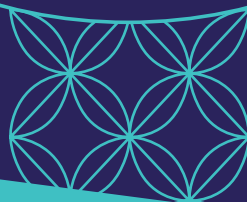# Kia Toipoto

Closing Gender, Māori, Pacific and Ethnic Pay Gaps

Public Service Action Plan
2021-24

Guidance

Improving workforce and leadership representation

AUGUST 2022

Tēnā koe,

This guidance supports Aotearoa New Zealand Public Service agencies and Crown entities to meet the following Kia Toipoto milestone:

Te whai kanohi i ngā taumata kotoa | Leadership and representation: by the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforces and leadership.

In developing your plan to improve representation, please also refer to our previous guidance:

- Kia Toipoto: Public Service Pay Gaps Action Plan 2021-24

- Pay gaps guidance and resources

Advice for small organisations on improving representation is in our Guide, Implementing Kia Toipoto in small organisations.

Timeframe

You should include your leadership and representation plans and targets in your 2022 Kia Toipoto pay gaps action plan.

- For agencies, the timeframe for publishing your 2022 Action Plan is by **15 November 2022**, see Guidance: Public Service Agency Pay Gaps Action Plans 2022

- For Crown entities, the timeframe for publishing your 2022 Action Plan is by **31 December 2022**, see Guidance: Crown Entities Pay Gaps Action Plans 2022

- On publication, please also send your action plan to the Equal Pay Taskforce at EqualPay@publicservice.govt.nz

Support and queries

Please contact the Equal Pay Taskforce at EqualPay@publicservice.govt.nz

Contents

1. Introduction

The Public Service workforce should reflect the public we serve

A diverse and inclusive Public Service is essential: in order to provide better services that improve the lives of all New Zealanders – and to retain their trust and confidence – we must value and reflect all our communities. This is clear in the [Public Service Act](.).

We can build a representative Public Service workforce and leadership in a sustainable way by:

- recognising and developing the skills and experiences of existing Māori, Pacific and disabled employees, and employees from ethnic and rainbow communities, especially wāhine Māori, Pacific women and women from ethnic communities, and

- recruiting and retaining diverse talent.

Valuing and developing existing employees has clear benefits

When agencies/entities recognise, value and develop the skills and experiences of their Māori, Pacific and disabled employees, and employees from ethnic and rainbow communities, there are multiple benefits:

- employees realise their potential

- agencies/entities fully benefit from their existing talent

- agencies/entities have lower gender and ethnic pay gaps

- employees contribute to the well-being of their communities

- we build a diverse, thriving and sustainable pool of talent.

Your representation and leadership plans will

- **reflect your current state, context and size**

  Agencies/entities have different levels of experience, workforce representation and size. This guidance wil help you develop a staged approach that is tailored to your current context.

- **establish a foundation for action**

  Te Whakapiri[1] will support you to implement your plan during 2023 and 2024 with further guidance on bias-free recruitment and career progression, and on targeted initiatives. In the meantime, please refer to Section 5 *Summary of actions* p.16 and Appendix 1 *Resources for next steps* p.23, in this guidance. Agencies that have been meeting the priorities of [Papa Pounamu](.) and implemented the [Gender Pay Gap Action Plan](.) over the last few years are likely to find much of this guidance familiar.

- **form part of your Kia Toipoto pay gap action plans 2022**

  Your plans will form part of your first Kia Toipoto action plan.[2]

- **and contribute to wider diversity, equity and inclusion work programmes**

  Achieving a more diverse workforce and leadership is intrinsically linked with wider diversity, equity and inclusion work programmes. To be successful, equity plans and targets need to be part of a wider change strategy, including improving cultural capability.

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[1] Te Whakapiri is the Kia Toipoto collaborative working group, with representatives from Te Kawa Mataaho | Public Service Commission, Te Rūnanga o Ngā Toa Āwhina, Te Pūkenga Here Tikanga Mahi | Public Service Association (PSA), Manatū Wāhine | Ministry for Women, Te Puni Kōkiri, the Ministry for Pacific Peoples, the Ministry for Ethnic Communities, and employee-led networks (rainbow, disabled and pan-Asian)

[2] See *Step 4: Report progress to date* of Guidance: Public Service Agency Pay Gaps Action Plans 2022 and Guidance: Crown Entities Pay Gaps Action Plans 2022

There are 6 steps for creating a plan to improve representation

STEP 01 — Gather your data
Gather your gender and ethnic representation, and recruitment, retention and progression data

STEP 02 — Engage with employees and unions
to gather information on the experiences and ideas of employees

STEP 03 — Analyse your data and feedback
to identify your biggest challenges and opportunities, looking at recruitment, retention and progression

STEP 04 — Make a plan
to improve representation for under-represented groups at all levels

STEP 05 — Set targets as part of your plan
to improve representation within 5 years

STEP 06 — Publish your plan
your targets and a summary of your representation plan in your annual Kia Toipoto action plan

"Even in organisations who think they are exemplar, Māori have to change themselves to succeed. I have had to look and be like them to get ahead, learn by watching white men (...) I have had to give away who I am to succeed."

- Wahine Māori workshop participant Source: MSD Workshop on career progression breaks and leave, 2019

2. Purpose

This guidance supports Aotearoa New Zealand Public Service agencies and Crown entities to meet the following Kia Toipoto milestone:

Te whai kanohi i ngā taumata kotoa | Leadership and representation: by the end of 2022 agencies/ entities have plans and targets to improve gender and ethnic representation in their workforces and leadership.

Doing this will contribute to achieving the Kia Toipoto goal that the Public Service workforce and leadership overall will be substantially more representative of society by the end of 2024. It will also support your wider diversity, equity and inclusion goals.

This guidance is part of a suite of guidance to support agencies and entities to achieve the goals of Kia Toipoto:

- making substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps

- accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities

- creating fairer workplaces for all, including disabled people and members of rainbow communities.

Your plans will form part of your first Kia Toipoto pay gaps action plan.

"We often have incredible young talented Māori come into an organisation, but they are not provided with awhi and they leave. Managers don't understand they leave because there is no room for them to be themselves, it's not about the money but about the work and feeling valued and connected, not having to leave your cultural identity behind."

- Workshop participant. Source: MSD Workshop on career progression breaks and leave, 2019

Kia Toipoto includes specific commitments to Māori

Kia Toipoto reflects both Te Tiriti o Waitangi obligations and the Public Service Act requirements regarding employing Māori. The following commitments are particularly relevant to the work you will do in representation:

- including data and actions to achieve equitable outcomes for Māori in your action plans

- career paths that empower Māori to achieve their career aspirations

- ensuring that Māori are influential at all levels of the workplace.

