



Kia Toipoto Action Plan

What is Kia Toipoto?

Kia Toipoto is Te Kawa Mataaho's (Public Service Commission's) Public Service Pay Gaps Action Plan 2021 – 2024. It is a comprehensive set of actions to help close gender, Māori, Pacific and ethnic pay gaps in the public service. It has three goals, which are to:

- make substantial progress towards closing gender, Māori, Pacific and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of rainbow communities.

Kia Toipoto builds on the success of the Public Service Gender Pay Gap Action Plan 2018-20 but goes wider than gender and now extends to Crown entities.

There are six focus areas:

- ❖ Te pono – Transparency
- ❖ Ngā hua tōkeke i ngā taumata katoa - Equitable pay outcomes
- ❖ Te whai kanohi i ngā taumata katoa - Leadership and representation
- ❖ Te whakawhanaketanga i te aramahi - Effective career and leadership development
- ❖ Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination
- ❖ Te taunoa o te mahi pīngore - Flexible-work-by-default

Agencies and Crown entities have been given guidance from Te Kawa Mataaho regarding the goals to aim for under Kia Toipoto. These expectations are that agencies and Crown entities will:

- publish their pay gaps in pay gap action plans each year
- ensure bias does not influence starting salaries or pay for employees in the same or similar roles
- have plans to improve gender and ethnic representation in their workforce and leadership

- develop equitable career pathways and opportunities to progress
- protect against bias and discrimination in HR and remuneration policies and practices
- build cultural competence
- normalise flexible working

Te Kawa Mataaho has developed milestones that agencies and Crown entities should work to, as well as providing more detailed guidance documentation. The current milestones are outlined in the 2023 plan detailed below.

More information can be found on the [Te Kawa Mataaho website](#).

Our Commitment

NIWA is committed to equity, diversity and inclusion in the workplace. We will follow the Kia Toipoto framework and guidance to identify which priority areas we need to focus on in order to reduce gender and ethnic pay gaps and representation in our workforce and leadership.

How We are Engaging with Employees and Unions

Around 45% of the staff in the NIWA Science group are members of the Public Service Association (PSA). Following the last Collective Employment Agreement negotiations, a Working Group was established in early 2022 to investigate the gender pay equity situation at NIWA. The group comprises four representatives from NIWA and four from the PSA (PSA Organiser for NIWA and three NIWA PSA delegates). An initial meeting was held in April 2022, with subsequent meetings held since to explore the data produced by NIWA, identify further information requirements and to develop a recommended Gender and Ethnic Pay Gap Action Plan to put forward to NIWA's Executive Team.

Other NIWA staff in relevant positions within NIWA have been consulted on various aspects of the plan as we worked through the process (e.g., the General Manager Māori and Pacific Partnerships, Manager Pacific Rim, Pou Whakarae - Te Hiringa Taiao, Māori Organisational Development Manager).

In March 2023, an online organisation-wide consultation was carried out to gain feedback from employees on their thoughts about the two comprehensive sets of data which NIWA had produced, the synopsis of key points relating to the first two sets of Kia Toipoto guidance and the proposed potential action points.

The PSA held meetings with their members and provided a summary of the feedback they gained from those meetings, and PSA members were also able to complete the online survey if they wished. The feedback from both sources was amalgamated into a summary for consideration by the Working Group at a meeting in mid-April 2023.

At each step, the PSA members of the Working Group have informed and discussed new issues or proposed actions with their members, and this has proved to work well in enabling the Group to identify what will be included in the first annual Action Plan.

Gender and Ethnic Pay Gaps and Representation Data

Gender and Ethnic Representation

	NZ Gender Workforce Participation *	NIWA Workforce Representation %	NIWA All Managers %	NIWA Leaders Tiers 1-3 %
GENDER				
Male	51.72%	57.4%	70.1%	57.8%
Female	48.27%	42.6%	29.9%	42.2%
ETHNICITY	NZ Ethnicity Representation **			
European	70.2%	74.8%	85.8%	86.0%
Māori	16.5%	5.1%	3.7%	10.0%
Asian	15.1%	8.0%	2.3%	0.0%
Pacific Peoples	8.1%	0.8%	0.5%	0.0%
Middle Eastern/Latin American/African	1.5%	2.6%	0.5%	0.0%
Other	1.2%	3.3%	3.7%	4.0%
Information Not Provided		5.4%	3.7%	0.0%

