

Te Mahere Mahi Rerekētanga Ira Tangata

Gender Pay Gap Action Plan 2020/21



Te Kawa Mataaho
Public Service Commission

We lead the public sector in the service of our nation.

The action plan sets out our commitment to leading by example through understanding, addressing and making substantial progress towards eliminating our own agency gender pay gap.

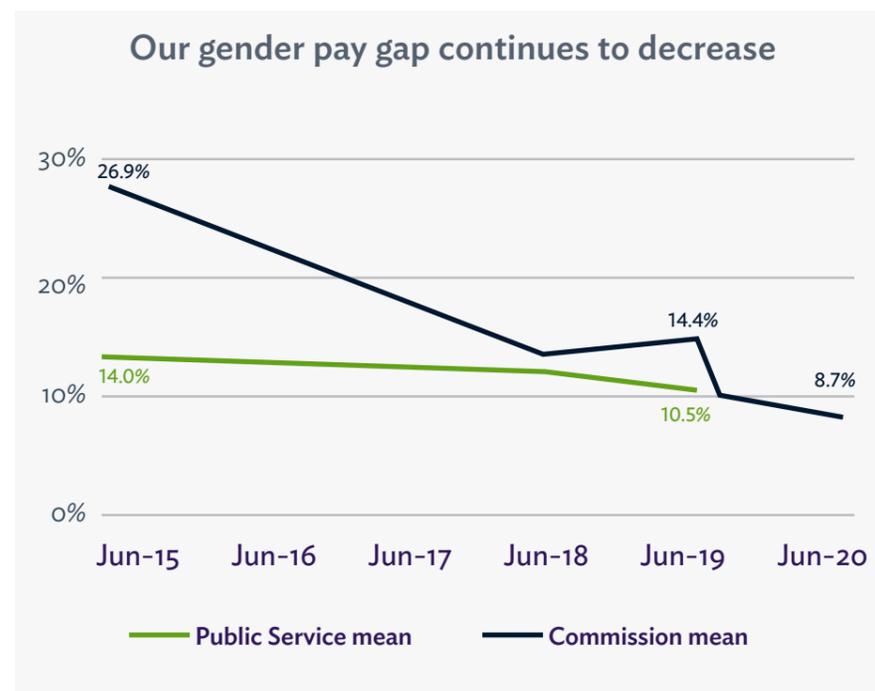
Our target

Our target is to be in the top quartile (lowest pay gap) for the Public Service

Our kawa

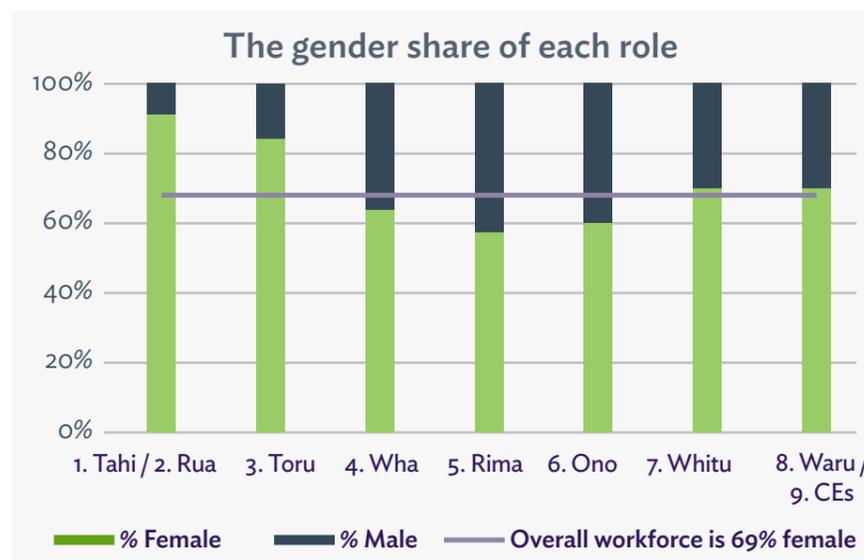
We are bold and brave
We value each other
We are unified in service
We deliver for Aotearoa NZ

Current snapshot



- We have made substantial progress in decreasing our gender pay gap in the last year, from 14.4% (June 2019) to 8.7% (June 2020)
- We have exceeded the gender balanced leadership milestone with 67% women in tiers 2 and 3 in Senior Leadership roles as at June 2020.
- Although deeper analysis and modelling has been undertaken by workforce segments, due to our small size, to protect anonymity it is inappropriate to publish the detail of this
- The Commission's small workforce size means that our gender pay gap can be volatile, with senior appointments and business support appointments having the biggest effect on the data.