3. Why?

3.1 When the Public Service reflects our communities, we can serve our communities better

The Kia Toipoto focus area, Te whai kanohi i ngā taumata katoa | Leadership and representation reflects the aims of the Public Service Act 2020 (sections 44 and 75) to develop a Public Service workforce that reflects the diversity of the society it serves, can support the Crown in its relationships with Māori under Te Tiriti o Waitangi, and operate as a good employer.

The Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019 recommended that we continue efforts to significantly increase workforce diversity including at the most senior levels, as a contributor to engaged and accountable government decision-making. Diversity in leadership is also associated with better organisational performance, and more equitable workplaces.[3]

The Government Workforce Policy Statement 2021 reflects the aims of the Act: its goals include closing gender and ethnic pay gaps and building safe and inclusive workplaces that support diverse workforces.[4]

"I have had feedback from a lot of managers [generally about other ethnic minority candidates]. They note that these people are quiet speaking candidates who are humble, and managers view this as a lack of confidence ... I hear the senior leadership team talk about a candidate: 'I'm not sure if that candidate has executive presence!' ... So, I think there is an inherent bias. Pacific peoples are smiling and like jokes etc. but the substance to them is often missed. I don't know if we value these different traits enough!!"

- Pacific woman public servant. Source: Exploring the Ethnic Pay Gap in the Public Services: Voices from the Rito

Diversity, Equity and Inclusion in the Public Service

Public Service agencies have been focused on building diversity and inclusion (D&I) since 2017 and have made significant gains, but there is still work to do. A range of system supports are available to ensure the Public Service meets its diversity, equity and inclusion and Te Tiriti o Waitangi responsibilities. (See *Appendix 1 Resources for next steps p.23*.)

The Papa Pounamu work programme provides the D&I framework for the Public Service. Agency chief executives have agreed to implement its five priority areas and are required to describe progress in their annual reports. These over-arching priorities lay the groundwork for D&I progress across the system. They support Kia Toipoto, the Leadership and Talent, and the Positive and Safe Workplaces programmes which together make up the wider diversity, equity and inclusion work programme for the Public Service led by Te Kawa Mataaho, as well as the Māori Crown Capability Framework, led by Te Arawhiti.

Agencies create D&I plans and are encouraged to share these with Te Kawa Mataaho and each other, to create stronger connections and gain insights from progress in the wider diversity and inclusion context. Agencies' D&I and Kia Toipoto pay gaps action plans support and inform each other. If your representation plan is described in one document, you can cross-reference to this. Agencies can also use the same representation data in their pay gaps plans and annual reports.

[3] See for example, McKinsey and Company Diversity Wins: How inclusion matters at https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters and the Workforce Gender Equality Agency Equity Insights 2020, Delivering The Business Outcomes at https://www.wgea.gov.au/sites/default/files/documents/BCEC%20WGEA%20Gender%20Equity%20Insights%202020%20Delivering%20the%20Business%20Outcomes_WEB_FINAL.pdf
[4] Government Workforce Policy Statement:https://www.publicservice.govt.nz/assets/SSC-Site-Assets/Workforce-and-Talent-Management/Government-Workforce-Policy-Statement-on-employment-relations.pdf

"There is discrimination against foreigners in the workplace, some foreign colleagues have been in NZ for more than 10 to 20 years and are NZ citizens. They still get treated differently or get excluded out of job opportunities. Racial stereotyping comments is also made regularly in the office."

- Pākehā woman public servant. Source Te Taunaki

Explanatory note on representation

A workforce reflecting society means that the Public Service workforce reflects the population of Aotearoa New Zealand in terms of gender, ethnic, and ethnic/gender balance as well as other dimensions of diversity such as being a disabled person or a member of rainbow communities. It also means achieving this balance within occupational groups and at all levels, up to the most senior levels of leadership. While occupational segregation will take time to change, this guidance is focused on what organisations can do in the next 1-2 years, while also setting the foundations for long-term change.

3.2 International evidence on setting targets

Organisational improvement is complex and requires sustained effort over an extended period of time. Equity targets and regular reporting are tools that can help realise change when they are realistic and achievable, and are part of a strategic change process. This wider change process requires leadership commitment and should include building cultural capability across the organisation.

Targets contribute by:

• clearly stating what needs to be achieved and by when

• helping to maintain momentum

• motivating people to problem-solve

• helping to identify problems, and take remedial action if progress stalls.

Organisations that have been successful in achieving equity targets report more effective talent and succession planning systems, a more capable workforce, the best person being more likely to be selected for jobs, and an improved image for the organisation.

There is also evidence that targets can be more difficult to achieve, or don't necessarily achieve the desired outcome, if they are implemented in isolation.

Agencies and entities can mitigate any risks by:

• applying targets as part of the implementation of Kia Toipoto in its entirety, together with other D&I activities such as the Papa Pounamu programme and the Lead toolkit on employing disabled people

• grounding their actions and targets in their own context and current state, including their size, sector, and current diversity profile (see *Step 1 Gather your data* p.11 below)

• communicating clearly across your agency/entity to create understanding of why and what you are doing

• ensuring that leadership maintains oversight of implementation.

"… qualifications [are seen as] … the "be all and end all" of employment … with little attention paid to the human, enterprise and specialised skills learnt on the job. … This one-dimensional approach … has impacted may generations of Māori. The concept of a skills-based approach to employment is a massive leap forward in creating more equitable futures."