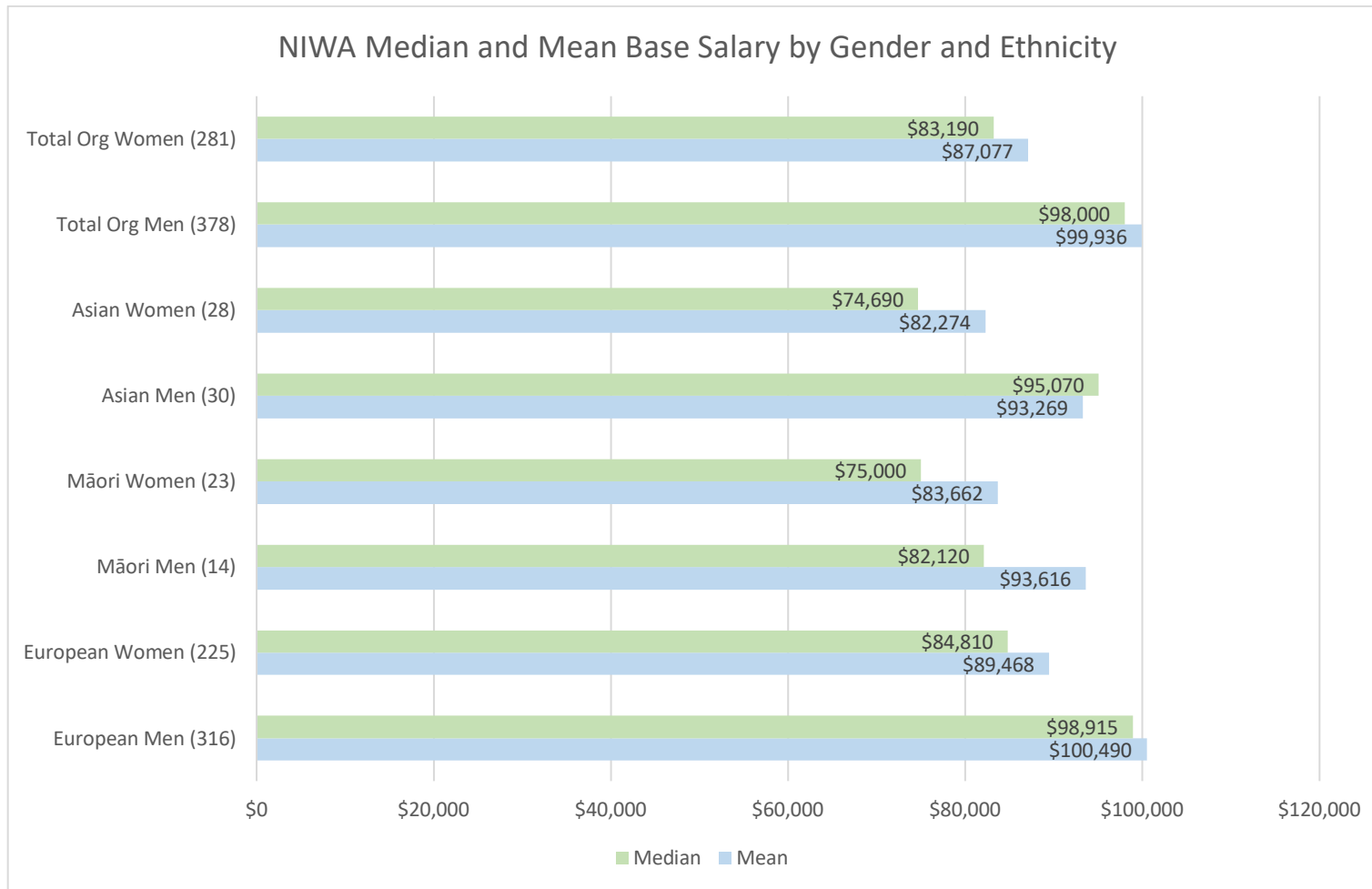
* From Statistics NZ (2020)

** From NZ census (2018)

Notes:

- Excluding NIWA Vessels and Unidata
- Staff identifying as 'other gender' not included as numbers too small, although this is offered as a choice when new staff provide personal information.
- Staff can identify as more than one ethnicity. Some staff members are therefore represented in each ethnicity that they reported (total of 110% of the workforce, including those staff who did not provide information)

Gender and Ethnic Pay Gap Information



*Number of Pacific Peoples is too small to be included (3 men, 3 women)

Gender Pay Gaps in Median and Mean Base Salary (GPG)

Group	Comparison	GPG (Median)	GPG (Mean)
Total organisation	All men cf. all women	15.1%	12.9%
Asian	Asian men cf. Asian women	21.4%	11.8%
Māori	Māori men cf. Māori women	8.7%	10.6%
European	European men cf. European women	14.3%	11.0%

