation (i.e. occupations that are predominantly one gender).

A negative gender pay gap means that the female average is higher than the male average.

Grades 5 and 6: These are the only grades with statistically significant data sets.

Grade 5 (n35) has a 4.13% pay gap

Grade 6 (n58) has a -1.7% pay gap.

Grades 9 and 10 combined (n28: 14f, 14m) have a -2.0% pay gap.

While 63.5% of the Ministry is female (152.6 FTE) and 60% of our management is female, 70% of employees in Grade 6 and below (n=85) are female (versus 37 male).

The chart (right)) further illustrates the small gap in 'Like-for-Like' roles, with a larger proportion of men in higher paid positions (up to Tier 3). This trend is reversed in the highest paid positions (Tier 2) which offsets some of the gap.

Proportion of Male to Female staff in each salary quartile