- Source: Nau Mai Te Ānamata Tomorrow's Skills Māori Futures Collective

4. How to create a plan

4.1 Principles: Your overall approach to improving representation should:

a. Recognise and value existing talent

Māori, Pacific and employees from ethnic communities are currently under recognised, undervalued and underutilised, facing barriers that undermine their career progression into more senior roles, including the highest levels of leadership. Their representation in leadership does not match representation in the Public Service workforce overall. (There isn't yet comparable data for disabled employees and members of rainbow communities). Your actions and targets should recognise:

- the importance of developing the under-recognised talent of your existing Māori, Pacific and employees from ethnic communities

- the benefit to your organisation of fully realising the potential of your existing diverse talent.

b. Be tailored to your situation

Plans and targets should reflect your size, sector, kaupapa[5] and existing representation. While some agencies/entities will be starting with a lack of diversity across their workforce, case studies in this guidance show that it is possible to make change when agencies/entities have identified what they want to change and have taken planned and staged action, even in traditionally Pākehā or male-dominated areas.

c. Contribute to a system-wide response

Balanced representation at all levels across the Public Service can best be achieved by agencies and entities working collaboratively. Therefore:

- consider where might you be able to "open" movement of staff between your agency/entity and other organisations as part of a stronger pipeline of diverse talent across the Public Service system

- acknowledge if your organisation plays a role in attracting and developing talent from under-represented groups who move on to contribute to wider public sector organisations.

d. Consider the full employment life cycle

Building representation of women, Māori, Pacific, disabled employees, and those from ethnic and rainbow communities throughout your workforce involves a mix of:

- identifying, valuing, and developing overlooked skills and experience within your existing workforce; including cultural knowledge and skills, and skills acquired in unpaid work and mahi aroha

- recruiting for diversity

- building a leadership pipeline from team leaders to tier two leaders

- removing bias from all HR and remuneration policies and practices

- building culturally competent, positive, safe, and inclusive workplaces.

Section 5 Summary of actions p.16 of this guidance summarises the actions agencies/entities can take at each of these points in the employment life-cycle.

[5] For example, population agencies such as Manatū Wāhine | Ministry for Women should have high levels of representation of the groups they work on behalf of, while other agencies and entities such as Ngā Wananga will have workforces that reflect their kaupapa. Their representation goals will reflect this, rather than aiming for representation at NZ population levels across all groups.

4.2 Steps to create a plan to improve representation

STEP 01

Gather your data

Gather your gender and ethnic representation, and recruitment, retention and progression data

STEP 02

Engage with employees and unions

to gather information on the experiences and ideas of employees

STEP 03

Analyse your data and feedback

to identify your biggest challenges and opportunities, looking at recruitment, retention and progression

STEP 04

Make a plan

to improve representation for under-represented groups at all levels

STEP 05

Set targets as part of your plan

to improve representation within 5 years

STEP 06

Publish your plan

your targets and a summary of your representation plan in your annual Kia Toipoto action plan

STEP 01

Step 1: Gather your representation data

Gathering, evaluating and monitoring data are essential to address any barriers to improving representation within your agency/entity. Your plans and targets need to be based on your current representation. Our guidance on creating action plans contains advice on measuring representation, within different sized organisations:

- Guidance: Crown Entities Pay Gaps Action Plans 2022

- Guidance: Public Service Agency Pay Gaps Action Plans 2022

Gather as much of the following data as possible, taking into account the size of your workforce. You will already be doing a lot of this data work as you develop your 2022 Kia Toipoto action plans.

- Gender, ethnicity, and gender/ethnicity data combined for your organisation as whole, by leadership level, and by organisational group or occupation/role.

- Recruitment, retention/turnover and progression/promotion rates by gender, ethnicity, and gender and ethnicity combined, and any other diversity dimensions you have data for.

- Any similar data you have on disabled employees, and/or members of rainbow communities.

We recommend looking at your data for the last five years, if you have it, to smooth out variations and identify positive or negative trends.[6]

Collecting and reporting on data of minority groups is a complex exercise, and it is important to note that there is diversity within groups. If your data does not already meet the Standards of Workforce Information for Agencies in the State Services, use the data you have and make plans to improve your data quality. Note that concerns about discrimination could be a factor in low disclosure rates. Information on creating a safe culture for disclosure is included in *Step 2 Engage with employees and unions.*

Our guidance on creating action plans contains advice on measuring and reporting representation:

- Guidance: Crown Entities Pay Gaps Action Plans 2022

- Guidance: Public Service Agency Pay Gaps Action Plans 2022

STEP 02

Step 2: Engage with employees and unions

Engaging employees and unions from the earliest stages:

- ensures that you are drawing on qualitative evidence about employees' experiences and what might be driving the trends you see in your data. Remember that it is common for people from well-represented groups to assume their workplace is fairer than it is

- builds confidence among diverse employees that the work you are doing is robust and centred on improving their employment experience.

[6] The Workplace Gender Equality Agency has developed a guide 'How to set gender diversity targets', which has detailed information about setting targets based on workforce data, see: https://www.wgea.gov.au/sites/default/files/documents/SETTING-GENDER-TARGETS-Online-accessible_0.pdf

This evidence is particularly important where your data is of poor quality, or you are a small agency/entity. In your engagement with employees at all levels, including senior leaders, and unions, ask for example:

- what do employees say about why they joined and why they are leaving?

- to what extent do employees see recruitment, development, progression and promotion as fair?

- what do employees see as the barriers and opportunities in career development progression and promotion?

- to what extent do employees feel safe about disclosing personal information such as, their ethnicity, any disabilities and/or membership of rainbow communities?

It is important to create a safe space in which employees can openly share their experiences of their workplaces.

Working with unions and employee-led networks will help build a safe culture and ensure engagement is meaningful. Establishing positive, open, and inclusive relationships with employees and unions is a foundation for all your work under Kia Toipoto. It is also important to listen and respond to what employees and unions share with you, including any concerns about how any of their personal information will be protected and used.[7]

You can find more demographic information and employees' views on certain topics in the results from Te Taunaki, the Public Service 2021 census. Te Kawa Mataaho is also publishing a deep dive on the diversity and inclusion insights from Te Taunaki, including employees' experiences, which all employers may find informative.

"Being transgender, I rarely feel comfortable disclosing this especially in a work environment. The discrimination and violence my fellow community experience in everyday life is a deterrent for me to be open and comfortable. For this reason, I do not fully disclose my full self at work."

- Transgender public servant. Source Te Taunaki

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STEP 03

Analyse your data and feedback to identify your main challenges

Look for patterns of over and under-representation in your data and in feedback from unions and employees to help you identify your main challenge/s. Smaller agencies/entities may want to focus on one main challenge to address while larger agencies/entities could identify several. These questions can help you:

- to what extent are some groups failing to be attracted and/or recruited?

- to what extent are turnover rates higher for some groups or occupations?

- to what extent are groups represented at different levels of management and leadership?

- to what extent are some groups experiencing slowed or stalled progress compared to other groups, and where is this occurring?

- how significant is occupational segregation and where is this segregation occurring?

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[7] For more on engaging with employees and unions, especially for small organisations, see Guide: Implementing Kia Toipoto in small organisations at https://www.publicservice.govt.nz/assets/SSC-Site-Assets/Workforce-and-Talent-Management/Implementing-Kia-Toipoto-in-small-organisatio.pdf

- who is benefiting from secondments, acting up opportunities, and other development opportunities?

