



Diversity, Equity & Inclusion

We celebrate the unique blend of knowledge, skills and perspectives our people bring. We foster an inclusive culture where everyone feels valued, respected and can fully contribute. We remove barriers to make sure everyone can fully participate in the workplace and have equal access to opportunities.

We put a DEI lens on all our work.

Diversity, Equity & Inclusion Policy

Pay Gap Action Plan

*People, Culture, Diversity &
Inclusion Capability*

Measuring success

Year one	<p>Introduction and implementation of the Diversity, Equity and Inclusion (DEI) policy and training.</p> <p>Work will align with our DEI policy and Kia Toipoto Pay Gap Action Plan.</p> <p>All employees will achieve the cultural competence objective(s) in their Performance and Development plan.</p> <p>Develop and implement intercultural competency training.</p>
Year two	<p>Implementation of a diversity calendar to celebrate our differences e.g. language weeks and cultural events.</p> <p>Implementation of a programme with supporting resources to foster career pathways and equitable progression opportunities particularly of wāhine Māori, Pacific Peoples and Ethnic employees.</p>
Year three	<p>Increased number of advertising channels to attract a greater number of General Election applications from Māori, Pacific Peoples and Ethnic applicants.</p> <p>Allocate a minimum proportion of interviews for Māori, Pacific Peoples and Ethnic applicants to increase the diversity of our General Election workforce.</p> <p>Increased spread and distribution of our General Election workforce to represent the NZ population.</p>

Diversity, Equity, and Inclusion Policy 2024 – Setting the Scene

What we are doing now at the Commission (work related to DEI):

- Acceptable Behaviour Policy
- Guidelines for Acceptable Behaviour Policy
- Engagement Surveys
- Development of Management Essentials – upskilling management on inclusive/positive work practices/culture
- Leadership course development to enhance inclusive leadership behaviours – to develop leaders influencing skills, leading diverse/inclusive teams and relate to others (e.g. Emotional Intelligence)
- Pay Gap Action Plan
- Mana Aki cultural competency pilot for 2024
- People Strategy
- Māori Strategy
- Recruitment Plan/Policy
- Candidate Experience
- Focus on Wellbeing within the Health and Safety space

Policies/strategies/documentation that we've considered for the ELT paper:

- CAA (Civil Aviation Authority) ✓
- Commerce Commission ✓
- Treasury ✓
- DIA ✓
- FENZ (Fire & Emergency NZ) ✓
- IRD ✓
- LINZ ✓
- MBIE ✓
- MoJ ✓
- Retirement Commission ✓
- TPK ✓

Key Themes (summarised from policies above):

- Every individual is respected, and their contributions valued. Every individual plays a role in supporting a psychological safe working environment.
- “We maintain an inclusive workplace to ensure we value, understand and reflect the communities we serve”. There is mutual trust and respect across the workforce so all people can achieve their full potential.
- There is a culture of care and respect for one another.
- They embrace diversity through awareness.

- They embrace inclusion through opportunity.
- They make progress to close gender and ethnic pay gaps, reference to their actions under Kia Toipoto.
- They link the DEI policy to purpose, workspaces (including accessible/flexible workplaces), ways of working, principles/values and behaviours, Code of Conduct and Māori strategic framework.
- Policies include definitions of diversity and inclusion. Some also included EEO (Equal Employment Opportunities) and Discrimination/BHD.
- Responsibilities include:
 - There are organisation responsibilities which strive to be an employer of choice.
 - People leader responsibilities include giving everyone a chance, creating opportunities, and providing strong leadership. It is also important that leadership is held accountable for progress.
 - Key responsibilities for managers include responsibilities like modelling inclusive conduct and behaviours, and championing diversity of teams.
 - Employees are responsible for contributing to an inclusive culture. They are expected to model values/Code of Conduct.
- Policy requirements include:
 - There is an individual and collective responsibility to embrace diversity/inclusion.
 - Organisations are inclusive in their approach to treat others with respect.
 - Individuals are supported and empowered to speak up.
 - Managers need to ensure diverse and inclusive work practices and working arrangements (accessibility).
 - Organisations are committed to attracting diverse talent and recruiting fairly, treated fairly through every point of the employment process.
 - Organisations adopt a fair approach to developing and promoting employees/renumeration.
- There are initiatives to enhance D&I include support/education, promotion/recognition of dates, education/exploration of flexible working, talent management. It is also fundamental to enhance the cultural competence of all people.
- Some policies link DEI to the Health and Safety at Work Act and Bullying/Harassment and Discrimination policies.
- There is reference to reasonable accommodations for disabled employees and developing employee-led networks.

Relevant Legislation noted in policies above:

- Human Rights Act 1993
- Employment Relations Act 2000
- State Service Act 1998
- Crown Entities Act – “to be a good employer”
- Health and Safety at Work Act 2015
- Privacy Act 1993
- Treaty of Waitangi
- Te Ture mō Te Reo Māori 2016 Māori Language Act 2016

From: [Dave](#)
To: [Fiona](#), [Braedyn](#), [Tom](#), [Shane](#), [John](#), [Charlotte](#), [Franklin](#)
Cc: [Cayley](#)
Subject: Diversity, Equity & Inclusion Working Group
Date: Wednesday, 2 August 2023 2:06:59 pm
Attachments: [image001.png](#)
[image002.png](#)

Hi team,

You may be wondering what's happening in this space.

I have been away on extended sick leave, and have not progressed the Terms of Reference. Fiona has been quietly working away in the background.

The good news is Lucy has now approved the Bullying and Harassment TOR, so I will get the DEI TOR done today and to Lucy. And I'll get an invite out for next week,

Dave

From: Fiona <<redacted>@elections.govt.nz>
Sent: Wednesday, August 2, 2023 2:03 PM
To: Braedyn <<redacted>@elections.govt.nz>; Tom <<redacted>@elections.govt.nz>; Shane <<redacted>@elections.govt.nz>; John <<redacted>@elections.govt.nz>; Charlotte <<redacted>@elections.govt.nz>; Franklin <<redacted>@elections.govt.nz>
Cc: Dave <<redacted>@elections.govt.nz>; Cayley <<redacted>@elections.govt.nz>
Subject: FW: HRNZ Diversity, Equity & Inclusion Summit | Learnings and Recordings

Kia ora all

Here are the links to the presentation and recordings from a DEI Summit organised by the Human Resources institute NZ. This virtual half-day summit took place on 20 July 2023. Highly recommended if you have time to listen to.

Ngā mihi nui

Fiona | Senior Advisor Learning and Development, People and Culture | **Electoral Commission** | Te Kaitiaki Take Kōwhiri |
PO Box 3220 | Level 4, 34-42 Manners Street | Wellington | 6140 | Cell + <redacted> | [vote.nz](#) | [elections.nz](#)



From: HRNZ <events@hrnz.org.nz>
Sent: Tuesday, August 1, 2023 9:00 AM
To: Cayley <<redacted>@elections.govt.nz>
Subject: HRNZ Diversity, Equity & Inclusion Summit | Learnings and Recordings

Electoral Commission Cyber Security Warning: This email originated from outside of the Commission. Please take extra care when clicking links or opening attachments. When in doubt, contact the IT Service Desk.

31 July 2023

[VIEW IN BROWSER](#)



Diversity, Equity & Inclusion

Where to from here?

An exclusive summary of learnings and resources for summit attendees.

Thanks for attending *HRNZ's Virtual Summit: Diversity, Equity & Inclusion – Where to from here?*, in partnership with [MAS](#). We hope you enjoyed the summit and walked away with great insights and practical tools to implement within your organisations.

To help keep momentum and help you define your organisation's next steps with its own Diversity, Equity & Inclusion (DE&I) journey, we've put together a summary of key learnings, along with links to session recordings and presentations (where provided).

Summary of Learnings and Resources

HR as the real change makers

"Although the investigations are commonly done while the complainant is being kept away from the office with good intentions, it's inevitably causing more harm to them. The complainant will be treated differently on their return, whether the allegations have been proved or not." – Alison Mau, TV Personality, investigative journalist

Alison highlighted the importance of sensitive conversations handling training, especially for HR and management roles. More than just advising your employees about available Employee Assistance Program (EAP) services, it's essential to proactively have the conversations around safety and wellbeing. As early detection of harmful behaviors could be a game changer, consider how you can aid this in your workplace, like having a system in place where people can anonymously submit their concerns, or creating empowerment and aid through bystander training.

