



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

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

**Note and refer**

**Actions Sought**

**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 **forward** this regular update briefing to your colleague Hon Priyanka Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities and any other interested ministerial colleagues that you would like to forward it to

☐ *forwarded/not forwarded*

- b **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**

PROACTIVELY RELEASED BY TE KAWA MATAAHO PUBLIC SERVICE COMMISSION

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

### Purpose

- 1 This briefing provides you with a progress update on Diversity and Inclusion (D&I) in the Public Service that you can share with your colleague, Hon Priyanca Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities. You may also like to share this briefing with your other ministerial colleagues who have an interest in this work.
- 2 This update 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.
- 3 Each regular update will inform you of the areas of highest priority and/or those that demonstrate the most system level impact at the time.

### June 2021 D&I updates

#### Composition

- 4 We have a programme of work focused on growing the diversity of the public service pipeline – with a particular focus on improving Māori, Pacific and ethnic representation. Our initial focus is on increasing diversity in leadership levels, and in the Public Service Leaders Group (PSLG).

Ethnic diversity and PSLG	Status	Next steps
<p>Each chief executive and individual agency is responsible for meeting the D&amp;I expectations under the Public Service Act 2020 to promote diversity and inclusiveness and adhere to the principle that the Public Service should reflect the makeup of the society we serve.</p> <p>We know that there remains an ethnic under-representation in leadership levels across the Public Service and in particular role types.</p> <p>Appendix 1 shows the breakdown of our ethnic diversity in the Public Service.</p>	<p>Te Kawa Mataaho (through the Assistant Commissioners) has been holding one on one conversations with chief executives on the composition of their agency workforce and PSLG* membership.</p> <p>This engagement is designed to raise visibility, to understand what measures/opportunities each CE is taking to address gaps and where we can best target system interventions.</p> <p>We're also improving the collection of ethnicity information for the PSLG and have shifted from 64% to 83% disclosure in the past few months.</p> <p><i>*The Public Service Leaders Group is a group of about 1000 senior leaders from across the Public Service.</i></p>	<p>Efforts to increase ethnic diversity in PSLG and across the Public Service is supported by a range of initiatives, led by various agencies, on increasing ethnic diversity across the pipeline. Most of these are at early in career, like the OEC graduate programme. Te Kawa Mataaho has secured one of these graduates to work on our D&amp;I programme.</p> <p>Three key initiatives being supported by Te Kawa Mataaho in the coming months are:</p> <ul style="list-style-type: none"> <li>• Evaluation of an NZDF-TPK pilot for transitioning Māori Warrant Officers into middle management public service roles</li> <li>• Launch of an annual Māori emerging leaders programme for public servants across Aotearoa</li> <li>• Extending a Pacific leaders mentoring programme (in partnership with MPP), which was successfully run last year for the first time</li> </ul> <p>We have recently secured a senior leader on secondment from the Ministry for Pacific Peoples into a newly established role at Te Kawa Mataaho as Programme Director: Leadership Diversity. The Programme</p>

		<p>Director will start at the end of June and will develop a strategy and system plan for accelerating a diverse leadership pipeline. Among other things, this will be informed by the LDC funded research by Denise Hing and Richard Foy on <i>Enabling Asian leadership to flourish</i> in the NZ Public Service due 30 June 2021.</p> <p>Work continues on the development of a dashboard on the diversity of our Public Service workforce. We will provide this to you through a future progress update.</p>
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## Capability and Culture

- 5 We are working in a range of areas to improve the inclusiveness of our Public Service. This is about enhancing the culture of our workplaces and growing the capability of our people.