Gender representation



- Females make up the majority of the Commission's workforce at 69%. This is an increase of 4% from 2019/20
- The key driver of our gender pay gap is due to representation and the larger concentration of women in business support and advisor roles compared to males, who have a higher representation in more senior roles, such as principals and 3rd tier managers.

Our role level categories are:

1 Tahī/2 Rua	Business support roles and Assistant Advisors
3 Toru	Advisors and equivalent
4 Wha	Senior Advisors and equivalent
5 Rima	Principal Advisors and equivalent
6 Ono	Managers and Chief Advisors
7 Whitu	Assistant Commissioners and equivalent
8 Waru/9 CEs	Deputy Commissioners and CEs on assignment

Staff engagement

- We will continue to engage with our people through interactive workshops and staff talk sessions
- We will continue to engage cross commission teams, which draw from staff representatives across the business, to progress our agency action plan.

Monitoring and reporting

- The Gender Pay Gap cross commission team will monitor progress and ensure the action plan is meeting its targets in 2020-21. Progress will be reported quarterly
- Monthly reporting will be provided to LT members for their respective groups focused on gender representation.

Ō mātau aronga matua Focus areas

Ngā Tutukitanga Achievements 2019/20

Ngā Mahi hei Mahi Actions 2020/21

1 Flexible work by default

We will be an exemplar in flexible work and embed as part of our ways of working at the Commission

Why? Flexible options, equally available to men and women, and which don't undermine career progression or pay, support different patterns of workforce participation.

To progress this in 2019/20 we:

- Raised awareness of our current flexible work policy and engaged our people through a survey and stocktake of flexible work practices
- Delivered workshops on flexible work to our Leadership Team and Managers
- Trialled new ways of working through COVID-19 including remote work, rostering and flexible start and finish times
- Developed a revised approach to our ways of working incorporating flexible work principles, supporting our mission, kawa and operating model.

To embed this in 2020/21 we will:

- Work principles as part of 'our ways of working'
- Build our suite of tools including updating our internal policy based on best practice guidance, and developing a leaders toolkit
- Promote 'our ways of working' as part of our employee value proposition through our recruitment processes
- Review after 6 months to incorporate lessons learned and with the aim of enhancing our practice.
- Embed our refreshed approach to meet the flexible by default milestone

2 Our people practices

We will ensure our people practices are free from the effects of bias at the Commission

Why? Addressing bias and discrimination at all stages in the employment cycle will make working at the Commission fairer for everyone.

To progress this in 2019/20 we:

- Met the Equal Pay milestone to close any gender pay gaps with like-for-like roles
- Revised our remuneration system including transparency of remuneration bands and gender-neutral salary criteria (internally and externally)
- Delivered unconscious bias training to our Leadership Team and managers
- Revised our recruitment policy and practices to reduce bias, increase diversity and align to best practice guidance from the Gender Pay Gap and Pay Equity Taskforce.
- Introduced a process for reviewing starting salaries.

To embed this in 2020/21 we will:

- Ensure our people, including new managers and anyone involved in recruitment, undertake unconscious bias training
- Focus on next steps of bias training, embedding and follow up, addressing identified bias 'hot spots'
- Ensure all Tier 1 to 3 leaders complete the Inclusive Leadership module
- Promote and embed our enhanced recruitment policy and best practice guidelines

3 Gender representation and career progression

We will focus on gender balance at all levels in the Commission and ensure clear and transparent career progression opportunities

Why? The Commission's gender pay gap is largely due to how men and women are represented in role level categories. Addressing this, and making pathways for progression transparent, will help reduce gender imbalances. However, this will take time.

To progress this in 2019/20 we:

- Reinvigorated the Government Women's Network to support, network and inspire women into leaders.
- Developed and implemented our 'Whakatipu' (our career pathways structure for advisory roles)
- Implemented a Progression and Promotion policy and practice.
- Exceeded the gender balanced leadership milestone with 67% women in tiers 2 and 3 in Senior Leadership roles as at June 2020.

To embed this in 2020/21 we will:

- Develop and implement an approach to attract a gender balanced applicant pool for business support and early in career roles, including reviewing language in job descriptions and advertising.
- Develop a career pathway for business support roles within the broader 'Whakatipu' framework
- Adopt best practice guidance on career breaks and progression from the Gender Pay Gap and Pay Equity Taskforce.
- Embed enhanced and regular reporting at the business group level to Leadership Team members