Ten (plus) years at the coalface of change (Alison Mau)

[Watch the recording](#)

Human-centred Design Frameworks

"This is where our journey starts – when we have access to our "Why". It starts with the deep inquiry of our own story because we all have one. And it usually starts with discomfort." – Dr Sripriya Somasekhar, Head of Inclusion and Belonging, Ministry of Business, Innovation and Employment (MBIE)

MBIE's journey began in 2018 with employee experience mapping, followed by Discovery sprints throughout the years and Enabling Employee Experience Discovery Project in 2023. Going beyond co-designing and testing, MBIE's focus is on discovering, understanding and learning their people's experiences. Working horizontally across the organisation helped the team produce clear insights and great recommendations, several of which have since been implemented.

We need to be brave to start the conversation around the experiences of marginalized or non-dominant groups, and be prepared to take accountability for uncomfortable truths, as vulnerability and deep reflection are the keys to kickstarting this journey of systemic change.

Charting a path to Inclusion (Dr. Sripriya Somasekhar)

[Watch the recording](#) | [Presentation slides](#)

Access for Success

"The biggest barrier that I have encountered in my life is not my blindness, but people's attitude towards my blindness. I become disabled by society's failure to accommodate those impairments, to be accessible to everyone. We are all responsible for creating a less disabling society." – Jonathan Mosen, Chief Executive of Workbridge

The first step in assessing how to make your workplace accessible is to consult with your people! Ask them whether you engage in practices that make your workplace and your recruitment disabling.

Ask the question honestly and receptively: What conditions need to exist for someone to do their best work? Make sure accessibility is in the DNA of your organisation and teams, e.g., accessible office buildings, accessible software, different working zones, etc. Be aware that ableist language (terms around impairments as a pejorative) matters as it reinforces that impairments are negative.

Inclusion Unleashed: Empowering Disabled Talent & Transforming Workplaces (Jonathan Mosen)

[Watch the recording](#) | [Presentation slides](#)

Great brains think differently

"I hear some amazing stories of what companies are doing to provide a psychologically safe environment for their workers, but the elephant in the room when it comes to diversity, equity and inclusion is actually recruitment. I spent 18 years in the recruitment industry, and not a lot has changed in my 18 years." – Tony Pownall, Director at Cultivate

Instead of a job description, a Success Profile is a better, more inclusive way to give you a good idea of what the right person for a role looks like. The job ad should showcase your commitment to embracing differences and provide information that backs this up – such as asking candidates what accommodations you can make for them to be their best selves through the recruitment process and providing them accordingly. If these accommodations aren't a standard part of your recruitment processes but would benefit everyone – add them in going forward!

A better experience for the neurodiverse means a better experience for every job seeker you engage with.

Diversity, Equity and Inclusion in Recruitment (Tony Pownall)

[Watch the recording](#) | [Presentation slides](#)

Listen to Listen

"Mālō le soifua (Samoa proverb) – When it is felt toward the sea, it is felt toward the land. This emphasizes the importance of maintaining balance, considering multiple perspectives, because at the end of the day, we are all connected." – Ola Ioane, General Manager Membership and Community at Diversity Works

Are we making space for change and including voices that need to be heard? How can we challenge the inclusion delusion? Ola's presentation walked us through great insights and frameworks such as Listen to Listen, Be Close and Be Clear.

Before undertaking any steps or making any changes though, take step zero, which is to ask the question "Are you ready to have this conversation?". Start from an authentic place and understand how you are positioned in terms of your power and privilege in relation to this idea, this initiative, and to the communities this work will impact. By taking the time to consider our own position relative to any piece of work, we are better prepared to make more substantial change.

From Engagement to Action: Driving DE&I Transformation in Organisations (Ola Ioane)

[Watch the recording](#)

Where to from here

Our panel reflected that as we look to progress systemic change in the DE&I space, our initial focus areas need to be ourselves. Have we been reflecting on our own biases, on whether our actions and our words are aligned with our principles? Beyond merely inviting people to the table, are we working together to change what that table and the path to it looks like? In this kaupapa, storytelling is a powerful and important tool which goes hand in hand with leadership commitment, organisational culture and vulnerability.

Perhaps the most important immediate next step is to have the courage to start the korero with ourselves. There are a huge range of external DE&I experts who can help you once you kickstart your own journey. As no one knows everything, education and engagement plays a vital role in succeeding with this kaupapa.

Think of the power and privilege that we hold as the ability to shift things in a positive direction. Training people to be allies is essentially about moving from understanding to doing. Allyship and creating safe spaces, such as supporting employee led networks are the backbone to inclusion and belonging within workplaces.

Where to from here | The panel session

- Laura Warren, *People and Culture Director at Te Pukenga*
- Ola Ioane, *General Manager Membership and Community at Diversity Works*
- Rosie Leadbitter, *Workplace Services Manager, InsideOUT Kōaro*

[Watch recording](#)

Resources

The providers mentioned by Dr. Sripriya for MBIE's Inclusion & Belonging learnings:

- [Walk Walk](#) – Dr. Simone Bull
- [Courageous Conversations about Race](#) – [Dr. Matthew Farry](#)

The video played during Tony's presentation can be accessed through Cultivate's website: [Autism and Interviews video](#)

If you wish to learn more about InsideOUT's education and consultation, check out their offerings on [InsideOUT website](#).

Check out [DE&I resources our HRNZ's Website](#).

Hear what others have said about our Summit

"I went into the Summit thinking I would gain some valuable professional knowledge but I walked out with so much more. I gained invaluable insight on a personal level and even shed a few tears when I realised the presenters' story was also my story."

"Variation of speakers, this gave me an appreciation of what diversity can mean."

"The session provided some awesome examples and actions that could be taken away. Gave you pause for thought of language and everyday business practice."

"The summit prompted me to think about DE&I within our own organisation and how small changes could make a big difference."

"Best one I have attended to date!"

Thanks to our Principal Sponsor, MAS



Our 14th Virtual Summit: Diversity, Equity & Inclusion – Where to from here was proudly brought to you by [MAS – Medical Assurance Society](#).

Contact Us

If you wish to make any further enquiries, please contact Tina Berry (*Regional Event Manager at HRNZ*) at branchevents@hrnz.org.nz.



Copyright © 2023 HRNZ, All rights reserved.

You are receiving this email because you opted to sign-up from communications from the Human Resources New Zealand (HRNZ).

Our mailing address is:
HRNZ
Level 2 Panama House, 22 Panama Street
Wellington, 6011
New Zealand

[Add us to your address book](#)

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#)



Item: Learning and Development Plan 2023-2024
To: Executive Leadership Team
For: ELT meeting 20 February 2024
Prepared by: Izak [REDACTED] Manager People and Culture
Fiona [REDACTED] Senior Advisor Learning & Development P&C

Recommendations

It is recommended that ELT:

1. **note** the updated L&D plan for 2023/2024.
2. **note** the indicative costs for the L&D plan.
3. **approve** the Learning and Development Plan 2023-2024.

Background

1. As part of the Enterprise Services business plan, we are committed to developing a Learning and Development Plan (L&D Plan) for 2024. This is an updated plan from an initial paper presented in October 2023.
2. The L&D Plan supports the Commission's objectives, strategic priorities, Ngā Maihihioterā framework and our Commission values.
3. From 2022 to the end of 2023, the Commission welcomed 78 new permanent and fixed-term employees. This growth emphasises the need to ensure all employees are competent and have the skills required to do their jobs.
4. The training being developed in the L&D plan is for our permanent and fixed term employees. If the training is required for the completion of Commission work, casuals and contractors may also be included.

Key Focus Areas

5. The key focus for this plan links into gaps identified from the 2022 Employee Engagement Survey "Have Your Say". In addition, feedback from managers and People & Culture (P&C) Business Partners has also been incorporated into this plan.
6. The following areas have been identified as the focus areas for the L&D Plan 2023/2024:
 - a. Focus Area 1: Cultural competence
 - b. Focus Area 2: Leadership and Management development
 - c. Focus Area 3: General skills development.
7. For Cultural Competency, the aim is to build an inclusive culture through organisation-wide learning and raising Māori and intercultural competence. The L&D team will work in collaboration with the Māori Advisory Team to create resources that align to the Commission's values and strategic goals. In addition, there is also the planned rollout of the new Diversity, Equity and Inclusion Policy (and supplementary resources) later in 2024.
8. Leadership and management development will be created in-house using external resources and have one external workshop.
9. Our final focus area will be general skill development. Here, the L&D team will work with various business groups to develop in-houses courses and resources.