Papa Pounamu	Status	Next steps
<p>All 39 Chief Executives from the Public Service Leadership Team have agreed to make the following Papa Pounamu focus areas mandatory in their agencies: addressing bias, enhancing inclusive leadership, building cultural competence, supporting employee-led networks and building relationships (see appendix 2).</p>	<p>All agencies have access to advice, tools and resources to help them achieve against these areas.</p> <p>We recently completed a survey with agencies on their progress over the last 12 months. The surveys have shown us that all agencies have made progress. As expected, agencies are at different stages, and some will require more time to deliver training to all employees. The survey also provided us with helpful information on where agencies would like further system support and which agencies have initiatives that can be shared with other agencies.</p> <p>We've renewed our partnership contract with Diversity Works, shifting our emphasis to partnering more on research. We are working with them on a new D&amp;I Maturity model.</p>	<p>Agencies will be reporting on their progress in their 2020/2021 Annual Reports. These will be publicly available later this year.</p> <p>Scoping continues on the development of the system level reporting of Diversity and Inclusion in the Public Service. This is in alignment with the recommendation from the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain.</p> <p>Te Kawa Mataaho has worked with DiversityWorks to secure approx. 200 additional places on addressing bias and inclusive leadership training over the next month. These will be provided to senior public servants that have not yet undertaken this training, targeting those agencies whom we know from our survey need some assistance. We will also be running workshops with D&amp;I leads to share insights, experiences and connect best practices across agencies.</p>

Leadership	Status	Next steps
<p>The Public Service Leadership Team (PSLT) – comprised of 39 chief executives hold retreats on a quarterly basis. These retreats enable the PSLT to focus on situational context and include opportunities to build collective leadership capability, as well as</p>	<p>The last PSLT retreat held on 29 and 30 April included sessions on:</p> <ul style="list-style-type: none"> <li>Re-cap on the Papa Pounamu five mandatory requirements</li> <li>review of the Positive Workplace Culture work, to support lead-led discussions on progress and priority areas for system-level focus</li> </ul>	<p>The next two-day PSLT retreat is scheduled for 19 and 20 August.</p> <p>We are also exploring the delivery of masterclasses on particular topics related to D&amp;I designed for chief executives and senior leaders.</p>

<p>ensure we are best delivering as a unified Public Service.</p> <p>The Public Service Leaders Group (PSLG) comprises of approximately 1000 leaders in the biggest and most influential senior leadership roles across the Public Service. Group identity is being strengthened through regular summits and newsletters.</p>	<ul style="list-style-type: none"> <li>advancing the draft leadership strategy for development of senior leaders, with key focus areas on diversity, inclusion and Māori Crown relations.</li> </ul> <p>The last PSLG virtual summit was held in March.</p> <p>Whakapakari, our bi-monthly newsletter to PSLG is due on 14 June and continues to include items on D&amp;I and profiling diverse leaders.</p>	<p>Wider engagement is planned on the draft leadership strategy, in particular with the leadership teams at Te Puni Kōkiri, Ministry for Pacific Peoples and the new Ministry for Ethnic Communities.</p> <p>The next virtual PSLG summit is planned for the end of July with a focus on regional leadership. The following Whakapakari will be distributed in early August, with a number of items on D&amp;I topics already planned.</p>
<p>Career Boards for senior public service leaders hold two combined events each year to provide development or context on an area of priority and to provide networking opportunities. Cohorts from the three functional and Auckland regional Career Boards are invited to attend. There are about 110 senior leaders in the “active” cohort at any given time.</p>	<p>A Career Boards event was held on 12 May with about 80 participants. Two external speakers shared their experiences on inclusive leadership and practical tips for leaders - Tracey Taylor, CE of Yellow Ltd winner of the Diversity Works Walk the Talk Award in 2020 and Rob Neil, OBE from the UK, named one of the most influential inclusion and diversity leaders globally in 2019.</p> <p>Work continues to increase diversity in the Career Board cohorts. From June 2020 to April 2021, Māori representation has increased from 10.7% to 14.7%, and Pasifika representation has increased from 3.9% to 7.2%.</p>	<p>The next combined Career Board event will be held in November 2021. Current plans are to build on the awareness raised amongst the cohort from the May event.</p>
<p>The Leadership Development Centre (LDC) is a branded business unit within Te Kawa Mataaho under the leadership of the Deputy Commissioner – Leadership Diversity and Inclusion. All public service departments are members, as well as a number of Crown entities and some local government agencies.</p>	<p>The LDC has been mandated to design common core development resources that agencies can use in the development of leaders. This consistent approach allows us to ensure development of leaders is prioritised equally across agencies and focused on key system priority areas.</p> <p>A stand-alone module on Inclusive Leadership has been released for agency use. This is in addition to te ao Māori and Inclusive Leadership being weaved throughout modules specific to leaders transitioning into key leadership levels.</p>	<p>We are exploring options for Continuous Professional Development models and how we could accredit core leadership development programmes e.g. inclusive leadership.</p>