- what have employees and unions told you about any barriers they experience?

- how can these barriers be addressed to ensure equitable opportunities for all?

- overall, to what extent are your trends moving in the right direction and need to be accelerated, or in the wrong direction and need to be turned around?

Remember that within each of these dimensions wāhine Māori, Pacific women and women from ethnic communities are likely to be more negatively affected than Pākehā women, and than men within the same ethnic group, because of the compounding impact of gender and ethnic bias. Bias also compounds for employees who belong to more than one diversity group, such as disabled employees who are also members of rainbow communities.

"Increase understanding and reduce stigma around mental illness and what that can look like in the workplace. Especially in a competitive environment, it can be challenging to deal with your own mental health challenges while making judgement calls about what to reveal to your colleagues or management because often diagnoses are misunderstood or it can lead to assumptions about what you are capable of handling."

- Pākehā woman public servant. Source Te Taunaki

STEP 04
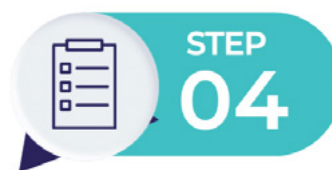
Step 4: Make a plan

Once you have identified your main challenge/s, you can refer to *Section 5 Summary of actions for improving representation* on p.X to help develop a plan. This section includes links to more detailed guidance on the actions you can take to address challenges across the employment life-cycle, including:

- career progression and promotion

- attraction and recruitment

- retention, including addressing bias, building cultural capability and embedding flexible work by default

- remuneration, ensuring pay is equitable and transparent.

You may identify different actions for different groups, depending on the drivers of the trends you are seeing.

Ensure that actions include a focus on developing existing employees as relying on recruitment is unlikely to be achievable or sustainable.

Your plan should include:

- a staged approach, with annual steps and success indicators

- a process for monitoring and review, including engaging with employees and unions.

"... not all managers are 'safe spaces' and staff instead are influenced to ignore or minimise their experiences out of concern for career growth or their concerns not being taken seriously..."

- Pākehā woman public servant, Source Te Taunaki

STEP 05

Step 5: Set targets as part of your plan

We recommend targets and regular reporting as tools to support your efforts to improve representation and leadership. As noted above, to be effective, targets need to be embedded within a strategic change process, and part of a range of actions that agencies/entities will take as they implement Kia Toipoto. Wider diversity, equity and inclusion initiatives will provide an environment that contributes to success in reaching targets.

Once you have outlined your plan, set five-year target/s associated with the main challenge/s you have identified from your data and engagement. This may mean establishing one key target in smaller agencies or more in larger agencies.

Your targets should be high level, specific and measurable. A 5-year timeframe allows time for you to take intermediate steps towards achieving your targets and to make the organisational changes needed to sustain gains. Targets may include a specific increase in the representation of one or more groups in your organisation overall, or in specific roles or levels in your organisation.

Ensure your plan includes intermediate steps to achieve these targets and the success factors you will be looking for over the next 5 years. For instance, how many employees in different groups may need to progress from one level to higher levels, or may need to be recruited in order to meet 5-year targets.

For example:

- in its 2021 gender pay gap action plan, Customs commits to increasing the proportion of women in its senior leadership from 34.8% to a target of 40% or higher by December 2023.
- the NZSIS Gender Pay Gap Action Plan 2021 includes these goals:
- increase representation of women by 1% per year
- increase ethnically diverse representation by 3% over 3 years.

You should set targets that involve ambitious and realistic rates of improvement. You can draw on the following information to help you decide what this looks like for your agency/entity:

- your own progress over the last 5 years, or the period for which you have good data. Your ambition should be to improve on this rate of change

- the progress the Public Service has made over the last 5 years. *Appendix 2 Representation in the Public Service* gives an overview of improvements in representation across the Public Service between 2016 and 2021. Some substantial progress has been made, and we are confident that this progress can be accelerated where needed with concerted effort

- progress for agencies comparable in size and workforce composition with your organisation. Published data for Public Service agencies shows changes since 2000 in their representation overall and in leadership (as well as other metrics)

- any constraints on your rate of change, which may include: a lack of diversity in your sector; low rates of turnover in leadership or overall; small cohorts of graduates with necessary qualifications, and your size, which may drive volatility in representation. Remember, other agencies have been progressing in the face of their own constraints by taking a staged and sequenced approach.

"In my first year I didn't get much support at all! It was quite a shift from what I had experienced in the private sector. Things started to improve after 6 months [due to a change in manager] A 100% change. My new manager is interested in me and there is the key! I have experienced heaps of effort from my new manager and my career is progressing upwards."

- Māori/Pacific/ethnic community public servant. Source: Exploring the Ethnic Pay Gap in the Public Services: Voices from the Rito

STEP 06

Step 6: Publish your plan

Publish your plan, including your targets, in your Kia Toipoto pay gaps action plan.

If your plan is quite detailed, as it may be in a large agency/entity, publish a summary of your plan.

Agencies may include their representation plans in either their Kia Toipoto action plans or their diversity and inclusion plans, and cross reference.

Consider how you will communicate your target(s) and plan with employees and other stakeholders. A simple communications strategy of why and how you have developed your plan can help bring people with you and support any associated goals.

Impact of representation changes on pay gaps

Improving representation for under-represented groups at all levels of your organisation will help to close pay gaps in a sustainable way. Note that it can widen pay gaps in the short to medium term in some situations. New recruits from under-represented groups might enter at or near the bottom of pay bands or in junior roles, relative to other groups (especially in career organisations). For example, as a result of deliberate efforts to increase the proportion of women in the Constabulary workforce, the gender pay gap at New Zealand Police has decreased more slowly than it would have otherwise, because it takes time for police officers to progress up the ranks. Improving representation in this workforce is absolutely the right thing to do and will close Police's gender pay gap over the long term.

If your pay gaps for different groups widen as a result of improving representation for any groups, make sure that you explain this in your pay gaps action plans.

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5. Summary of actions for improving representation

This table provides a summary of actions to consider in response to common challenges, relating to recruitment, retention and progression/promotion. It includes links to our more detailed guidance on Recruitment and Career Progression, Breaks and Leave Guidance.

The table contains short, medium and long-term actions.

- **Short-term:** actions that agencies/entities can implement relatively quickly (in less than a year) like ensuring all decisions about recruitment are made in groups

- **Medium-term:** actions that can be started quickly but involve a process that might take 1 or 2 years to fully implement

- **Long-term:** actions that will involve a process and/or involve multiple steps requiring sustained effort over more than 2 years.