Delivery of Learning and Development

10. Most of the training in the L&D plan 2023/2024 will be developed in-house using internal resources and subject matter experts. Where possible, we will also leverage external resources.
11. When we do not have internal SMEs and expert support is necessary, we will source external training providers.
12. The Commission will utilise other learning opportunities provided for by public sector agencies where feasible.

Budget and Timing

13. The People & Culture centralised learning and development budget for 2023/24 was \$100,000. Approximately \$50k of this budget has been spent including GE23 Health and Safety training, de-escalation training and H&S representative training. We have allocated the remaining budget into approximate indicative costs for learning and development in 2024 (**See Appendix 1**).
14. Business units will continue to pay for specific employee L&D needs from their own business unit budgets.
15. A visual diagram of the L&D Plan 2023/2024 has been included in **Appendix 2** to show when tasks will be developed/started.

Next Steps

16. This plan will be communicated to the Commission for transparency on what P&C is working towards. The Visual Diagram (**Appendix 2**) will help staff anticipate when learning and development will be released.

Appendices

Appendix 1 – Learning and Development (L&D) Plan 2024

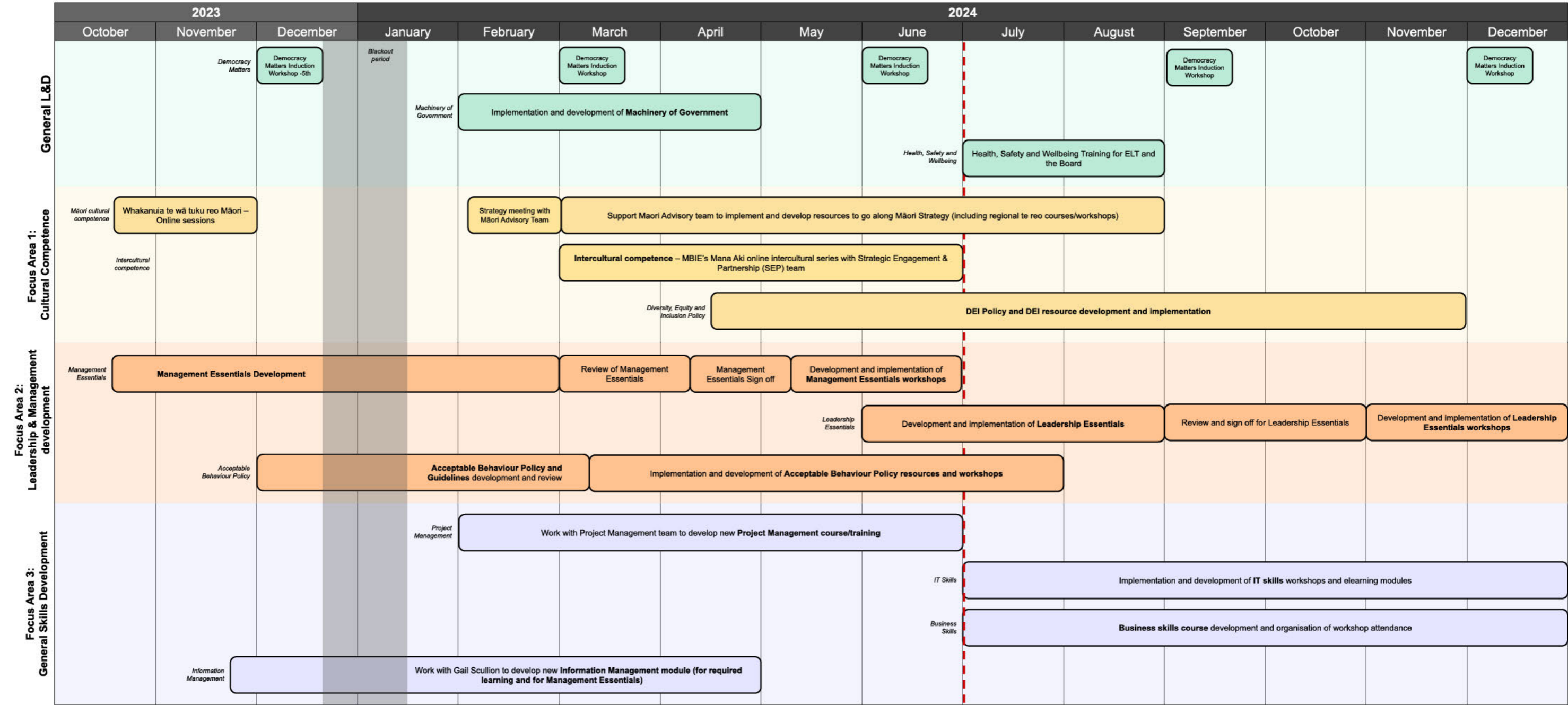
Appendix 2 – Visual Diagram of L&D Plan 2024

Appendix 1 – L&D Plan 2023/24

Timeline	Description	Target group	Provider	Training mode	Indicative cost Jan- Jun 2024	Indicative cost Jul-Dec 2024
General L&D/OD tasks					\$5,000	\$8,000
March/ June/Sep/ Dec 2024	Democracy Matters induction workshops – run in the National Office The induction workshops are planned for March, June, September and December.	New permanent & fixed term (6 month+) employees	Internal – P&C + ELT members	4 x one day workshops. Cost per workshop of \$2,500 including catering and travel.	\$5,000	\$5,000
Jan – March 2024	Machinery of Government - eLearning modules	All employees	Internal – Capability & OD External – Te Kawa Mataaho (use resources if possible)	eLearning modules	\$0	\$0
July - August 2024	Health Safety and Wellbeing Training for ELT and the Board	ELT and Board	External Provider	Face to face session	\$0	\$3000
Focus Area 1: Cultural Competence					\$14,500	\$20,450
Sept 2023 – August 2024	Māori cultural competence - Māori online Whakanui ate wā tuku reo Māori sessions, Sep-Oct 23 Launch Māori Advisory Ngā Maihihioterā framework (ELT & Māori Advisory Team) and support Māori programmes. Implement regional te reo Māori courses March -Jun 2024 Develop Tikanga opportunities with local iwi in three regions (Tamaki Makaurā, Te Whanganui-a-tara, Otago) Deliver Te Tiriti and Māori history training. Continue online internal Te Ao Māori information series. Capability & OD + regions to collaborate with and support the Māori Advisory Team with the delivery of these training options.	All employees	Internal – Māori Advisory Team + Capability & OD External – ██████████ ██████████ External – ██████████ ██████████ External – ██████████ ██████████ External ██████████	5 x ½ hour online sessions Sept-Oct \$0 Regional te reo courses with regional wānanga \$0 or koha? 1 x 2-day workshop, 60 participants, 2 facilitators - \$20,000 + venue, food & facilitator travel costs 1 x ████████ 1/2 day pilot – 60 participants (optional) \$4,500 + venue, food & facilitator travel costs Venue, food & facilitator travel costs increase the cost \$2,000 - \$10,000	\$14,500 (Note: Anticipate some of this may be budgeted as part of the Māori framework)	\$15,500 (Note: Anticipate some of this may be budgeted as part of the Māori framework)
Nov 2023 – June 2024	Intercultural competence – Pilot MBIE’s Mana Aki online intercultural series with Strategic Engagement & Partnership (SEP) team. View to extension into wider Commission in 2024.	All employees but start with SEP group pilot	Internal – Capability & OD + SEP management team External – MBIE	Self-paced learning with videos + scheduled manager-led discussion sessions.	\$0	\$0
April – Nov 2024	Diversity Equity & Inclusion (DEI) learning resources supporting the implementation. Mana Aki wider implementation + other eLearning module release eg unconscious bias, rainbow learning Workshop eg unconscious bias (pilot)	All employees	Internal – Capability & OD + Comms External MBIE External (TBA)	1-2-hour DEI policy session \$0 Mana Aki programme & eLearning modules \$0 1 x pilot unconscious bias workshop \$4950 (other in 2025)	\$0	\$4,950
Focus Area 2: Leadership Development					\$0	\$10,500
Jun - Dec 2024	Leadership Essentials course development and workshop organisation We will also provide workshops on coaching/mentoring and facilitating meetings. This excludes subsidised individual leadership development.	Starting with SLG members then incl. up to 30 people leaders	Internal – P&C External (TBA) External (TBA)	eLearning modules \$0 3 x ½ day workshops coaching + follow up @ \$3500 per workshop, totalling \$10,500.	\$0	\$10,500
Nov 2023 – May 2024	Management essentials – Employee Lifecycle, Recruitment, Performance & Development, Employment Relations, Payroll & Leave, Health, Safety & Wellbeing, Financial Literacy, Contracts & Procurement.	30 people leaders	Internal – P&C + SMEs	Separate sessions and/or ½ day workshop combining topics by internal experts.	\$0	\$0