Employee Led Networks	Status	Next steps
<p>The Employee-Led Network Team joined the Public Service Commission in February (transferred from Inland Revenue) and provides support to cross-agency employee-led networks in the Public Service. It is funded by</p>	<p>The Employee-Led Network Team have recently secured two new advisors to extend support beyond GWN to other cross-agency employee-led networks, each at different stages of maturity. The team are actively engaging with: Government Women's Network (GWN), Cross Agency Rainbow Network (CARN),</p>	<p>The Employee-Led Network are developing a new governance structure to further support and encourage employee-led networks to succeed. This includes ongoing work on creating a permissive culture for attendance and contribution to Employee</p>

<p>financial contributions from all agencies.</p> <p>The Government Women's Network (GWN) host the Women in Public Service Summits. These summits are focused on providing professional development and network opportunities to 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.</p> <p>The Cross-Agency Rainbow Network (CARN) held its very successful conference in March. The CARN conferences are focused on increasing rainbow visibility and inclusivity across our Public Services. It increases the capability of our Public Service on rainbow matters.</p>	<p>Pan-Asian Public Sector Network (PAPSN), We Enable Us, Pacific Public Servants Network, Public Service Futures and Tūhono Māori Public Service Network.</p> <p>The GWN Wellington Summit was successfully held to over 500 attendees virtually. This event was opened by Hon Jan Tinetti, Minister for Women.</p> <p>Following on from the feedback at the Cross-Agency Rainbow Network conference, Papa Pounamu agreed two actions:</p> <ul style="list-style-type: none"> <li>to publish transitioning guidance (developed by the New Zealand Intelligence Community) for use by all Public Service agencies. This is now available on the ELN website.</li> <li>to issue advice to senior leaders on supporting ELNs and creating an enabling and permissive environment for staff to be involved. This will be actioned next week.</li> </ul> <p>CARN also briefed Papa Pounamu on the initial work to create gender neutral bathrooms in our Public Service workplaces. This work has been referred to the Government Property Lead at MBIE.</p>	<p>Led Networks across our Public Service workplaces.</p> <p>The Auckland GWN Summit has sold out with 500 in-person registrations. The summit will be held on 17 June 2021 both in-person and virtually.</p> <p>The first ever Southern GWN Summit is due to be delivered in Christchurch later this year. Expressions of interest are now open for the Southern Summit.</p>
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Awards and recognition	Status	Next steps
<p>Awards and recognition are one way in which we can showcase our commitment to D&amp;I across the Public Service. They also provide accountability in our progress to become an exemplar employer.</p> <p>Each year Diversity Works NZ leads an awards programme to celebrate excellence in workplace diversity and inclusion across Aotearoa.</p>	<p>This year the Public Service submitted 11 entries for the Diversity Works Awards, from across seven different agencies, across four categories.</p> <p>For the first time, two of these entries are system-wide, enabling us to promote our collaborative approach to improving D&amp;I across the Public Service. The Papa Pounamu entry made explicit reference to the new requirements in the Public Service Act, providing a key platform for step-change.</p> <p>The finalists were announced this week and from the public service include:</p> <ul style="list-style-type: none"> <li><i>Leadership</i>: NZTE, Te Kawa Mataaho/Papa Pounamu</li> <li><i>Diverse Talent</i>: MOE, MSD</li> <li><i>Inclusive Workplaces</i>: ACC, MSD, MOE</li> <li><i>Mātauranga Māori</i>: MOE</li> </ul>	<p>Judges' visits and filming of finalists will take place over the next month. The winners will be announced at the Awards dinner in Auckland on 1 September 2021.</p>