Some actions are important at multiple points of the employment life-cycle and are therefore included in more than one category.

Bear in mind that your plan and target/s need to be a part of implementing Kia Toipoto in its entirety, supported by your wider diversity, equity and inclusion initiatives.

Te Whakapiri will support you to implement your plans with a series of updated and strengthened guidance during 2023.

"Would be great if my employer had specific development programmes to enhance Māori leadership and specifically for wāhine to increase these faces at senior management level. There are very few role models for wāhine Māori in my work to provide inspiration and aspiration."

- Wahine Māori public servant. Source: Te Tiriti o Waitangi and the workplace: Issues reported by wāhine Māori in the PSA

5. Summary of actions for improving representation

Foundations for improving equity across the employment life-cycle

Inequity results from a complex set of interconnected workplace policies, practices, day-to-day behaviors and culture. Whether your challenges are primarily related to progression, recruitment or retention, there are common foundational actions you can take to remove bias from policies and practices across the employment lifecycle. These actions are incorporated in all the guidance on Recruitment, Remuneration, Career progression, breaks and leave already released under the Gender Pay Gap Action Plan and agencies will probably already have implemented them. They will also remain foundational to the guidance Te Whakapiri will release in 2023. Foundational actions are:

- Ensure that any role or pay-related criteria are transparent, bias-free and value hidden skills. See, *Use bias-free salary criteria* in Ensuring bias does not influence salaries for the same or similar roles p.7

- Use structured, standardised and transparent processes

- If discretion is part of any decision-making, limit individual decision-making and put checks and balances in place, like ensuring decisions are moderated and monitored. See for example, *Make decisions collaboratively* in the Remuneration guidance p.12

- Build understanding of bias and how to mitigate it, especially among managers. See Papa Pounamu Addressing Bias – Tools and Resources

- Build cultural competence, especially among managers, including Māori Crown relations. See also, Papa Pounamu Cultural Competence

- Ensure inclusive, positive and safe workplaces. See Positive and Safe Workplaces Model Standards

- Regularly monitor the outcomes of human resources and remuneration policies and review them accordingly. See *Monitoring Impact* in the Remuneration guidance p.22.

Recruitment challenges

Challenge: Few applicants from under-represented groups for some or all roles	**Short Term** • Actively reach out to a diverse range of potential candidates (Recruitment Guidance p.14) for example by liaising with other employers to develop and share secondment opportunities • Expect recruitment agencies to present diverse pools of applicants • Assess your ability to attract disabled people, see MSD's Lead toolkit on employing disabled people • Ensure your job advertisement signals your commitments to diversity, equity and inclusion, and to flexible work (Recruitment Guidance p.15) including geographic flexibility **Medium Term** • Ensure that the public face of your organisation is gender and culture inclusive. See Recruitment Guidance p.14 • Proactively appoint individuals/groups into targeted roles, providing wrap-around support, to help show that these aspirations are possible and desirable, and will be supported • Consider appointing groups of applicants from under-represented groups as a cohort for shared support, especially in agencies/entities or parts of agencies/entities with very low diversity • Draw applicants towards roles members of their community have not traditionally applied for **Long Term** • Perceptions of your organisations can influence applicants. Be clear on your value proposition for targeted groups and your reputation with them. Build credibility with target communities. Te Arawhiti has guidance on building closer partnerships with Māori

Recruitment challenges

Challenge: Under-represented applicants do not progress through recruitment to appointment (for some or all types of roles)	**Short Term** • Review role requirements: make the selection criteria as broad as possible to reach a wide range of candidates, and make sure that specific qualifications and experience you ask for are necessary (Recruitment Guidance p.4). Privileging qualifications and/or experience over skills can disadvantage any group less likely to hold such qualifications or any group likely to have taken career breaks. Migrants may be disadvantaged by requirements for NZ experience or qualifications • Apply bias-free role criteria throughout recruitment processes, to value all skills. See *Use bias-free salary criteria* in Ensuring bias does not influence salaries for the same or similar roles p.7 • Recognise undervalued skills and cultural knowledge. See *Valuing cultural skills* and *Valuing experience outside of paid work* in Ensuring bias does not influence salaries for the same or similar roles p.9 • Review all of your recruitment processes against MSD's Lead toolkit on employing disabled people • Conduct shortlisting in groups and with reference to your organisation's representation goals, as well as the broad candidate criteria you have determined (Recruitment Guidance p.18) • Ensure interviews are structured, standardised, and conducted by panels whose members are diverse and culturally competent (Recruitment Guidance p.20) • Only ask questions relevant to the selection criteria in reference checks (Recruitment Guidance p.23) • Establish the cultural and physical needs of candidates for interviews and make sure these are met (Recruitment Guidance p.21) • Use robust panel decision-making processes (Recruitment Guidance p.22)
Challenge: Low diversity in sector (e.g. where specialist skills are needed, such as for air traffic accident investigation)	**Medium to long-term** • Agencies and entities working in sectors that have very low levels of diversity and highly specialised roles, face constraints that mean actions will take more time to have an effect. However, our case study of the security agencies in Appendix 3 (p.28) shows what is possible with a strategic and sustained effort.

Retention challenges

Employees from under-represented groups leave or do not return due to:

- **feeling under-valued**
- **lack of recognition of their cultural skills or contribution**
- **lack of ability to make a difference for their communities**
- **dissatisfaction with organisational culture, including low cultural competence, and/or experiencing bias and discrimination**
- **poor working conditions**
- **wanting higher pay, or for larger or better paid roles.**

This includes employees who do not return after a career break.