Timeline	Description	Target group	Provider	Training mode	Indicative cost Jan- Jun 2024	Indicative cost Jul-Dec 2024
Dec 2023 – July 2024	Appropriate Behaviour Policy Training – introduce Commission policy on appropriate behaviours	All employees	Internal - P&C + Comms External provider (TBA)	Two-hour - Appropriate Behaviour Policy session. \$0 May need independent intervention due to the nature of this.	\$0	\$0
Focus Area 3: General Skills Development					\$0	\$5,000
July – Nov 2024	Project Management – Work with Project Management team to develop course and refresh framework/documents	PMO group	Internal – PMO group	eLearning modules and video recordings \$0	\$0	\$0
Jan – June 2024	Information Management – Work with SME Information Management to create leadership and staff Information Management courses.	All employees and leadership	Internal – SME IT Info Manager	Elearning modules \$0	\$0	\$0
July – Dec 2024	IT related skills - resources and workshops eg. Teams, Microsoft suite.	All employees	Internal – Capability & OD, SMEs in IT.	eLearning modules \$0	\$0	\$0
July – Dec 2024	Business skills courses – plain English and business writing (difficult letter writing, board papers, business document writing), presentation skills, coaching and mentoring, facilitating and meeting skills.	All employees	Internal – Capability & OD External (TBA)	eLearning modules \$0 2 x writing workshops @ \$2500 = \$5000	\$0	\$5,000
Total GST exclusive					\$19,500	\$43,950
						\$63,450 (total)

Appendix 2 – Visual Diagram of L&D Plan 2023/24



From: [Fiona \[REDACTED\]](#)
To: [Izak \[REDACTED\]](#)
Subject: FW: BHD session + DEI status update
Date: Thursday, 6 July 2023 5:08:00 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Hi Izak

Here's an update as far as I know but Cayley will certainly know more re BDH.

BDH

- I am not part of the working group – was away when it was first set up. Dave leads the group with Cayley. There have been two meetings.
- Dave briefed Cayley and me prior to the 2nd meeting over TEAMS when he was away sick last time. See his email below.
- I offered support but Cayley was happy to run the 15 June BDH working party meeting on her own. Dave and I agreed with this and it sounded like it went well.
- Cayley is fast and efficient and may have written up all the notes post that meeting and I'm presuming she has debriefed with Dave on his return in their one-on-one.
- Cayley will be able to brief you where the information and working group is at post this meeting when she is back in the office.
- Here is the folder in the P&C teams channel. [\[REDACTED\] Bullying and Harassment](#)
- I don't know if Dave has sent out an email to the BDH work group that things are on hold at the moment or imagine he would have told them verbally. Understand the due date was 30 June. Cayley may know.

DEI

- We had one introductory DEI working group meeting which Dave led on 30 May (Cayley was away sick on this day). No further meetings since then as Dave has been waiting to hear back on TOR for BDH before doing TOR for DEI.
- I created DEI folder [\[REDACTED\] Diversity, Equity and Inclusion \(DEI\) policy](#) and have been collecting in sample policies and resources. Dave shared this folder with the working party.
- I don't think Dave has sent out an email to DEI group stating delay but may have spoken verbally to people. As I've seen individuals, I have mentioned on hold – not that anybody seems to be asking. Understand the due date was 31 July.
- Shane [\[REDACTED\]](#) a member of the DEI working party has asked if he can roll out Mana Aki, the MBIE-commissioned online intercultural competency training series for the public service with his team this financial year as part of their PDP. I obtained the latest version of Mana Aki resources from MBIE last month and Dave was going to raise with ELT to see if can be piloted by Shane's team and eventually rolled out across the wider EC 2023-24 financial year. Admittedly cart before the horse before DEI policy developed but it can be used as a standalone training resource.

Ngā mihi

Fiona [REDACTED] | Senior Advisor Learning and Development, People and Culture | **Electoral Commission** | Te Kaitiaki Take Kōwhiri |
PO Box 3220 | Level 4, 34-42 Manners Street | Wellington | 6140 | Cell + [\[REDACTED\]](#) | [vote.nz](#) | [elections.nz](#)



From: Dave [\[REDACTED\]](#) <[\[REDACTED\]](#)@elections.govt.nz>
Sent: Wednesday, June 14, 2023 8:09 AM
To: Cayley [\[REDACTED\]](#) <[\[REDACTED\]](#)@elections.govt.nz>; Fiona [\[REDACTED\]](#) <[\[REDACTED\]](#)@elections.govt.nz>
Subject: BHD session

Please go ahead with the session. I'll pop in on teams to set up the meeting deliverables.

The plan was to do a white board/ post it note exercise on which policies were good and worth using as models, then move to what should be in our policy what should not etc, from this collate main themes, and then we have a strawman for our heading and we can start writing after the session.

/

Get [Outlook for Android](#)

Item: Kia Toipoto – Pay Gap Action Plan 2024
To: Executive Leadership Team
For: ELT meeting 26 March 2024
Prepared by: Sophie [REDACTED] Manager People and Culture (Acting)
Karen [REDACTED] Business Partner People and Culture
Amelia [REDACTED] Advisor People and Culture

Recommendations

It is recommended that ELT:

1. **approve** an update to the Commission's Kia Toipoto Pay Gap Action Plan for 2024 (Appendix A)
2. **note** the Commission's Kia Toipoto achievements as of March 2024
3. **note** the requirement by Public Service Commission for the Electoral Commission's Kia Toipoto pay gap action plan 2024 to be published on our external website on 30 April 2024.

Background

1. In October 2022, ELT approved the next steps to progress further analysis to understand and address the Commission's pay gaps and to publish the Kia Toipoto Pay Gap Action plan (Kia Toipoto) 2023, **Appendix B** on the external website. This was published in December 2022.
2. Kia Toipoto built on the success of the Public Service Action Plans 2018-21 that was already in place with Government agencies and expanding to Crown Entities to include:
 - closing gender, Māori, Pacific and ethnic pay gaps.
 - accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities and
 - creating fairer workplaces for all, including disabled people and members of rainbow communities.
3. The People & Culture Team continue to attend Kia Toipoto meetings and workshops to ensure we are up to date with their expectations of us as a Commission and to leverage off and learn from other Crown Entities.
4. The stages covered by Kia Toipoto included milestones and commitments, and each is set out below:
 - Step 1 – proactively engage people across your entity to publish annual Kia Toipoto based on gender and ethnicity data and union/employee feedback.
 - Step 2 – measure and analyse pay and representation data for gender, Māori, Pacific and ethnic mean and median to publish annual Kia Toipoto based on gender and ethnicity data and union/employee feedback.
 - Step 3 – identify and describe the drivers of your pay gaps where Kia Toipoto is based on gender and ethnicity data and union/employee feedback.
 - Step 4 – report progress to data where starting salaries and salaries for the same or similar roles are not influenced by bias and there are plans and targets to improve gender and ethnic representation in their leadership. A report will focus on area and milestones and current state planned actions 2022 and status, planned actions 2023 and success factors for 2023 action.

- Step 5 – describe your actions on future Kia Toipoto milestones by mid-2023 having career pathways and equitable progression opportunities that support wāhine Māori, Pacific and Ethnic employees.