## Improving D&I data

- 6 We are continually looking for ways to improve the understanding of our Public Service Diversity and Inclusion. 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 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. It's the first time we have ever held a Public Service census in Aotearoa.	<p>Te Taunaki was released on 11 May and closed on 8 June. About 60,000 public servants in 36 Public Service departments and agencies, both nationally and internationally, were invited to take part.</p> <p>Engagement has been high, with over 37,000 survey completions. A 60% response rate.</p>	<p>The data set is due to be finalised in July and we expect some of the high-level findings will be published around October-November. We will also be undertaking deep dives across a range of topic areas - the first deep dive will be focused on Diversity and Inclusion.</p> <p>We aim to build on this inaugural census in the future, extending coverage to the wider Public Service and to explore options to hold Te Taunaki every two years.</p> <p>We are also looking at how best to align the publication of findings from Te Taunaki with our annual HRC Workforce data release.</p>

## Engagement

Te Kawa Mataaho Public Service Commission continue to work and partner with key stakeholders both inside and outside of the Public Service. We know that our engagements and partnerships are vital in increasing D&I system impact, including increasing the visibility of the collective efforts we're taking and progress we're making.

Meeting with Human Rights Commission	Status	Next steps
Te Kawa Mataaho officials meet on a regular basis with Dr Karanina Sumeo, Equal Employment Opportunities Commissioner and Meng Foon, Race Relations Commissioner from the Human Rights Commission. The most recent meeting was held in April 2021.	<p>This regular meeting allows relevant updates to be shared between Te Kawa Mataaho and Human Rights Commission.</p> <p>Of significant note was the conversation on the recent publication of the ethnic pay gap calculation guidance by Te Kawa Mataaho and on Te Taunaki the Public Service Census.</p>	<p>Te Kawa Mataaho and Human Rights Commission will continue to work together. The next meeting is scheduled for 29 June 2021.</p>

Meeting with Public Service Association (PSA)	Status	Next steps
Te Kawa Mataaho officials met with the PSA representative Erin Polaczuk in May to discuss the broad diversity and inclusion work programme for the public sector.	<p>The PSA was pleased to hear of the range of work that the Public Service has underway that is focused on increasing our workforce diversity and supporting inclusive workplaces.</p>	<p>Te Kawa Mataaho and PSA will continue to connect and share information in the future.</p> <p>We also agreed to stay connected on the D&amp;I focus in the Government Workforce Policy statement, released on 5 May 2021.</p>

## Next Steps

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- 7 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

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

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# Papa Pounamu – Quick Guide to the five priority areas

Papa Pounamu produced for the Public Service five priority areas of focus to develop greater connection between diversity and inclusion and social inclusion in 2020-2021. Chief Executives have agreed to make these five priority areas mandatory within their agencies. The five areas are those most likely to have positive impacts across all diversity dimensions. Agencies also need to fulfil their own agency-specific D&I obligations and adhere to any D&I obligations as mandated through a variety of legislation i.e. Equal Employment Act, Human Rights Act. The five mandatory requirements are in addition to, and do not supersede or replace existing commitments.