Short term

- Ensure employees in the same or similar roles are being paid equitably. See Ensuring bias does not influence starting salaries and Ensuring bias does not influence salaries for the same or similar roles

- Apply bias-free role criteria to value all skills. See *Use bias-free salary criteria* in Ensuring bias does not influence salaries for the same or similar roles p.7

- Recognise undervalued skills/experience and cultural knowledge. See *Valuing cultural skills* and *Valuing experience outside of paid work* in Ensuring bias does not influence salaries for the same or similar roles p.9. Te Orowaru is a work assessment tool that enables te ao Māori skills and knowledge, and other cultural skills and knowledge, to be identified and valued appropriately, without reference to qualifications

- Assess your policies and process against MSD's Lead toolkit to ensure you are valuing and retaining disabled employees

- Recognise the role your agency/entity plays in contributing to a more diverse workforce across the public sector. Employees in smaller agencies/entities are particularly more likely to view their roles as a step in their public sector career. We recognise that turnover can make it challenging for agencies/entities to maintain diverse workforces, however, your actions to develop your people remain vital in the wider Public Service context

- Ensure that diverse employee perspectives are sought out, heard and impact policy and organisational decisions. See *Engagement and transparency in review of policies* in Career Progression, Breaks and Leave Guidance p.10, and *Engaging with employees and unions* in Implementing Kia Toipoto in small organisations p.5

- Create opportunities to model aspects of positive and inclusive workplace cultures, such as reducing expectations or perceptions that employees should work long hours or be available 24/7

- Maintain contact with employees taking a career break, to help them maintain a connection with the organisation. See Career Progression, Breaks and Leave Guidance p.14

- Ensure development budgets and opportunities are fairly and equitably distributed and that processes are transparent, see *Ensure equity of access* and *Promote opportunities widely* in Career Progression, Breaks and Leave Guidance p.17

Retention challenges (continued)

Employees from under-represented groups leave or do not return due to:

- **feeling under-valued**
- **lack of recognition of their cultural skills or contribution**
- **lack of ability to make a difference for their communities**
- **dissatisfaction with organisational culture, including low cultural competence, and/or experiencing bias and discrimination**
- **poor working conditions**
- **wanting higher pay, or for larger or better paid roles.**

This includes employees who do not return after a career break.

Medium term

- Ensure every employee has an active development plan

- Consider appointing groups of diverse applicants as a cohort for shared support rather than relying on individual placements, especially in agencies/entities with low levels of diversity

- Build an inclusive culture, by developing a diversity and inclusion plan in line with the five Papa Pounamu priorities, including addressing bias and improving cultural competence

- Develop your value proposition for employees: including flexible work, development opportunities and an inclusive and positive work culture

- Develop visible career pathways within your organisation and into the wider public sector – demonstrate that moves to target roles are both possible and desirable for diverse groups and career path moves will be well-supported (new guidance on career development will be released early next year to support you)

- Address bias and discrimination, harassment, and bullying, by adopting the Model Standards for Positive and Safe Workplaces

- Address any overwork, monitor leave-taking and ensure that policies and processes for leave applications are transparent and accessible. See Career Progression, Breaks and Leave Guidance p. 11

Progression/promotion challenges

- **Lack of promotion from low paid occupational roles to higher paid roles**
- **Some groups progress more slowly up pay steps or pay ranges than other groups**
- **Some groups are not promoted or are promoted more slowly than other groups**
- **Some groups are not promoted past different points in the people manager/leader pipeline**
- **Some groups tend towards specialist roles with rapid initial progress, which then sidelines them from mainstream progression into top roles**
- **Some groups are drawn to regional locations for whānau/family and community reasons and become limited in their progression opportunities**

Short term

- Apply bias-free role criteria to value all skills. See *Use bias-free salary criteria* in [Ensuring bias does not influence salaries for the same or similar roles p.7](#)

- Recognise undervalued skills and cultural knowledge. See *Valuing cultural skills* and *Valuing experience outside of paid work* in [Ensuring bias does not influence salaries for the same or similar roles](#) p.9. [Te Orowaru](#) is a work assessment tool that enables te ao Māori skills and knowledge, and other cultural skills and knowledge, to be identified and valued appropriately, without reference to qualifications Use transparent, structured, and standardised processes for applications for, and decisions about, progression and promotion. See [Career Progression, Breaks and Leave Guidance](#) pp.10-12

- Use transparent, structured, and standardised processes for applications for, and decisions about, progression and promotion. See [Career Progression, Breaks and Leave Guidance](#) pp.10-12

- Monitor and moderate progression and promotion decisions, see [Career Progression, Breaks and Leave Guidance](#) p.11

- Ensure you are not valuing the length of experience or experience gained in paid work, over experience or skills gained outside of paid work

- Ensure every employee has an active development plan

- Have scheduled promotion rounds so that there are regular opportunities to discuss promotion and for employees to apply. Combine this with encouraging and supporting employees who may not typically apply for promotion, and do not rely solely on applications in promotion rounds

- Ensure employees in the same or similar roles are being paid equitably. See [Ensuring bias does not influence starting salaries](#) and [Ensuring bias does not influence salaries for the same or similar roles](#)

Progression/promotion challenges (continued)

- **Lack of promotion from low paid occupational roles to higher paid roles**
- **Some groups progress more slowly up pay steps or pay ranges than other groups**
- **Some groups are not promoted or are promoted more slowly than other groups**
- **Some groups are not promoted past different points in the people manager/leader pipeline**
- **Some groups tend towards specialist roles with rapid initial progress, which then sidelines them from mainstream progression into top roles**
- **Some groups are drawn to regional locations for whānau/family and community reasons and become limited in their progression opportunities**

Medium Term

- Identify managers' practices you want to either encourage or stop. Managers can be enablers by becoming strong advocates for diversity and inclusion and through encouraging practices that eliminate bias and discrimination in the workplace

- Develop visible career pathways within your organisation – demonstrate that moves to target roles are both possible and desirable for diverse groups and career path moves will be well-supported (new guidance on career development will be released early next year to support you)

- Identify which challenges apply to which groups and plan to take targeted action to address these, engaging with employees and unions to identify problems and solutions

- Consider geographic flexibility to enable diverse groups to move into higher paid/more senior roles while retaining whānau/community/lifestyle engagement

- As part of normalising flexible work, ensure that working flexibly does not negatively impact pay or promotions, see Flexible-Work-by-Default Guidance and Resources

- Build an inclusive culture, by developing a diversity and inclusion plan in line with the five Papa Pounamu priorities, including addressing bias and improving cultural competence

- Provide wrap around development and support to leaders new to their roles. Agencies should take advantage of existing system leadership programmes such as Te Pae Turuki, Career Boards (being renamed Development Boards), the Rangatahi Māori Emerging Leaders Programme, the Pacific Mentoring Programme and the Leadership Development Centre

Appendix 1: Resources for next steps

Guidance and resources for measuring and closing pay gaps:

For actions to improve representation, see especially:

- Recruitment Guidance
- Guidance on career progression, breaks and leave

Other resources on measuring and closing pay gaps:

- 2021-2024 Kia Toipoto | Public Service Pay Gaps Action Plan
- An Introduction to Pay Gaps and Kia Toipoto
- Guide Implementing Kia Toipoto in small organisations
- Guidance: Crown Entities Pay Gaps Action Plans 2022
- Guidance: Public Service Agency Pay Gaps Action Plans 2022
- Guidance: Ensuring bias does not influence starting salaries
- Guidance: Ensuring bias does not influence salaries for the same or similar roles
- Flexible-Work-by-Default Guidance and Resources
- Guidance on remuneration
- Organisational Gender Pay Gaps: Measurement and analysis guidelines
- Guidance Measuring and beginning to address Māori and ethnic pay gaps in the public service
- Standards of Workforce Information in the State Services

Positive and safe workplaces

The Public Service Commission has published Model standards for the State services to ensure positive and safe workplaces.