Discussion

What we have achieved so far

5. In addition to successfully delivering GE2023 as a priority, actions were also achieved towards the Commission's Kia Toipoto, including:
 - obtaining ethnic data for 87.5% of employees in permanent roles. This is a significant change where People and Culture (P&C) consolidated information from the payroll vendor and the SnapHire recruitment system. This enabled greater accuracy and awareness of Māori, Pacific Peoples, and other ethnic groups within the Commission.
 - increased capability using SnapHire to report on workforce diversity for job advertisements, interview questions and selection criteria of General Election (GE) 2023 roles. The ability to track applications enabled the Commission to adapt recruitment when attracting Māori and other ethnic groups for greater ethnic diversity to reflect the communities we serve.
 - included in Performance Development Plans (PDPs) a KPI to increase Māori cultural competence and encourage Māori engagement. The objective was to increase our people's Māori Capability, creating a more welcome and inclusive environment for Māori to more likely remain in our organisation and have career opportunities into higher positions. Long term, this will have a positive impact on improving our Māori pay gap.
 - an update to guidance for flexible-work-by-default for most roles.
 - a case study (**Appendix C**) on our Electorate Managers, with a focus on the recruitment and appointment of 65 Electorate Managers. How recruitment processes influenced the gender pay gap and ethnic representation was explored.
 - an updated Parental Leave Policy to enable permanent employees:
 - who are eligible for the government paid parental leave to be topped up to the full amount of their salary for 26 weeks.
 - Who are eligible for two weeks partners leave, be topped up to full pay for two weeks.
 - Who take longer than one month of unpaid parental leave receive additional KiwiSaver contributions.
 - to have their annual leave that accrues on parental leave hold its value.
6. An updated Parental Leave Policy normalises a positive approach to childbirth and parenting in the workplace, particularly for females who most likely take a longer period of parental leave. Females will have an improved opportunity to focus on both their families and careers as well as the potential for a positive impact on our gender and ethnic pay gap.

Actions from our 2023 plan not being progressed in 2024

7. An action asking staff to complete a survey to better understand their experiences of gender and ethnic pay gaps at the Commission was not implemented. After the action was assigned, it was determined that additional staff surveys should be delayed until after GE23.

Our Kia Toipoto action plan for 2024

8. We have simplified our Kia Toipoto action plan for 2024 in **Appendix A**. Outstanding actions from the current 2023 year have been consolidated into actions for 2024.

Next steps

9. The table below shows the actions and indicative timeframes for implementing the Kia Toipoto – Pay Gap Action plan 2024:

Action	Lead	Due by
ELT approval of Kia Toipoto – Pay Gap Action plan 2024	ELT	26 March 2024
Kia Toipoto – Pay Gap Action 2024 for Board approval	Board	17 April 2024
Kia Toipoto – Pay Gap Action plan 2024 communications sent to all staff	P&C / Communications team	24 April 2024
Kia Toipoto – Pay Gap Action 2024 published on external website	P&C / Communications team	30 April 2024
Kia Toipoto actions implementation	P&C	1 May 2024 to ongoing

Appendices

- A – Kia Toipoto pay gap action plan 2024
- B – Kia Toipoto pay gap action plan 2023
- C – Electorate Manager Case Study

Appendix A: Kia Toipoto Action Plan 2024

Kia Toipoto at the Electoral Commission

The Commission's purpose is to provide an effective and impartial electoral system that New Zealanders understand and trust. Our people are key to our success. It is important our workforce reflects the diverse make-up of the New Zealand population to build relationships in the communities we serve. Our workplace culture and practices create an inclusive environment that aligns to our value manaakitanga, to support and empower everyone who works for the Commission.

What we have achieved in 2023:

In 2022 we published our first [Kia Toipoto Pay Gap Action Plan](#) outlining our organisations current status and our 2023 planned actions against the Kia Toipoto focus areas. The electoral commission's responsibility for running New Zealand's parliamentary elections saw our organisation successfully deliver the 2023 General Election. Having progressed some of our 2023 actions, our objective for 2024 will focus on delivering existing actions alongside key priorities to further our Kia Toipoto journey.

Kia Toipoto focus area	Actions successfully delivered for 2023
Te Pono Transparency	<ul style="list-style-type: none"> Ethnic data for 87.5% of our people in permanent roles.
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	<ul style="list-style-type: none"> Standardised hourly rates for all 2023 general election roles. Implemented a new Parental Leave policy.
Te whai kanohi i ngā taumata katoa Leadership and representation	<ul style="list-style-type: none"> Updated our Performance Development Plans (PDPs) enabling our people to increase Māori cultural competence and experience at work.
Te whakawhanaketanga i te Aramahi Effective career and leadership development	<ul style="list-style-type: none"> All job descriptions to include cultural development expectations, with a Tiriti partnership focus
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> Uploading of unconscious bias training module to our Learning Management System (LMS).
Te taunoa o te Mahi Pīngore Flexible-work-by-default	<ul style="list-style-type: none"> Updated flexible working guidance to include flexible-work-by-default for most roles.

Understanding Our Data

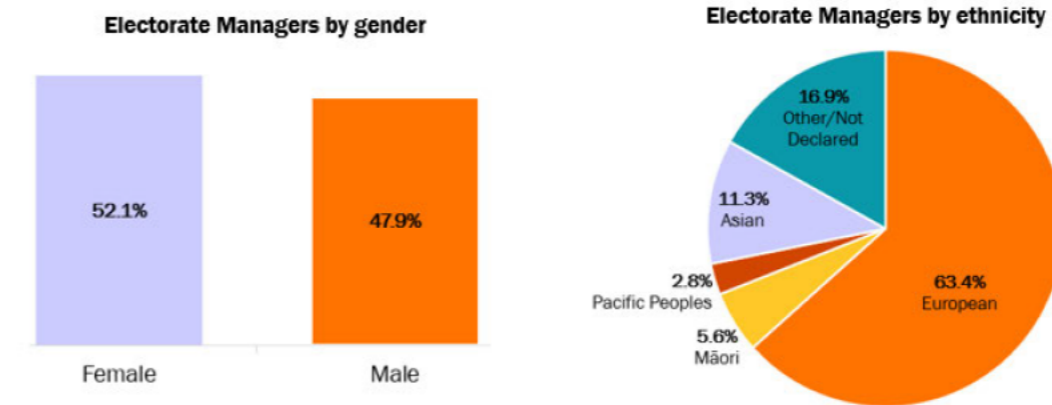
Understanding our data plays a crucial role in helping us set our priorities and focus our efforts to reduce pay gaps. In 2023 we worked with our payroll provider to update our payroll system to enable employees to update their ethnicity. We also implemented a recruitment system which captures gender and ethnicity details at the recruitment stage. We now have data by gender for 88% and ethnicity for 99% of our people which enables us to better understand our pay gaps.

Our Gender Pay Gap (GPG) continues to decrease with a median GPG of 18% and a mean GPG of 5%. Having ethnicity data available has enabled us to calculate ethnic pay gaps. With the Commission being smaller in size, we have grouped some ethnicities together to ensure we have a data set of more than 20 per group.

We can determine there is a minimal GPG within in grades and with the highest GPG being 5%. However, it should be noted that as we are a small agency, we are unable to produce meaningful gender and ethnic pay gap data per grade.

Electorate Manager Case Study

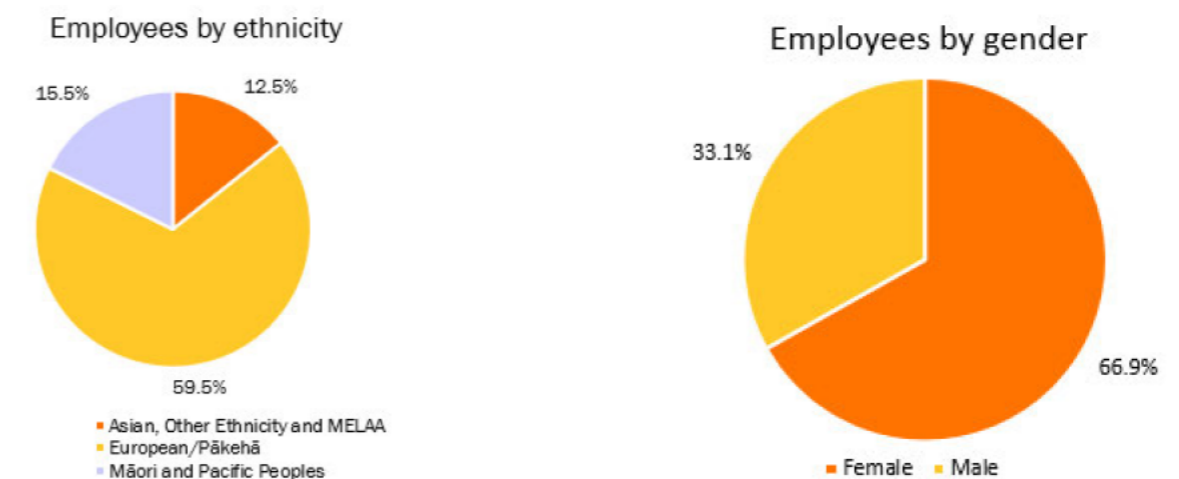
Our [Kia Toipoto Pay Gap Action Plan](#) 2023 included a case study with a focus on the recruitment of 65 Electorate Managers (EM) for the 2023 General Election (GE2023). We looked at how our recruitment processes influenced our gender and ethnic pay gaps in this cohort.