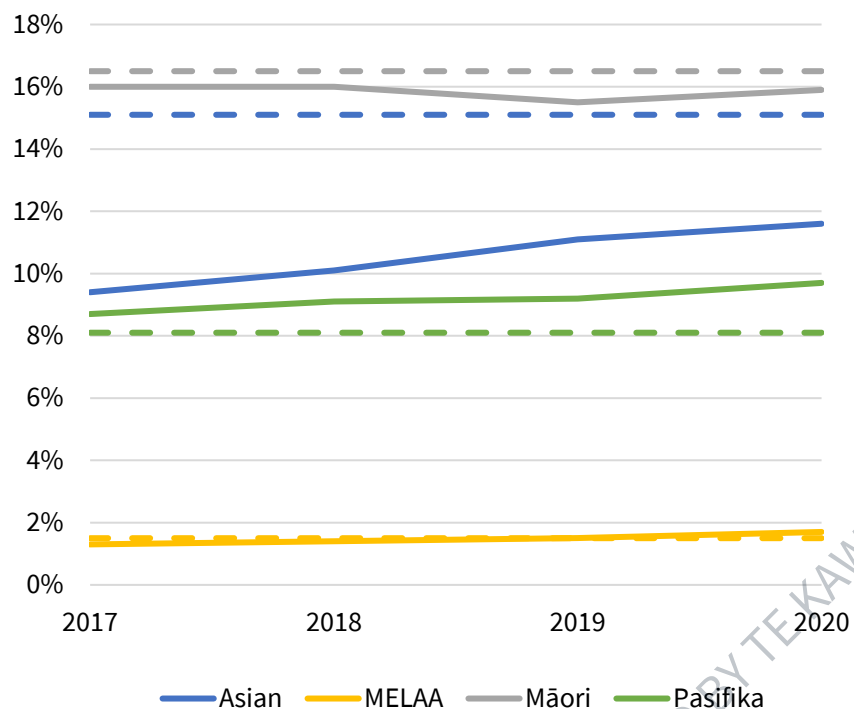
This overview provides agencies with a high-level picture of the five priority areas, what they need to include in their forward 2020/2021 planning and what they need to include in their agencies' Annual Report for the 2020/2021 reporting period. Advice on each of the five priority areas will be provided to agencies to further clarify expectations and how they work together. More detailed advice on each of the five priority areas can be found [here](#).

