



## Diversity and Inclusion in the Public Service – regular updates

**Date:** 7 April 2021

**Security Level:** UNCLASSIFIED

**Report No:** 2021/0083

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	Actions Sought
Hon Chris Hipkins, Minister for the Public Service	note and refer
Hon Priyanca Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities	note

Enclosure: Yes

## Minister's Office Comments

**Comments:**

**Date returned to Te Kawa Mataaho:**

## Recommended Action

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We recommend that you:

- a **note** that Deputy Commissioner of Leadership, Diversity, and Inclusion met with your colleague Hon Priyanka Radhakrishna, Minister for Diversity, Inclusion and Ethnic Communities
- b **note** that Minister Radhakrishnan indicated her interest in receiving updates on the broader D&I programme of work
- c **forward** to your colleague Hon Priyanka Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities and other interested ministerial colleagues

☒ forwarded/☐ not forwarded

- d **agree** to receive a D&I regular update for your distribution

☒ agree/☐ disagree

- e **agree** that Te Kawa Mataaho proactively release this briefing in full once it has been considered by you

☒ agree/☐ disagree



Hon Chris Hipkins  
**Minister for the Public Service**

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## Te Kawa Mataaho Report: Diversity and Inclusion in the Public Service – regular updates

### Purpose

- 1 Further strengthening the diversity and inclusivity (D&I) of the Public Service, at a system level, is a priority focus area for Te Kawa Mataaho Public Service Commission.
- 2 This briefing provides you with a D&I progress update that you can share with Minister Radhakrishnan. You may also like to share this briefing with other ministerial colleagues who have an interest in this work.

### Background

- 3 The Deputy Commissioner of Leadership, Diversity and Inclusion recently met with your colleague Hon Priyanka Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities. Minister Radhakrishnan indicated that she would be interested in regular updates on progress being made in the Diversity and Inclusion of the Public Service.

### Proposed content for D&I regular updates

- 4 There are a number of D&I focused programmes and initiatives that are delivered either at an agency or system level across the Public Service.
- 5 We suggest that a high-level overview on some of the D&I key work areas is provided to you on a regular basis. The key work areas may change between updates as we will provide information on the areas of highest priority and/or those that demonstrate the most system level impact.
- 6 The D&I update in this briefing is focused on recent progress across the following four areas: composition, capability and culture, improving data, and engagement. This is not a comprehensive overview of the D&I programme.

### April 2021 D&I updates

#### Composition

- 7 We want a public service that reflects the make-up of society and the communities it serves. Ethnic representation e.g. Māori, Pacific, Asian and MELAA, across the Public Service is improving, however this is not reflected equally across agencies, role types, or levels.
- 8 We have a programme of work focused on improving our understanding of the issue and strengthening and growing the diversity of the public service pipeline. Our initial focus is on leadership, and the Public Service Leadership Group (PSLG).

Ethnic diversity in PSLG	Status	Next steps
The PSLG is comprised of approx. 1000 senior leaders across the Public Service - predominantly tiers 1-3. We know that there is currently ethnic under-representation in this group.	Recent analysis of data from the PSLG cohort has helped us better scope the challenge and understand the numerical changes that are need for PSLG to reflect the NZ population.	We will undertake further analysis to understand where the opportunities are, and what pathways exist, to increase ethnic representation. Once we have finalised a dashboard, we will periodically attach this to future iterations of this update.

Eligibility into PSLG is determined through a set of criteria and identification by chief executives.	We are looking at presenting this data through a dashboard that will be regularly updated.	Efforts to increase ethnic diversity in the PSLG is supported by the broader work programme on increasing ethnic diversity across the pipeline, as well as through the Leadership Strategy.
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Initiatives to increase ethnic diversity across the pipeline	Status	Next steps
<p>In order to sustain any changes at leadership level, we need to ensure that we are increasing ethnic diversity through the pipeline and developing our next cohort of leaders.</p> <p>We have a range of initiatives and programmes focused on increasing ethnic diversity that either deliver system-level or agency-level impact.</p>	<p><u>Development programmes</u>: we recently reviewed evaluations and assessments of existing programmes to identify what factors in these improved the likely success for participants.</p> <p><u>Career boards</u>: have set targets and some have placed restrictions on new memberships to increase ethnic representation of current cohorts.</p> <p><u>Research</u>: research on increasing Asian representation in the Public Service is underway. The final report is due by end of June. This is funded by the Public Service Leadership Development Center fellowship.</p>	<p>Based on our understanding of best practice for programmes, we will provide support and guidance to help improve effectiveness of programmes aimed at development of ethnic diversity at all levels (early, mid and late career level).</p> <p>We are looking at further possible interventions (such as supporting partnerships and lateral recruitment, targeted career brokering, further research etc) that will help accelerate change.</p>

## Capability and Culture

- 9 We want our leaders to both demonstrate inclusive leadership themselves and drive positive workplace cultures where all public servants can be themselves at work. On behalf of the Public Service Leadership Team - Papa Pounamu (co-led by two chief executives) deliver a D&I programme that supports all core Public Service agencies to strengthen their D&I maturity.
- 10 Continually improving the culture of our Public Service workplaces is a key enabler to achieving our broader diversity and inclusion goals and obligations. The Positive Workplace Cultures Programme supports public sector leaders to create workplaces that are inclusive, diverse and safe for all workers.