Our recruitment practices for the GE2023 EM cohort showed good ethnic representation for European and Asian groups when compared to the Census 2018 population. The Māori and Pacific Peoples ethnic groups show lower representation. For the 2026 General Election, the Commission will be working to improve this.

The gender pay gap showed a pay gap mean of 0.03% and median 0%. This is due to having standardised pay grades and a focus on gender recruitment.

Results suggest our efforts to improve the way we attracted, selected, and inducted our EM's minimised ethnic pay gaps. Although a smaller sample than the Public Service Commission's recommendation of a minimum 20 employees from each ethnic group, the EM group as a case study is one of the largest groups we do employ.



Electoral Commission Pay Gaps	18% median 5% mean Female pay gap	18% median 22% mean Māori and Pacific Peoples Pay Gap	16% median 0% mean Asian, MELAA and other ethnicity Pay Gap
	As of 29 February 2024	to average NZ European/Pākehā pay at the Electoral Commission	to average NZ European/Pākehā pay at the Electoral Commission

2024 Kia Toipoto Actions

2024 will build on our 2023 Kia Toipoto achievements and progress work on our remaining planned actions. Engagement with our people is key to ensure we understand what our people believe is important to them on gender and ethnic pay gaps. Expectations set out in the Public Service Act 2020 to be a good employer and close gender and ethnic pay gaps through Kia Toipoto will guide everything we do.

Action	How we will deliver on the action	Measuring success
Eliminating all forms of bias and discrimination By end of 2024, the Electoral Commission remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.	Review our policies, guidelines and practices to remove any potential bias in our policies – Recruitment, Leave, Diversity, Equity and Inclusion, Remuneration and Reward. Educate our people about bias and discrimination. Continue to build cultural competence with the introduction of Ngā Maihi (Māori Strategy) and Mana Aki (Cultural Competence e-learning).	Implementation of policies: Remuneration and Reward, leave, Recruitment. Introduction and implementation of Diversity, Equity and Inclusion policy and training. Increased completion in required training including induction. All employees achieve the cultural competence objective(s) in their Performance and Development Plan.
Equitable pay outcomes Electoral Commission will monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.	Review gender and ethnic pay gap analysis as part of our annual remuneration process and correct discrepancies within salary grades. Continue to educate our people on how to change their personal information in myHR (gender, ethnicity and disability) and tell the story of why this is important to raise awareness and action.	Year on year decrease in pay gaps between gender and ethnicity (in particularly Māori, Pacific Peoples and other ethnic groups). Increase workforce data reported. Pay gap analysis and action completed annually.
Leadership and representation By the end of 2024 Electoral Commission workforce and leadership are substantially more representative of society.	Grow the diversity of our leadership through career pathways and talent management. Review our practices optimising opportunities to grow the diversity of our talent. Monitor our recruitment statistics to see if there are biases in the way we attract, shortlist and appoint people. Educate our people to celebrate the different cultures in our workforce and communities.	Focus on leadership development. Identify our talent and provide development opportunities for career progression. Increased presence of diversity data in organisational performance reporting. Introduction and implementation of Diversity, Equity and Inclusion policy and training.

Appendix B – Kia Toipoto pay gap action plan 2023

[Kia Toipoto Pay Gap Action Plan | Elections](#)

Appendix C – Electorate Manager Case Study

Background

1. In December 2022, the Commission published its Kia Toipoto Pay Gap Action Plan. The plan outlines key action points to meet the expectations of the public service to value and reflect the make-up of our diverse communities.
2. A case study on Electorate Managers (EM) recruited for the General Election (GE) 2023 was included in the plan to explore how recruitment processes influenced our gender and ethnic pay gaps.

Discussion

3. Table A below provides the key focus areas and action points in closing our gender, Māori, Pacific and ethnic pay gaps.

Table A: Key areas of focus and status of actions

Key Focus Points	Current Status and Actions
Standardising recruitment experience for GE2023 candidates	<ul style="list-style-type: none"> - Salary range defined and aligned to experience and complexity of role. - Matrix used to evaluate EM candidates' interview performance. - Regional Managers induction included awareness of this case study and cultural competency learning.
Increasing workforce diversity in GE2023 advertising campaign	<ul style="list-style-type: none"> - Use of multiple and specialised recruitment platforms - Interview questions focused on cultural competency and understanding of Te Tiriti o Waitangi.
Job advertisement and position description include focus on partnership and engagement with Māori.	<ul style="list-style-type: none"> - Key responsibilities outlined in job advert reference knowledge and awareness of different cultures, with specific mention to capabilities working with Māori (Appendix B1). - Position purpose identified key areas where possessing high level of cultural competence was imperative to the role.

4. It is important for Commission to have a workforce that reflects the diversity of our communities. For the GE2023, Commission reviewed the representation of ethnic diversity and identify potential pay disparities.
5. In February 2023, 65 EMs were recruited to lead the establishment and delivery of voting services in their designated electorate for the GE2023.
6. The recruitment strategy included processes to standardise the recruitment experience for employees and encourage Māori, Pacific, and other ethnic communities to apply for employment.
7. The GE2023 advertising campaign was a key focus are aimed to increase workforce diversity through a variety of channels.
 - a. A range of recruitment platforms were used for EM recruitment, including those specialising in targeting demographic groups e.g. Mahi – designed to offer Māori-focused employment opportunities.
 - b. Other employment platforms included: Seek, GOVT jobs, TradeMe jobs and Seniors @ work.
8. The job advertisement was written to attract applicants who knew their community and could bring together a diverse group of people through their knowledge, awareness and strong

networks with different cultures of their community; and knowledge, experience and capabilities working with Māori.

9. The EM position description emphasised the importance of partnership and engagement with Māori.
10. **Appendix C1** shows, the EM interview process requiring candidates to complete a presentation on how they would ensure the ethnic makeup of the community was reflected in the planning, engagement, and electorate workforce.
11. Three levels of salary were offered to EM's, (91%, 93% and 95% of the salary grade) with the following factors considered: electorate complexity, previous experience, and whether a Māori electorate was managed.
12. P&C led a Regional Managers induction workshop where P&C facilitated a discussion on EM electorate demographics, what this means for GE recruitment, and what cultural knowledge they will need to build to support this.

Key Insights and Data

GPG Measure	Analysis		
*Employees by gender	Female - 52.10% (37) Male - 47.90% (34)		
*Employees by ethnic group	Ethnic Group	Electoral Commission	Statistics New Zealand
	European	63.4% (45)	70.2%
	Māori	5.6%	16.5%
	Pacific Peoples	2.8%	8.10%
	Asian	11.3%	15.1%
	MELAA	0.0%	1.5%
	Not declared/Other ethnicity	16.9%	1.2 %
	83.1% of EM's disclosed at least one ethnic group (99% for Statistics NZ)		
Mean Gender Pay Gap by Annual Salary	All EM's - 0.03%. (-0.33% excluding secondees) 2023 Public Service Mean GPG is 7.10%		
Median Gender Pay Gap by Annual Salary	0.00% (including and excluding secondees). 2023 Public Service Median GPG is 5.80%		
Ethnic Pay Gap Notes on ethnic pay gap data	<p>Māori pay gap for EMs – mean is -0.32% and median is 0.00%. 25% of Māori paid 91% in range. 50% of Māori paid 93% in range. 25% of Māori paid 95% in range.</p> <p>Pasifika pay gap for EMs – mean is 0.83%. and median is 1.08%. 50% of Pasifika paid 91% in range. 50% of Pasifika paid 93% in range.</p> <p>Asian pay gap for – mean is EMs is 7.00%. and median is 2.15%. 62% of Asian EMs paid 91% in range. 25% of Asian EMs paid 93% in range. 12% of Asian EMs paid in different salary band (one secondree)</p> <p>Note: Low numbers skew results.</p>		
Secondment Opportunities	<p>Seven EMs secondments (three internal and four external).</p> <p>a) Five female and 2 male secondees. b) Four European, one Asian and two Māori ethnic secondees.</p>		

Leavers	<p>Six out of the 65 EMs (commencing in February 2023) resigned earlier than the end of their fixed term agreement.</p> <ul style="list-style-type: none"> c) Reasons for resigning included: domestic illness, job dissatisfaction, and stress. d) Three each of female and male employees. e) Three European, two Asian and one did not state their ethnicity. f) One EM leaver was re-employed as EM for the Port Waikato by-election.
---------	---

***Note:** This was a focus for GE2023.

What we learned from the case study

13. Our recruitment practices for the GE2023 EM cohort shows we had good ethnic representation for European and Asian groups when compared to the Census 2018 population. A future goal will be to continue to grow our representation of Māori and Pacific Peoples.
14. The gender pay gap is minimal potentially due to standardised pay grades and focus on gender recruitment.
15. Our results suggest efforts to improve the way we attracted, selected and inducted our employees assisted in minimising ethnic pay gaps. Although our sample was smaller than the PSC recommendation (20 employees from each ethnic group), the EM group was selected as a case study being one of the largest groups the Commission employs.