## For Public Service agencies - planning, doing and reporting against the five priority areas

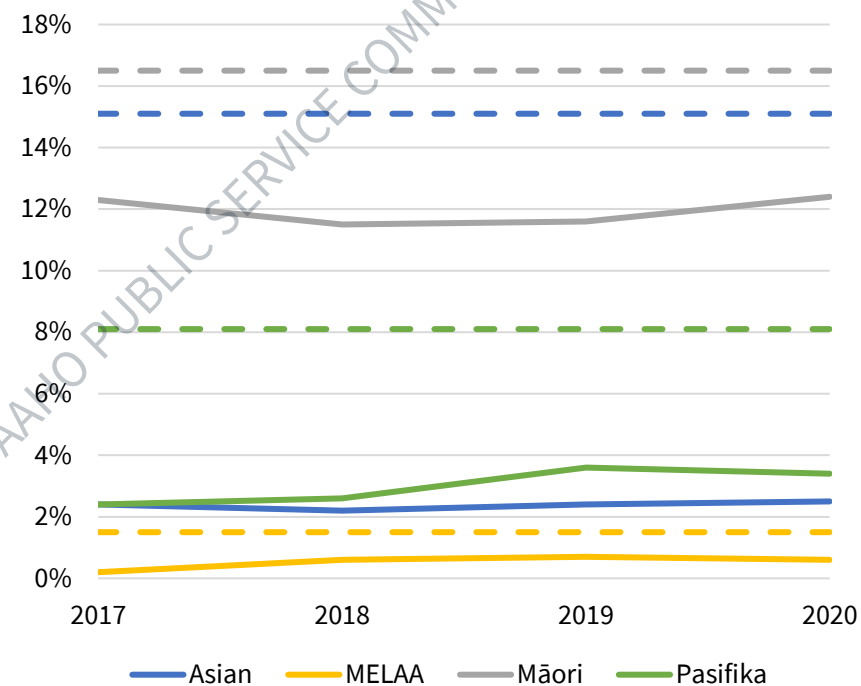
	1	2	3	4	5
	Cultural competence	Addressing Bias	Inclusive Leadership	Building Relationships	Employee-led networks
	Public Service agencies deliver cultural competence learning to all their people. This should be one part of a wider plan to enhance Cultural Competence over time	Public Service agencies deliver bias learning to all their people and by changing workplace structures and systems to reduce bias from occurring. This should be part of a wider plan to address bias over time	Agencies will enhance inclusive leadership practice by ensuring all senior leaders (tiers 1-3) undertake learning on inclusive leadership. This will be an ongoing journey for leaders	Agencies encourage and support all people to build positive and inclusive relationships within their workplaces. This should be an ongoing commitment	Agencies establish, support, resource and engage with employee-led networks. This should be an ongoing commitment
Plan	Agencies plan to enhance cultural competence in their workplace. This must include provision of a cultural competence learning solution for all employees to undertake	Agencies plan to address bias in their workplace. This must include: <ul style="list-style-type: none"><li>• provision of a bias learning solution for all employees to undertake; and</li><li>• changing workplace structures and systems to reduce bias from occurring</li></ul>	Agencies plan to enhance leadership in their organisation. This must include a commitment that all senior leaders from tiers 1-3 complete and embed the learnings from inclusive leadership learning	Agencies plan to foster a culture of inclusivity by building positive and inclusive relationships within their workplace. This must include the provision and use of inclusivity tools and resources by all people managers	Agencies plan to actively support, resource and engage with existing and new employee-led networks within their workplace
Do	Agencies deploy a cultural competence learning solution and authorise the time for individuals and teams to fully engage with it. People leaders 'walk the talk' through completing the learning, encouraging others and having on-going conversations about the value and importance of enhancing cultural competence in the public service	Agencies deploy a bias learning solution for all employees to undertake. They also take action through changing systems and structures to prevent bias occurring. People leaders 'walk the talk' through completing the learning, having on-going conversations about bias and supporting their employees and teams to address bias in their day-to-day activities	Agencies ensure that all people leaders have access to a form of inclusive leadership learning. People leaders from tiers 1-3 prioritise this learning and most importantly embed the learnings in their day-to-day actions as they strive to be inclusive leaders in the public service	Agencies make inclusivity tools and resources easily accessible and support people managers to use these. People managers take up the opportunity to explore and use these tools and resources in their day-to-day practices such as commissioning work, providing feedback, building team morale, one-on-one discussions etc.	Agencies support existing and new employee-led networks by doing things like providing executive or senior leadership sponsorship and authorisation of time and resources
Report	Agencies provide specific evidence i.e. the number of leaders and employees that completed cultural competence learning in their Annual Report. Agencies also provide examples of action that demonstrate the progress made to enhance cultural competence in their workplace such as how they keep the conversation going and embed their learning in their day-to-day practices	Agencies provide specific evidence i.e. the number of leaders and employees that completed bias learning in their Annual Report. Agencies also provide examples of action to demonstrate the progress made to address bias in their workplace i.e. changing HR systems and structures to reduce bias from occurring and having ongoing conversations within teams about continually recognising and mitigating bias in the workplace	Agencies provide specific evidence i.e. the number of leaders from tiers 1-3 that completed an inclusive leadership module in their Annual Report. Agencies may also like to provide the number of their executive leadership team that have undertaken inclusive leadership learning. Agencies provide examples of action to demonstrate the progress made to enhance leadership in their organisation	Agencies may like to provide specific evidence i.e. findings from employee-engagement surveys in their Annual Report. Agencies may also like to provide examples of action that demonstrate how they have made progress in building positive and inclusive relationships through the use of inclusivity tools and resources within their workplace	Agencies may like to provide specific evidence i.e. the number of employee-led networks or the membership of employee-led networks in their Annual Report. Agencies may also like to provide examples of action to demonstrate how they have made progress in supporting employee-led networks

# Ethnic Diversity in the Public Service

## Total Public Service Workforce Ethnicity Breakdown



## Public Service Leaders Tiers 1-3 Ethnicity Breakdown



NB – the dashed lines represent the ethnicity breakdown of the New Zealand population based on the 2018 census data.

Source – Te Kawa Mataaho 2020 Workforce data. Next update due November 2021.