Identifying and measuring te ao Māori skills and knowledge

Te Orowaru is a work assessment tool that enables te ao Māori skills and knowledge and other cultural skills and knowledge to be identified and measured appropriately, without reference to qualifications.

Māori Crown relations capability

The Māori Crown Relations Capability Framework has been developed by Te Arawhiti to build Māori Crown relations capability across the Public Service.

Disabled employees

The Lead programme developed by the Ministry of Social Development helps create inclusive and welcoming environments for disabled people. It includes advice on assessing your ability to attract and retain disabled people; interviewing, reasonable accommodation, and practical tips for people managers, as well as resources for leaders and human resource professionals.

Public Service workforce data

Te Kawa Mataaho publishes annual Public Service [workforce data](#) including representation and pay gaps for the sector and by agency, going back to 2000.

Diversity and inclusion

[Papa Pounamu](#) leads the Public Service programme to make progress on diversity and inclusion, with guidance on cultural competence and inclusive leadership, addressing bias, building relationships and employee-led-networks.

Public Service census

[Te Taunaki](#), the first Public Service census, was conducted in 2021 to better understand the diversity of public servants, their experiences, views and motivations. Results are available by topic, by agency and for the Public Service overall.

Employee Led networks

This [webpage](#) helps public sector employees find networks and events, and has resources to support employee-led networks.

Developing leaders

The Public Service [Leadership and Talent](#) programme is a system-level approach to creating a strong and diverse group of Public Service leaders. The programme includes:

- [Career Boards](#) (being renamed as Development Boards) target leaders from groups which are under-represented in leadership for system support. They also focus on experience and capabilities related to specific system priorities, such as diversity, equity and inclusion. The Boards currently work across agencies but have the ambition to expand their offering more widely.

- The [Leadership Development Centre](#) is the primary vehicle for delivering public sector leadership development. It is a business unit within Te Kawa Mataaho with membership available to all public sector organisations by way of a levy set according to agency size.

- [Rangatahi Māori Emerging Leaders Programme](#) is a 12 month programme supporting Māori early in their career in agencies to develop the skills and confidence to move into leadership and governance roles.

- Run by the Ministry for Pacific Peoples and the Leadership Development Centre, the Public Service [Pacific Mentoring Programme](#) matches senior Pacific leaders in the Public Service with Pacific public servants who are ready to further their careers.

Appendix 2: Representation in the Public Service workforce and leadership by ethncity and by ethnicity/gender 2021

Overview

There are positive aspects to gender and ethnic representation in the Public Service and there has been positive movement for some groups since 2016. However, we need to do better in the next 5 years. Your plans and targets should recognise the fact that Māori, Pacific and ethnic talent is currently under recognised, undervalued, and underutilised as shown by under-representation for these groups in Public Service leadership. For instance, our Public Service workforce data shows that Māori and Pacific people are well represented in the Public Service overall, but Māori, Pacific and employees from ethnic communities (particularly wāhine Māori, Pacific women and women from ethnic communities) are not progressing as fast or as far as Pākehā employees (particularly Pākehā men).

Public Service workforce data for 2021 shows:[8]

- European, Māori, Pacific and MELAA employees are represented in the Public Service at or above population levels.

- The proportion of Asian public servants has grown substantially since 2016, but remains lower than population representation.

- Women are more strongly represented than men in all ethnic groups.

- The proportion of women in the leadership pipeline has grown markedly since 2016, especially for European women.

- European public servants are the only ethnic group that is over-represented in leadership, compared with their overall representation in the Public Service. This is slightly the case for European women and markedly so for European men.

- Māori men are represented at similar proportions throughout the leadership pipeline but Pacific men and men from ethnic communities are under- represented in the leadership pipeline, compared with their overall representation in the Public Service.

Note that Te Kawa Mataaho does not have comparable data for disabled employees or employees who belong to rainbow communities. Results from Te Taunaki, the first Public Service census in 2021, indicate that 5.5% of public servants are disabled, and 8.9% belong to rainbow communities.

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[8] See Workforce data: Diversity and Inclusion at https://www.publicservice.govt.nz/our-work/workforce-data/diversity-and-inclusion/

Conclusions from Public Service workforce data

Increasing representation requires deliberate effort and strong leadership commitment. We can make progress in the next 5 years by:

- growing representation of Māori, Pacific and ethnic public servants in line with population growth for each of these groups.

- translating the strong overall representation of Māori, Pacific and MELAA public servants into representation in the leadership pipeline. This will mean accelerating progression particularly for wāhine Māori, Pacific men and women, and men and women from ethnic communities

- increasing the overall proportion of Asian public servants and the progression of Asian public servants into the leadership pipeline

- removing any barriers to full representation and progress for disabled employees and employees who belong to rainbow communities.

Appendix 3: Case Studies

Case study: Identifying progression barriers and developing people

Te Papa Atawhai | Department of Conservation

In its 2019 Gender Pay Gap Action Plan Te Papa Atawhai committed to gender balance across its leadership roles (tiers 2 and 3) by the end of 2022. The Department especially focused on increasing gender representation in tier 3: in 2020 women made up just 29% of this group. The Department is undergoing an organisation reset, and the composition of the tier 2 and 3 leadership team will change. Early indications are that the Department is tracking towards gender balance in its senior leadership roles, with more female applicants for the advertised tier 2 and tier 3 roles than before.

The Department commissioned research into the under-representation of women at tier 3 level, to help understand the aspirations, motivations and barriers for women moving into more senior leadership roles, and the Public Service Association endorsed the research approach.

As a result of the research findings, the Department has developed a work programme that will contribute towards gender balance across its tier 2 and 3 roles:

- embedding flexible working

- developing clear career progression pathways, including improved talent mapping and development and succession planning, particularly for tier 4 management roles

- working on greater transparency in selection processes for development opportunities and recruitment

- increasing focus on growing leaders from across the current workforce.