Recommendations for 2026 General Election

- Aligning with Kia Toipoto Action Plan goals for specified roles
16. Consider other GE roles for a case study and continue to update the EM case study to compare across elections.
 17. Continue with salary transparency, setting the criteria early and clearly defining the requirements for the position in range offered.
 18. Enable demographic data collection is compulsory and standardised in SnapHire - current recruitment process allows for the collection of data in line with StatsNZ classifications.
 19. Further focus on the employment of Māori and Pacific Peoples to be more representative of the NZ population.
 20. Early reviewing advertisements, interview questions and position descriptions, strong engagement and input from Voting Services, Enrolment and SEP teams.
 21. Working with Enrolment and SEP Teams for community engagement and communications when advertising the roles to assist with recruitment within ethnic communities.
 22. Panel members at interviews also represent the desired gender and ethnic demographics, members of Engagement, SEP and Voting Services on panels.
 23. Updated Commission Recruitment Policy includes learnings from the case study and feeds into the policy.

Appendices – Supplementary to Appendix B

C1 – EM presentation component of interview

Appendix C1 – Electorate Manager Interview Presentation Question

Describe some of the factors you would consider in the planning and setting up of voting services for an electorate.

How you would ensure the ethnic makeup of the community including Māori communities is reflected in your planning, engagement and electorate workforce.

10 minutes

What response are we looking for?

Meets:

1. Organised well thought out presentation with clear structure.
2. Researched information.
3. Kept to time limit.
4. Understood the importance of reflecting the community in the delivery of services.

Exceeds:

1. Showed in depth thinking and analysis.
2. Understood the importance of community connection to the delivery of Voting Services
3. Explains how they will engage with Māori communities in their region to increase participation in elections.

Item #: 24.06-05
Item: **Kia Toipoto - Pay Gap Action Plan 2024**
To: Electoral Commission
For: Board meeting 17 April 2024
Prepared by: Sophie [REDACTED] Manager People and Culture (Acting)
Karen [REDACTED] Business Partner People and Culture
Amelia [REDACTED] Advisor People and Culture

Recommendations

It is recommended that the Board:

1. note the progress made since the Kia Toipoto Pay Gap Action plan 2023 was published
2. note the measurement of our current pay gaps
3. approve the publication of the Kia Toipoto Pay Gap Action Plan 2024 on the Commission's external website by 30 April 2024.

Purpose

1. This paper updates the Board on the latest Pay Gap median and mean, shares the Kia Toipoto Pay Gap Action plan 2024, and seeks approval to publish the plan on the Electoral Commission's external website.

Background

2. Kia Toipoto is an initiative driven by the Public Service Commission Te Kawa Mataaho (PSC) that outlines a comprehensive set of actions for agencies to:
 - close gender, Māori, Pacific and ethnic pay gaps,
 - accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities, and
 - create fairer workplaces for all, including disabled people and members of the rainbow communities.

Discussion

What we have achieved so far

3. In addition to successfully delivering GE2023 as a priority, actions were also achieved towards the Commission's Kia Toipoto, including:
 - obtaining ethnic data for 87.5% of employees in permanent roles. This enabled greater accuracy and awareness of Māori, Pacific Peoples, and other ethnic groups within the Commission.
 - increased capability using SnapHire to report on workforce diversity for job advertisements, interview questions and selection criteria of General Election (GE) 2023 roles. The ability to track applications enabled the Commission to adapt recruitment when attracting Māori and other ethnic groups for greater ethnic diversity to reflect the communities we serve.

- included in Performance Development Plans (PDPs) a KPI to increase Māori cultural competence and encourage Māori engagement. The objective was to increase our people's Māori Capability, creating a more welcome and inclusive environment for Māori to more likely remain in our organisation and have career opportunities into higher positions. Long term, this will have a positive impact on improving our Māori pay gap.
 - an update to guidance for flexible-work-by-default for most roles.
 - a case study on our Electorate Managers, with a focus on the recruitment and appointment of 65 Electorate Managers. How recruitment processes influenced the gender pay gap and ethnic representation was explored.
 - an updated Parental Leave Policy to enable permanent employees:
 - who are eligible for the government paid parental leave to be topped up to the full amount of their salary for 26 weeks.
 - Who are eligible for two weeks partners leave, be topped up to full pay for 2 weeks.
 - Who take longer than 1-month unpaid parental leave receive additional KiwiSaver contributions.
 - to have their annual leave that accrues on parental leave hold its value.
4. An updated Parental Leave Policy normalises a positive approach to childbirth and parenting in the workplace, particularly for females who most likely take a longer period of parental leave. Females will have an improved opportunity to focus on both their families and careers as well as the potential for a positive impact on our gender and ethnic pay gap.

Actions from our 2023 plan not being progressed in 2024

5. Requesting our people complete a survey to better understand their experiences of gender and ethnic pay gaps at the Commission.

Our Kia Toipoto action plan for 2024

6. We have simplified our Kia Toipoto action plan for 2024 to focus on three key focus areas in Appendix A. Outstanding actions from the current 2023 year have been consolidated into actions for 2024.

The Commission Pay Gaps

7. Our quantitative data provided is reflective of our small organisation where we have a very small number of employees within pay grades, ethnic groups and roles where there are fewer than 20 employees, and our data may not be statistically robust.
8. As of February 2024, our median gender pay gap is 18% (18.6% for October 2022) and mean gender pay gap is 5% (5.9% for October 2022).
9. As of February 2024, our median Māori and Pacific Peoples Pay Gap is 18% with the mean gap 22%.
10. As of February 2024, our median Asian, MELAA1 and other ethnicity Pay Gap is 16% with a mean gap of 0%.

Next steps

11. Working with the Communications and Education Team to ensure the Kia Toipoto Pay Gap Action Plan is in the correct format to publish, including accessibility requirements.
12. Publish our Kia Toipoto Pay Gap Action Plan 2024 on our external website – **Appendix A**.
13. Implement Kia Toipoto actions for 2024.

Appendices

A – Kia Toipoto Pay Gap Action Plan 2024

¹MEELA refers to Middel Eastern/Latin American/African

Appendix A: Kia Toipoto Action Plan 2024

Kia Toipoto at the Electoral Commission

The Commission's purpose is to provide an effective and impartial electoral system that New Zealanders understand and trust. Our people are key to our success. It is important our workforce reflects the diverse make-up of the New Zealand population to build relationships in the communities we serve. Our workplace culture and practices create an inclusive environment that aligns to our value manaakitanga, to support and empower everyone who works for the Commission.

What we have achieved in 2023:

In 2023 we published our first [Kia Toipoto Pay Gap Action Plan](#) outlining our organisations current status and our 2023 planned actions against the Kia Toipoto focus areas.

The electoral commission's responsibility for running New Zealand's parliamentary elections saw our organisation successfully deliver the 2023 General Election. Having progressed some of our 2023 actions, our objective for 2024 will focus on delivering existing actions alongside key priorities to further our Kia Toipoto journey.