Ethnic Pay Gaps in Median and Mean Base Salary (EPG)

Group	Comparison	EPG (Median)	EPG (Mean)
Māori men	Māori men cf. European men	17.0%	6.8%
Māori women	Māori women cf. European women	11.6%	6.5%
Asian men	Asian men cf. European men	3.9%	7.2%
Asian women	Asian women cf. European women	11.9%	8.0%

Our Progress so Far

We have:

- Established a joint NIWA/PSA Pay Equity Working Group in mid-2022, which has met regularly, as well as communication online between formal meetings.
- Prepared two comprehensive sets of data, which have been discussed, expanded upon and considered by the Working Group:
 - Annual NIWA Science Gender Analysis 2021-22
 - NIWA Pay Equity Analysis – 2021-22
- The Group has also considered the three sets of guidance provided by Te Kawa Mataaho, and attended webinars addressing the main points of each of the published sets of guidance:
 - Ensuring bias does not influence salaries for the same or similar roles
 - Ensuring bias does not influence starting salaries
 - Improving workforce and leadership representation
- NIWA prepared a synopsis of key points relating to the first two sets of guidance, which detailed the NIWA response to actions listed in the Kia Toipoto guidance. This presented the status within NIWA about each key point and formed a basis for discussion within the Working Group about selection of relevant actions for inclusion in the Action Plan.

- Established and published NIWA's overall mean gender pay gap (12.9%) and Māori pay gap (6.9%) on the NIWA [website](#) in line with the first milestone laid out by Te Kawa Mataaho.
- Developed an interim list of potential actions for the Action Plan.
- Sought and received feedback from the Public Service Association (PSA) and all employees (via an online survey) in early 2023 on the two sets of data, the synopsis of key points arising from the first two sets of guidance and the interim list of potential actions developed at that time by the Working Group.
- The Working Group has reflected on the data and the feedback obtained from staff and unions, and identified the issues they believe pose the main challenges for NIWA to focus on in the first phase of their Action Plan.
- Used the guidance provided by Te Kawa Mataaho - Crown Entities' Pay Gaps Action Plan to develop the first annual action plan.
- With the Kia Toipoto focus areas and milestones in mind, the main challenges have been set out in the Action Plan and linked to the relevant focus areas.
- It is acknowledged that outcomes from some of the actions to increase representation of women and ethnic groups at various levels within the organisation and in management positions may take time to be achieved. However, it is anticipated that increasing the levels of representation through more targeted attraction, recruitment and promotion strategies, while at the same time ensuring fair processes for remuneration, should in time also reduce the gender and ethnic pay gaps.
- NIWA's current options for working flexibly were considered against the flexible workplace milestone initially introduced in the Kia Toipoto guidance. NIWA has considerable flexibility around working hours with a variety of other flexible arrangements able to be approved on a case-by-case basis. This was not therefore deemed to be an immediate priority for NIWA's initial focus in reducing gender and ethnic pay gaps but will be reviewed at the end of the first phase of the action plan when priorities are re-assessed.

NIWA Gender and Ethnic Pay Gap Action Plan 2023

Kia Toipoto Focus Areas and Milestones
<p>Transparency Entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</p>
<p>Equitable Pay Outcomes By end of 2022, entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</p>
<p>Eliminating all Forms of Bias and Discrimination By the end of 2023, entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p>
<p>Effective Career and Leadership Development By mid-2023, entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>
<p>Leadership and Representation By end of April 2023, entities have plans and targets to improve gender and ethnic representation in their leadership.</p>
<p>Eliminating all Forms of Bias and Discrimination By the end of 2023, entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p>
<p>Flexible Workplace By the end of 2024, agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>

Focus Area and Challenge Identified	Planned Actions 2023	What Will Success Look Like	Potential Future Areas/Targets*
<p>Transparency</p> <p>Achieving greater internal transparency about NIWA's remuneration system</p>	<ul style="list-style-type: none"> Investigate ways of better monitoring and increasing transparency of starting salaries at NIWA e.g., documenting level of proficiency and Position-in-Range for salaries of new starters. Develop guidelines on starting salaries which set out how salaries are determined for new starters, and the mechanisms by which 	<ul style="list-style-type: none"> Starting salary guidelines to be documented by 31st August 2023 	<ul style="list-style-type: none"> Investigate if there are pay inequities introduced by initial salary placement of men and women within and across Science levels.

