

### DFSNZ Kia Toipoto and Gender Pay Gap Action Plan 2021 - 2024

Kia Toipoto is the Public Service Pay Gaps Action Plan, which focuses on closing gender, Māori, Pacific and Ethnic Pay Gaps to reduce workplace inequities, including disabled employees and those who belong to rainbow communities.

The Public Service has developed guidance for implementing Kia Toipoto as a small agency (less than 100 people), which has been followed below.

Kia Toipoto focus areas (for smaller agencies)	Details	Our practices	Our plan
1. Transparency - Te Pono	Ensure easy access to human resources and remuneration policies and systems including salary bands.	<p>Our human resources and remuneration policies are accessible on Hono, our intranet.</p> <p>We don't currently have salary bands but undertake market guidance analysis when setting and reviewing remuneration.</p>	We will consider the implementation of salary bands.
	Publish annual pay gaps action plans and include what you are doing in each focus area.	Completed.	Review annually in accordance with this plan and any further guidance provided by Kia Toipoto.
2. Equitable pay outcomes - Ngā hua tōkeke mō te utu	Use bias-free criteria to set starting salaries (e.g., skills, responsibilities, experience).	Starting salaries are proposed by the recruiting manager using a set template which considers skillset, experience, market guidance and internal relativities.	
	Give decision makers information on recent starting salaries for the same or similar roles.	This information is included in the remuneration approval template completed by the recruiting manager.	

	Ensure decision-makers understand the criteria and rationale for setting starting salaries.	Completed.	
	Make starting salary decisions within groups, rather than individually.	Several people are involved in starting salary decisions, utilising the remuneration approval template.	
	Increase salary transparency (e.g., we recommend that advertisements include the salary range for the role).	<p>Vacancies are currently listed within the market guidance range that we are recruiting within.</p> <p>Phone screening for roles includes a conversation about indicative salary for the role and whether that is within the candidate's expectations before progressing to interview stage.</p>	<p>As part of our consideration of the implementation of salary bands, we will also consider their inclusion in advertisements.</p> <p>Due to our small size, we will also need to consider privacy considerations if pay bands were narrow.</p>
	Eliminate high-risk practices e.g., asking a candidate's salary.	The salary range is discussed with the candidate during the recruitment process. The candidate is asked whether the salary guidance fits their expectations, as opposed to asking the candidate for information about their current salary.	
	Monitor starting salaries for inequities.	Our small size means that those involved in deciding starting salaries have insight into other starting salaries to ensure relativities.	

		We undertake an annual review of salaries across the organisation and consider it with internal relativity, market guidance, gender, and ethnic lenses.	
3. Leadership and representation - Te whai kanohi i ngā taumata katoa	Commit to developing a workforce that is more representative of society.	We are committed to and understand the strengths of a diverse workforce.	
	Know your workforce, identify where representation could be strengthened, and plan how you might do this (even on a short-term basis through internships and secondments).	<p>We review ethnic and gender representation across our organisation at least annually.</p> <p>Our recruiting managers are aware of our commitment to having a diverse workforce and our recruitment policy requires consideration of equity and under-representation of minority groups in their evaluation.</p>	Provide recruitment managers with ethnic and gender representation in their teams when recruiting.
	Develop and implement robust, inclusive, and accessible recruitment policies and processes.	We regularly review our policies and processes as standard practice.	Review these policies to consider explicitly from an inclusivity perspective.
	Promote your family-friendly policies, ensure your flexible work approach includes leadership roles, broaden recruitment channels and target less-represented groups.	We have leadership roles that work part time and utilise the same flexible work practices available to the rest of our team.	

<p>4. effective career and leadership development - Te whakawhanaketanga i te aramahi</p>	<p>Ensure policies and processes for career progression, training and development opportunities are transparent, inclusive and promote participation.</p>	<p>Our Approach to Learning and Development involved consultation and is available on Hono, our intranet.</p> <p>We take an intentional approach to training and development that considers investment right across our organisation.</p>	
	<p>Ensure career progression, training and development opportunities are open to part-time employees and those on parental leave.</p>	<p>Our Approach to Learning and Development is applied consistently across full time and part time employees. We consider the time of training opportunities and offer hybrid attendance options to cater for part time and flexible working ways of working.</p> <p>Role vacancies are advertised to everyone internally, regardless of whether they are part-time or full-time or on parental leave.</p>	<p>Review our policy around parental leavers to ensure support and access to training is provided.</p>
	<p>Ensure each individual has an individual development plan.</p>	<p>We have a My Impact process which involves professional development goals.</p>	
	<p>Evaluate and report on the effectiveness of career progression, training and development programmes.</p>	<p>Our Approach to Learning and Development includes feedback post training and development opportunities.</p>	
<p>5. Eliminating all forms of bias and discrimination - Te whakakore i te katoa</p>	<p>Building an affinity and understanding of Te ao Māori and</p>	<p>We have Cultural Capability Strategy and programme or work in place, which utilises</p>	

<p>o ngā momo whakatoihara, haukume anō hoki</p>	<p>other cultural values and competencies in the workplace.</p>	<p>the guidance of an external Māori cultural advisor.</p>	
	<p>Workplace practices should align with policies and requirements in employment agreements.</p>	<p>Our policies and employment agreements are drafted to be practicable.</p>	
<p>6. Flexible work by default – Te Taunoa o te Mahi Pīngore</p>	<p>Offer equitable access to flexible by default working and ensure it does not undermine career progression or pay.</p>	<p>Our flexible working policy offers consistent flexibility options across the organisation and it is not a consideration in our remuneration review process.</p>	