Kia Toipoto focus area	Actions successfully delivered for 2023
Te Pono Transparency	<ul style="list-style-type: none"> Ethnic data for 87.5% of our people in permanent roles.
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	<ul style="list-style-type: none"> Standardised hourly rates for all 2023 general election roles. Implemented a new Parental Leave policy.
Te whai kanohi i ngā taumata katoa Leadership and representation	<ul style="list-style-type: none"> Updated our Performance Development Plans (PDPs) enabling our people to increase Māori cultural competence and experience at work.
Te whakawhanaketanga i te Aramahi Effective career and leadership development	<ul style="list-style-type: none"> All job descriptions to include cultural development expectations, with a Tiriti partnership focus.
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> Uploading of unconscious bias training module to our Learning Management System (LMS).
Te taunoa o te Mahi Pīngore Flexible-work-by-default	<ul style="list-style-type: none"> Updated flexible working guidance to include flexible-work-by-default for most roles.

Understanding Our Data

Understanding our data plays a crucial role in helping us set our priorities and focus our efforts to reduce pay gaps.

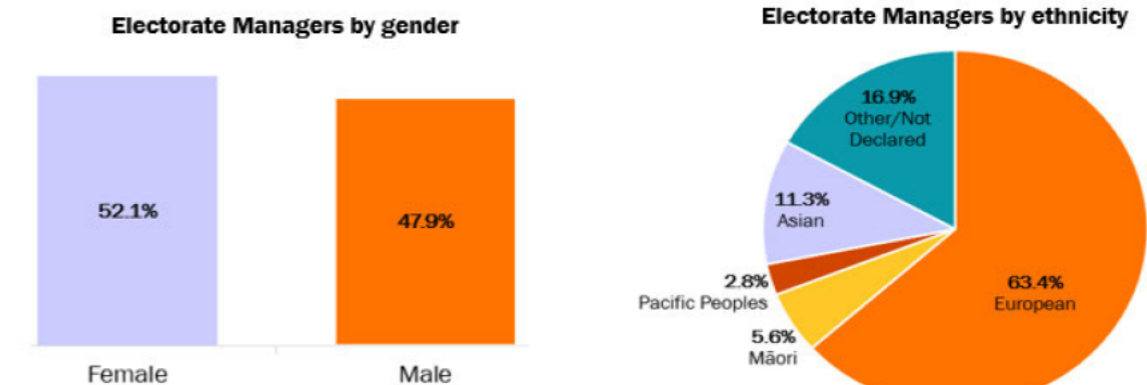
In 2023 we worked with our payroll provider to update our payroll system to enable employees to update their ethnicity. We also implemented a recruitment system which captures gender and ethnicity details at the recruitment stage. We now have data by gender for 99% and ethnicity for 88% of our people which enables us to better understand our pay gaps.

Our Gender Pay Gap (GPG) continues to decrease with a median GPG of 18% and a mean GPG of 5%. Having ethnicity data available has enabled us to calculate ethnic pay gaps. With the Commission being smaller in size, we have grouped some ethnicities together to ensure we have a data set of more than 20 per group.

We can determine there is a minimal GPG within in grades and with the highest GPG being 5%. However, it should be noted that as we are a small agency, we are unable to produce meaningful gender and ethnic pay gap data per grade.

Electorate Manager Case Study

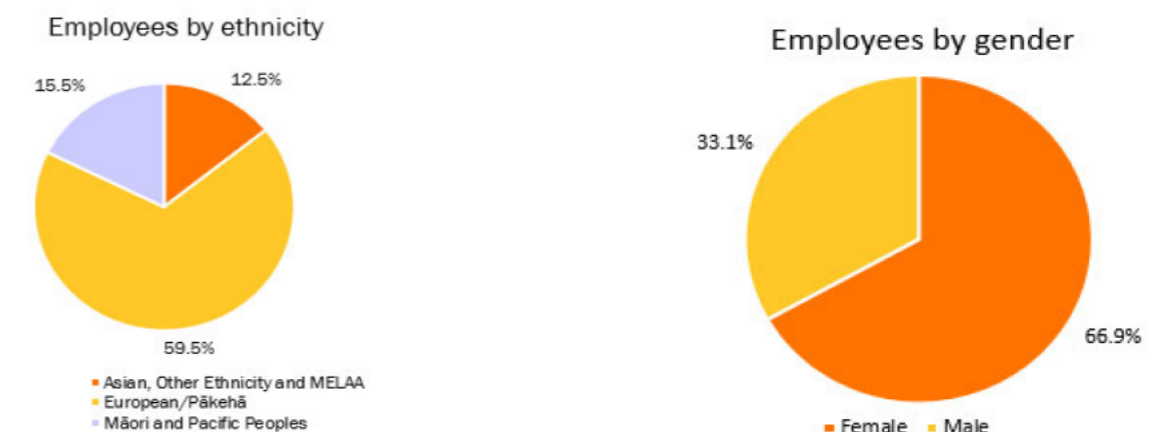
Our [Kia Toipoto Pay Gap Action Plan](#) 2023 included a case study with a focus on the recruitment of 65 Electorate Managers (EM) for the 2023 General Election (GE2023). We looked at how our recruitment processes influenced our gender and ethnic pay gaps in this cohort.



Our recruitment practices for the GE2023 EM cohort showed good ethnic representation for European and Asian groups when compared to the Census 2018 population. The Māori and Pacific Peoples ethnic groups show lower representation. For the 2026 General Election, the Commission will be working to improve this.

The gender pay gap showed a pay gap mean of 0.03% and median 0%. This is due to having standardised pay grades and a focus on gender recruitment.

Results suggest our efforts to improve the way we attracted, selected, and inducted our EM's minimised ethnic pay gaps. Although a smaller sample than the Public Service Commission's recommendation of a minimum 20 employees from each ethnic group, the EM group as a case study is one of the largest groups we do employ.



Electoral Commission Pay Gaps As of 29 February 2024	18% median 5% mean	18% median 22% mean	16% median 0% mean
	Female pay gap to average male pay at the Electoral Commission	Māori and Pacific Peoples Pay Gap to average NZ European/Pākehā pay at the Electoral Commission	Asian, MELAA and other ethnicity Pay Gap to average NZ European/Pākehā pay at the Electoral Commission

2024 Kia Toipoto Actions

In 2024 we will build on our 2023 Kia Toipoto achievements and progress work on our remaining planned actions. Engagement with our people is key to ensure we understand what our people believe is important to them on gender and ethnic pay gaps. Expectations set out in the Public Service Act 2020 to be a good employer and close gender and ethnic pay gaps through Kia Toipoto will guide everything we do.

Action	How we will deliver on the action	Measuring success
Eliminating all forms of bias and discrimination By end of 2024, the Electoral Commission remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.	Review our policies, guidelines and practices to remove any potential bias in our policies – Recruitment, Leave, Diversity, Equity and Inclusion, Remuneration and Reward. Educate our people about bias and discrimination. Continue to build cultural competence with the introduction of Ngā Maihi (Māori Strategy) and Mana Aki (Cultural Competence e-learning).	Implementation of policies: Remuneration and Reward, leave, Recruitment. Introduction and implementation of Diversity, Equity and Inclusion policy and training. Increased completion in required training including induction. All employees achieve the cultural competence objective(s) in their Performance and Development Plan.
Equitable pay outcomes Electoral Commission will monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.	Review gender and ethnic pay gap analysis as part of our annual remuneration process and correct discrepancies within salary grades. Continue to educate our people on how to change their personal information in myHR (gender, ethnicity and disability) and tell the story of why this is important to raise awareness and action.	Year on year decrease in pay gaps between gender and ethnicity (in particularly Māori, Pacific Peoples and other ethnic groups). Increase workforce data reported. Pay gap analysis and action completed annually.
Leadership and representation By the end of 2024 Electoral Commission workforce and leadership are substantially more representative of society.	Grow the diversity of our leadership through career pathways and talent management. Review our practices optimising opportunities to grow the diversity of our talent. Monitor our recruitment statistics to see if there are biases in the way we attract, shortlist and appoint people. Educate our people to celebrate the different cultures in our workforce and communities.	Focus on leadership development. Identify our talent and provide development opportunities for career progression. Increased presence of diversity data in organisational performance reporting. Introduction and implementation of Diversity, Equity and Inclusion policy and training.

Diversity, Equity and Inclusion Policy

03 July 2024 08:47

Neurodiversity considerations for training

Accessibility of buildings

Training for managers

Temporary workforce included – included in recruitment workplan

What support can we provide that will help you in your role

Connection to community groups externally