The work programme that followed the research findings has been paused but is intended to be implemented from late 2022 onwards.

While the full impact of the initiatives won't yet be realised, the Department has already seen its initiatives make a difference – the proportion of tier 3 women in leadership roles has increased from 29% in 2020 to 35% in March 2021.

Photo credit: Paul Sutherland New Zealand Story

Case study: Building diversity and leadership pipelines through attraction, recruitment, and career development

Te Mana Ārai o Aotearoa | New Zealand Customs Service

Challenges: a Pākehā, male, senior workforce

For many years, intakes and the leadership of Customs had more men than women and fewer Māori, Pacific and Asian staff. Vertical segregation is a significant driver of Customs' gender, Māori and ethnic pay gaps, arising from its long tenure and history. The larger (80.4%) Operational Workforce in Customs has primarily been recruited at the lower ranks within the organisation and from them grown its capability.

Actions: Attraction, recruitment, and career progression

Customs now deliberately attracts and selects a more balanced mix of women and men and increasing numbers of Māori, Pacific and employees from ethnic communities. Over time, this will feed through the organisation to improve representation at all levels and reduce vertical segregation.

There are initiatives focused on increasing diversity and encouraging the development of women within all roles and also within leadership roles, e.g.:

- a requirement to shortlist a minimum of 50% women for all roles

- active support for specific development programmes such as speed mentoring

- close monitoring of acting and secondment opportunities

- changes to parental leave policies, such as:
    - splitting the return-to-work payment so some are paid immediately on return
    - maintaining leave accrual
    - carrying over previous performance rating so progression is not interrupted

- KPIs for managers for developing their staff / for ensuring all employees have active development plans.

Customs has also expanded its talent management process and 613 (42% women) staff were considered in 2020 and the diversity of the participants for leadership and development courses was carefully considered.

The percentage of women in senior leadership roles was 34.8% in August 2021. The target is to be at or higher than 40% by December 2023. The plan to increase gender representation in tiers 2 and 3 is the same approach that Customs is taking across all levels of the organisation: to improve diversity through attraction, recruitment, promotion and career development initiatives to increase the representation in its pipelines.

Customs engages with employees and unions on diversity and equity initiatives and its objective remains to ensure that all our people and those who join Customs have equal opportunities to develop and earn.

For more information see Customs 2021 Gender Pay Gap Action Plan

Photo credit: Paul Petch
New Zealand Customs Service

Case study: Improving diversity through attraction and recruitment

New Zealand Intelligence Community (NZIC)

Since 2016 the GCSB and NZSIS (the NZIC) have been proactively working to build diversity and inclusion and address gender and ethnic pay gaps, including by improving representation throughout the organisation. They have taken significant steps and made good progress.

Between 2016 and 2021, overall representation of women in the NZSIS increased from 40.6% to 46%, women's representation in senior leadership has increased from 24% to 38.5% and the gender pay gap decreased from 10.1% to 8%.

In the same period the GCSB have sustained 50% representation of women in Senior Leadership roles and achieved a 6.3% decrease in their gender pay gap (from 11.4% in 2016 to 5.4% in 2021). They have established a range of initiatives to increase attraction and recruitment of women in the traditionally male dominated disciplines of Science, Technology, Engineering and Mathematics (STEM). This includes the GCSBs scholarship and graduate programme offerings which have achieved significant success in attracting and engaging women and ethnically diverse talent in a career in National Security.

Both the NZSIS and GCSB have also achieved positive outcomes in driving ethnic diversity across the NZIC. Over 90% of each agency's workforce has disclosed one or more ethnicities and both agencies have achieved notable gains in ethnic representation.

The NZSIS achieved increases in representation of Pacific People (up 2.2% to 4.1% overall) and MELAA (up 1.2% to 2.3% overall) groups. The GCSB achieved increases in representation of Asian (up 1.8% to 7.2% overall) and MELAA (up .9% to 1.2% overall) groups. While the shifts may seem small, they represent consistent focused effort by the agencies to attract and retain diversity.

While not specifically identified in the FY20/21 GPG reporting, the NZIC has made significant inroads on lowering ethnic pay gaps over the past three years,

including achieving a reduction in pay gaps across all ethnic groups in FY20/21.

The NZIC have a comprehensive Diversity and Inclusion Strategy outlining the areas of focus that will assist in achieving their goals to:

- increase representation of women by 1% per year
- have 50% women in senior leadership
- have no more than 5% gender pay gap
- increase ethnic diversity by 1% per year.

The strategy builds on the 2017-2021 plan Diversity is our first line of defence.

Attraction and retention are central to the strategy and planned actions in these areas are informed by data including research undertaken in 2019 into the perceptions of Māori, Pacific, Muslim, Asian, and women in NZ and within the NZIC.

Informed by this research, the NZIC have successfully implemented these targeted actions to attract and recruit for gender, Māori and ethnic diversity:

- reviewed recruitment policies and processes to identify and eliminate bias, and break down barriers to entry
- embedded their commitment to diversity and inclusion, flexible working and sense of belonging in all advertising
- built diversity and inclusion capability internally with a comprehensive learning and development programme
- established ongoing analysis of gender and ethnicity data at different stages of the employment lifecycle to understand the impact of strategies
- partnered with existing government graduate programmes, e.g. the Ethnic Communities Graduate Programme
- measured employee engagement and inclusion sentiment through an internal workplace survey (Kōrero Mai) and participation in the Te Taunaki Public Service Census
- developed an outreach and engagement strategy to guide their focus and activities.

The NZIC have also recently appointed a Chief Advisor Māori to guide their development of Māori cultural capability, which will ultimately help inform future attraction and recruitment strategies.

The NZICs current focus is on:

- developing 'positive interventions' in recruitment practices
- establishing an NZSIS Graduate and Scholarship offering in 2023
- continue to promote the established GCSB Graduate and Scholarship offerings
- improving market presence with gender and ethnic candidates, e.g. by:
  - o participating in community events with target groups
  - o increasing community ambassadorship by enabling key staff to represent agencies externally
- demystifying security clearances.

In the future the NZIC intend to extend their efforts through:

- reviewing security settings for Top Secret Special security clearance
- identifying opportunities to increase community sponsorships, mentorships, and pre-tertiary scholarships
- support key producers, channels and champions of gender and ethnically diverse talent through partnership and support of community organisations developing young talent (volunteering, mentoring, scholarships and sponsorships).

Kia Toipoto