



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

# Te Orowaru

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## Factor Scoring Booklet

Te Orowaru means “the sound of rippling water,” which speaks of our aspirations to create ripples of change through the system, for our workplaces, communities and whānau here in Aotearoa New Zealand.

Our aspiration for Te Orowaru is that it enables the unique skills that all people bring to our workplaces to be recognised and fairly valued.

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Factor scoring is an optional process that the parties may agree to use to test the initial conclusions of the work assessment. This involves overlaying the factor levels with the points system in this booklet to help the parties get clarity on the degree of comparability between claimant and comparator work. Using a points system to verify/validate the work assessment can provide a level of assurance for different participants/audiences.

## Process

Factor scoring occurs after the parties have analysed the work and used the factor plan to allocate claimant and comparators work to the appropriate level of each factor. Each factor level has points allocated to it, which get combined to generate a total score for each occupation assessed. (See p.7 for a template to record the level allocated to the claimant and comparators for each factor and p.8 for a template to record the points allocated for each factor).

Factor scoring is intended to be a last step to test conclusions. For example, this process could help to confirm which comparators perform work that is the closest to the claimant work in terms of the skills, responsibilities, effort and working conditions.

If factor scoring is being used, it is important that this only occurs after a comprehensive work assessment process where the parties have:

- applied the Te Orowaru factor plan to claimant and comparators work
- analysed any other available and relevant work information (such as job descriptions, job histories, legislative requirements for the roles)
- considered the levels assigned to claimant and comparators work and what that might mean

Like any part of the pay equity process, it is critical that factor scoring is used in the context of a joint process. This ensures transparency, and consistency with the wider pay equity bargaining process.



## Weightings

The four pay equity factor groupings (skills (including experience), responsibility, effort and working conditions) have different weightings in the points that are allocated to them. The higher the weighting, the more points get allocated. The factor groupings align with the assessment requirements of the [Equal Pay Act 1972](#).

The skills and responsibility factor groupings have higher weightings than the effort or working conditions factor groupings.

This is to recognise that the skills and responsibilities of a job are integral to its function and success. For example, inadequate skills or competence to deliver the work that an employee is responsible for is likely to significantly increase the effort required to perform a role (i.e. lacking skill makes a job harder).

Of the total points available, the weightings have been allocated as follows:

Skills Factor Grouping	42%
Responsibility Factor Grouping	37%
Effort Factor Grouping	16%
Working Conditions Factor	5%

The following tables outline the points allocated to each factor level.



## Skills

### Factor 1: Knowledge

Level	Points
1	14
2	24
3	34
4	44
5	54
6	64
7	74
8	84
9	94
10	104

### Factor 2: Problem-solving skills

Level	Points
1	15
2	27
3	39
4	51
5	64
6	77
7	90

### Factor 3: Interpersonal and communication skills

Level	Points
1	15
2	30
3	45
4	60
5	75
6	90

### Factor 4: Te ao Māori skills

Level	Points: Strategic thinking and Te Tiriti o Waitangi	Points: Actioning te Reo me ngā tikanga Māori	Points: Connection to Māori values systems	Points: Connectedness to and engagement with Māori communities
1	20	20	20	20
2	40	40	40	40
3	60	60	60	60
4	80	80	80	80

### Factor 5: Planning and organisational skills

Level	Points
1	13
2	26
3	39
4	52
5	66
6	80

### Factor 6: Physical skills

Level	Points
1	12
2	24
3	36
4	48
5	60



## Responsibility

### Factor 7: Responsibility for people leadership

Level	Points: Line management	Points: Leadership through influence
1	16	16
2	32	32
3	48	48
4	64	64
5	80	80
6	96	96
7	112	N/A

### Factor 8: Responsibility for information

Level	Points:
1	12
2	23
3	34
4	45
5	56

### Factor 9: Responsibility for physical and financial resources

Level	Points:
1	12
2	23
3	34
4	45
5	56

### Factor 10: Responsibility for organisational outcomes

Level	Points:
1	13
2	26
3	40
4	54
5	68
6	82
7	96
8	110

### Factor 11: Responsibility for services to people

Level	Points:
1	18
2	36
3	54
4	72
5	91
6	110



## Effort

Factor 12: Emotional effort	
Level	Points
1	12
2	24
3	36
4	48
5	60
6	72

Factor 13: Sensory effort	
Level	Points
1	12
2	24
3	36
4	48
5	60

Factor 14: Physical effort	
Level	Points
1	10
2	20
3	30
4	40
5	50
6	60

## Working Conditions

Factor 15: Working conditions	
Level	Points
1	12
2	24
3	36
4	48
5	60



## Template 1: Factor analysis overview

The purpose of this template is to help create an overview across the factor levels for the work of claimant and comparators.

Grouping	Factors	Claimant	Comparator 1	Comparator 2	Comparator 3
			Factor level	Factor level	Factor level
	F1	Knowledge and understanding			
	F2	Problem-solving			
	F3	Interpersonal and communication			
	F4	Te Ao Māori			
	F5	Planning and organisation			
	F6	Physical skills			
	F7	People leadership			
	F8	Responsibility for information			
	F9	Responsibility for financial and physical resources			
	F10	Responsibility for organisational outcomes			
	F11	Responsibility for services to people			
	F12	Emotional effort			
	F13	Sensory effort			
	F14	Physical effort			
	F15	Working conditions			





## Template 2: Comparing the work of claimant and comparators – Te Orowaru points summary

If the parties have agreed to test the outcome of the work assessment by applying points, this template can be used for recording the points allocated to the claimant and comparators for each factor. There is also a section for recording what percentage of the claimant points the comparator points are. Percentages can represent closeness of the comparator scores to claimant scores; for example, as in the following key:

Not at all comparable	50% or more
Small areas of comparability	Within 50%
Some comparability	Within 30%
Significant comparability	Within 20%
Broadly comparable	Within 10%

Factor		Claimant	Comparator 1	Comparator 2	Comparator 3
Skills	1 Knowledge and understanding				
	2 Problem-solving				
	3 Interpersonal & communication skills				
	4 Te ao Māori skills				
	5 Planning and organisational skills				
	6 Physical skills				
Total points		Total points	Total points %	Total points %	Total points %



## Template 2: Comparing the work of claimant and comparators – Te Orowaru points summary

		Factor	Claimant	Comparator 1		Comparator 2		Comparator 3	
Responsibilities	7	People leadership							
	8	Responsibility for information							
	9	Responsibility for physical and financial resources							
	10	Organisational outcomes							
	11	Services to people							
Total points			Total points	Total points	%	Total points	%	Total points	%
Effort	12	Emotional effort							
	13	Sensory effort							
	14	Physical effort							
Total points			Total points	Total points	%	Total points	%	Total points	%
Conditions	15	Working conditions							
	Total points			Total points	Total points	%	Total points	%	Total points
TOTALS			TOTAL	TOTAL POINTS	%	TOTAL POINTS	%	TOTAL POINTS	%







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