	<p>remuneration can be reviewed, including through level reviews and promotion to other roles.</p> <ul style="list-style-type: none"> Investigate whether the current Proficiency Placement Framework can be adapted to give individuals a clearer understanding of their remuneration situation. Include the outcomes of the annual salary relativity review process in future gender analyses. 	<ul style="list-style-type: none"> Complete review of Proficiency Placement Framework by December 2023. 	
<p>Equitable Pay Outcomes</p> <p>Identifying underlying reasons for existing pay gaps which can be rectified</p>	<ul style="list-style-type: none"> Extend pay gap analysis to other ethnic groups beyond European and Māori. Based on analyses completed, further investigate gender and ethnic pay gaps within levels, focusing on the greatest pay gaps first, to determine whether the pay gaps are explainable and justifiable. Where identified pay gaps are found to warrant direct action to rectify, recommend such rectification to NIWA’s Executive Team, to take effect as quickly as possible. 	<ul style="list-style-type: none"> Gender and pay gap analyses to be completed by 31 Aug 2023. Recommendations, should direct action be required, are agreed. Decrease the gender pay gap. 	<ul style="list-style-type: none"> Investigate the pay comparison of different scientific disciplines. Investigate the gender equality of opportunities for field work and the effect of the higher variable pay associated with field and seagoing duties on the pay gaps at NIWA.
<p>Equitable Pay Outcomes/Eliminating all forms of bias and discrimination</p> <p>Ensuring that recruitment and other NIWA processes are not influenced by bias</p>	<ul style="list-style-type: none"> Promote and continue to make available for all staff NIWA’s “Unconscious Bias” training, including refresher training. Introduce compulsory unconscious bias training for NIWA managers and other staff serving on interview panels, Level Review committees, Excellence Award panels, and other decision-making panels, prior to stepping into these roles. Complete the roll-out of “Gender Dynamics in the Workplace” training for managers. Require new managers to complete this training within two months of assuming their management role, with refresher training to be offered periodically. New managers to complete the “Recruitment and Selection at NIWA” training workshop prior to sitting on a recruitment panel, except where workshop timing precludes this, in which case, guidance will be provided by the People & Capability team. 	<ul style="list-style-type: none"> Any NIWA manager or staff member serving on decision-making panels completes the Unconscious Bias training prior to joining the panel. The roll-out of the Gender Dynamics training has been completed and a system in place to ensure that new managers receive the training within two months of assuming their management role. All interview panel members to have received training or 	

	Refresher training to be offered periodically for hiring managers and interview panel members.	guidance prior to participation on interview panels.	
<p>Leadership and Representation</p> <p>NIWA receives few applicants from under-represented ethnic groups for science roles in the NIWA workforce due to low diversity in the sector.</p>	<ul style="list-style-type: none"> • Work through the third Kia Toipoto guidance document on workforce and leadership representation and identify relevant actions by the required date of April 2023 (completed). • Continue NIWA’s outreach activities, ensuring that representatives reflect NIWA’s diversity. • Review and improve the approach to attraction of applicants from under-represented groups. 	<ul style="list-style-type: none"> • Increase the % of applicants from under-represented groups. 	<ul style="list-style-type: none"> • Continue to monitor and adapt recruitment strategies to attract a diverse range of applicants.
<p>Leadership and Representation/Effective Career and Leadership Development</p> <p>Fewer women have progressed to higher levels in the NIWA science workforce over time than might be expected, based on the overall proportion of women in that workforce</p>	<ul style="list-style-type: none"> • Ensure all roles are advertised internally, so that all employees have an opportunity to apply. In circumstances where an alternative approach is proposed (e.g., where specialist skills are sought that are not available in house), CEO approval must be obtained to proceed without advertising internally. • Further develop the mechanisms and process for identifying, encouraging and supporting suitable candidates to apply for level reviews and other promotion and leadership opportunities (e.g. voyage leaders, field party leaders, programme leaders, group managers, as well as higher level management opportunities). 	<ul style="list-style-type: none"> • Increase the representation of women and under-represented ethnic groups at NIWA as a whole, to more closely align with workforce participation ratios. • Increase the representation of women at T3, T4, S3 and S4 levels, to more closely align with workforce participation ratios. • Increase the representation of women and under-represented ethnic groups across the various scientific leadership roles and positions at NIWA, to more closely align with workforce participation ratios. 	<ul style="list-style-type: none"> • Investigate ways to support women and other under-represented groups through leadership development and mentoring initiatives. <p><i>*note: the actions in this column are flagged as potential future areas for focus. Deadlines for actions are not provided, as the inclusion and relative priority of each will be re-assessed at the end of the first phase of the 2023 Action Plan.</i></p>