Papa Pounamu five mandatory requirements	Status	Next steps
All 38 Chief Executives from the Public Service Leadership Team have agreed to make the following Papa Pounamu focus areas mandatory in their agencies: addressing bias, inclusive leadership, building cultural competence, supporting employee-led networks and building relationships.	All agencies have access to advice, tools and resources to help them achieve against these areas.	<p>Agencies will be reporting on their progress in their 2020/2021 Annual Reports. These are likely to be publicly available in July/August.</p> <p>Work is underway to develop system level reporting for agency progress.</p>

Supporting Employee-Led Networks	Status	Next steps
One of the Papa Pounamu five mandatory requirements is on supporting employee-led networks.	<p>We have completed the transfer of the Employee-Led Network (ELN) team from Inland Revenue to Te Kawa Mataaho. This move will enable the ELN team to support cross agency networks at the system level and better link their work with the broader D&amp;I work programme.</p> <p>The ELN team is currently developing their work programme to take into account this broader remit.</p>	<p>One focus of the ELN team over the next year will be to increase understanding of the work ELNs do and ensure that it is seen as part of (rather than outside) the day-to-day work of their agency.</p> <p>The ELN team will be working with cross-agency ELNs to ensure that they have the right level of support – i.e. helping the Pan Asian network identify an executive level sponsor who will help increase the visibility and impact of the network.</p>

CARN conference	Status	Next steps
The Cross-Agency Rainbow Network held the Rainbow conference for Public Servants on 25/26 March 2021. The aim of the conference was to equip Public Service decision makers with a better understanding of the experiences of our rainbow communities, to help drive sustainable actions and enhance the safety and well-being of rainbow communities	The conference was hosted in Parliament, Banquet Hall by Louisa Wall, MP. The event was sold out and over 200 delegates attended. The conference committee has received positive feedback.	The conference committee are seeking feedback from participants about what worked well and what can be improved next time. We will work with CARN as they look to future events.

GWN summit	Status	Next steps
The Government Women's Network (GWN) hosted the Women in Public Service Summit. The priority is providing professional development and network opportunities that will enable women to achieve their full potential, lift workplace engagement, inspire, motivate, and create professional connections. The events are also focused on promoting diversity and inclusion across the public sector.	This year the event was held virtually to over 500 attendees. This event was opened by Hon Jan Tinetti, Minister for Women.	The first ever Southern Summit is due to be delivered in Christchurch later this year.

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### Improving the D&I data picture

- 11 While we have some good data and information, such as the annual Human Rights Commission reports and our own public service payroll data, there is more to do to ensure that we have the information needed to support decision makers. We are looking at how to improve both our qualitative and quantitative data.

Te Taunaki Public Service Census	Status	Next steps
Te Taunaki, the Public Service census has been designed to provide better information on Public Servants and their experiences working in the Public Service. This will improve the demographic data we hold as well as provide more detail on the inclusivity of our workplaces. Te Taunaki will gather detailed information on ethnicity, religion and faith.	Te Taunaki has been designed and undergone testing and review. Piloting commenced in late March and is being undertaken by approx. 10 employees from the majority of Public Service agencies and departments.	<p>The Public Service census will run for the month of May.</p> <p>The data set is due to be finalised in June and we expect some of the high-level findings will be published in August/September with more detailed deep dives being published near the end of 2021.</p>

### Engagement

- 12 Te Kawa Mataaho Public Service Commission work and partner with key stakeholders both inside and outside of the Public Service. We know that our partnerships are vital in increasing D&I system impact.

NZ Police Ethnic Advisory Group Meeting	Status	Next steps
The Public Service Commissioner and other officials from Te Kawa Mataaho meet with the New Zealand Police Ethnic Advisory Group as an ongoing engagement that allows us to provide updates on D&I progress while also receiving valuable advice.	The last meeting was held on 18 March. It was agreed that the NZ Police Ethnic Advisory Group will nominate a few individuals to work more closely with Te Kawa Mataaho to support the delivery of our broader D&I work programme.	We will continue to meet regularly with the full group to review progress on D&I priorities.

### Next Steps

- 13 If you would like any further information on the points raised in this briefing, or on the proposed structure of this regular update we would be happy to meet with you.

### Proactive Release

- 14 We recommend that this briefing is released in full. This will be published on our external Te Kawa Mataaho website.

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