



Te Kawa Mataaho

Public Service Commission

22 December 2020

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Dear 9(2)(a) privacy

Official Information Request

Our Ref: 2020-0088

I refer to your official information request received on 24 November 2020 where you asked:

“Can you please tell me what the SSC is doing to ensure Diversity and Inclusion initiatives include men?

For example, 74.7% of Social, Health and Education workers are female. These are areas where it is especially important to have a diverse workforce. And given that men's health and education outcomes are poorer than women's I think it is especially important. What is the SSC doing to increase the proportion of men in areas where they are under-represented?

Another area where there is a large discrepancy is parental leave, with only 3% of those taking it are male. Why is this figure so low? What can the SSC do to encourage more men to take parental leave?

Finally, a brief review of your bias training material did not have any examples of biases against men. Ironically, this is in line with old stereotypes about men and women. What has the SSC done to ensure its bias training materials are inclusive of the biases that people typically have about men?”

Te Kawa Mataaho Public Service Commission (the Commission) is committed to diversity and inclusion including gender equality. Over the past decade we have been working to build a Public Service that is unified, reflective of, and responsive to our communities to meet the current and future needs of all New Zealanders. Improving diversity and inclusion is essential to providing better policies and services that work for all New Zealanders. We expect that the whole Public Service reflects the demographic composition of the community it collectively serves (all New Zealanders) and that over time the composition of the workforce within agencies reflects the communities that each agency serves.

Diversity and inclusion work programme

Since 2017, the Commission has taken steps to improve the diversity of the workforce in the areas where we could have the greatest impact for the largest number of people and impacting multiple diversity dimensions. We simultaneously focused efforts to address the under-representation of women in leadership roles and pay inequities for women, as women represent approximately half of the New Zealand population. These efforts take us further towards the goal of a diverse and inclusive Public Service. They have had a significant impact in a short period and have paved the way for us to

focus next on increasing ethnic diversity and inclusion as [two-thirds of the Public Service workforce identifies as European](#).

- We started at the top with gender diversity in Public Service chief executives, including diversity across roles weighted for job size. Women account for 50% of CEs, up from 43% in 2018 and 30% six years ago in 2014. More female CEs are now appointed to larger jobs and this has resulted in the average job size gap narrowing to just 5% below their male colleagues.
- We moved onto senior leaders, women make up 61.7% of the Public Service; the ratio of women in senior leadership positions (Tier 1-3) in the Public Service, is now at 53.2 percent (up from 47.9 percent 3 years ago).
- We are working to address the under-representation of Māori and ethnic minority people; there is still under representation of ethnic diversity in senior leadership roles and is comprised of Māori at 12.4%, Asian 3.4%, Pacific 2.5% and MELAA¹ 0.6%. We are increasing, growing and retaining the ethnic diversity of the leadership pipeline through the Public Service Leadership Group which comprises the 1,000 most senior public servants in New Zealand.
- We now have more ethnically diverse new recruits into the Public Service than ever before; Māori (15.9%) and Pacific (9.7%) representation in the Public Service workforce is higher than the overall New Zealand labour force (12.6% and 6.3% respectively in the year to June 2020).

The system is led through Public Service chief executives who collectively identify, develop, agree and implement initiatives for the system. It is through this model that Papa Pounamu delivers many of the diversity and inclusion initiatives for the Public Service.

Addressing cross-cutting dimensions of diversity and inclusion

At the system level we are looking at diversity and inclusion through a lens of addressing the areas that will have the greatest impact across all dimensions of diversity. Through this work we have:

1. appointed two senior Chief Executives as Functional Co-Leads and mandating them to lead the diversity and inclusion programme across the Public Service
2. created a dedicated Deputy Commissioner role within the Public Service Commission to lead our diversity and inclusion activities and support the functional leads in their work with chief executives
3. strengthened the expectations of chief executives' in relation to diversity and inclusion and the management of performance against our work programme commitments
4. made five elements of the diversity and inclusion programme mandatory for all Public Service agencies. These five priority areas are designed to complement each other in creating a more positive impact across all diversity dimensions. The priority areas are:
 - Addressing Bias
 - Developing cultural competence
 - Developing inclusive leadership
 - Building relationships
 - Supporting and resourcing employee-led-networks
5. required all Public Service agencies to publish diversity and inclusion plans and to publicly report progress against them in their Annual Reports going forward.

Collectively these actions have resulted in some significant gains in creating a more diverse and inclusive environment within the Public Service. We know that inequity and under-representation results in poor outcomes for individuals and for the Public Service, as we miss out on the value that diversity of lived experience brings to the development of policy, practice and services.

¹ MELAA refers to people of Middle Eastern, Latin American and African ethnicities.

Addressing bias

Addressing bias is one of the five Papa Pounamu priority areas mentioned and is one of the most powerful ways in which our Public Service can create fair, diverse and inclusive workplaces. Learning is an effective tool to increase awareness of bias and reduce bias. As part of the Papa Pounamu work, each Public Service agency is required to determine the best bias learning solution for their people that will help address bias in their workplace. The Public Service Commission has not determined a single provider or form of learning about bias. This is deliberate as each agency needs to understand what its own workforce composition is and the develop a plan suitable for the agency's needs. [Guidance is available for agencies](#) on what to look for when selecting the right type of bias awareness learning for their environment.

Public Service agencies are also expected to use the Gender Pay Taskforce (a joint Te Kawa Mataaho/Manatu Wahine group) suite of guidance on addressing bias throughout the employment life cycle. The focus of these initiatives is reducing the gender pay gap in the Public Service, and the corresponding focus of the guidance is addressing gender bias. An important expectation within the [Gender Pay Gap Action Plan](#) is that there is no bias or discrimination in remuneration or human resources practices. This guidance is relevant and applicable to all forms of diversity, and agencies are encouraged to use it in that manner.

Parental leave

One way that will help to encourage more men to take parental leave, is through one of the milestones from the Public Service Gender Pay Gap Action Plan, that is, for agencies to implement flexible work by default, ensuring that flexible options are equally available to men and women and do not undermine career progression or pay. Normalising flexible working can help men and women balance paid work with family caring. Our [flexible work by default guidance](#) highlights a case study² of flexible work enabling a Public Service employee to share parenting equally with his partner. We've made good progress, but we know there is much more to do to ensure we have a more balanced and inclusive workforce mix that is reflective of the communities we serve.

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely,



Nicky Dirks
Managing Principal – Ministerial Services
Te Kawa Mataaho Public Service Commission

² Flexible Work by Default Guidance and Resources, 2020, page 11