



**ORANGA
TAMARIKI**
Ministry for Children

New Zealand Government

Oranga Tamariki Pay Gap Action Plan

2022-23

Contents

Introduction	2
What is Kia Toipoto?	2
Communication and Engagement	3
Focus Area One:	4
Te Pono / Transparency	4
Kia Toipoto Milestones:	4
Current state and progress to date	4
Annual action plans and data	4
Access to HR policies and information	4
Action Plan for Focus Area 1:.....	5
Focus Area 2:	6
Ngā Hua Tōkeke mō te Utu / Equitable pay outcomes.....	6
Kia Toipoto Milestone:.....	6
Current state and our progress so far:.....	6
Pay Equity	7
Actions relating to Focus Area 2:.....	7
Focus Area 3:	8
Te whai kanohi i ngā taumata katoa / Leadership and representation	8
Kia Toipoto Milestones:	8
Current state and progress to date.....	8
Action Plan for Focus Area 3.....	9
Focus Area 4:	10
Te Whakawhanaketanga i te Aramahi /.....	10
Effective career and leadership development.....	10
Action Plan for Focus Area 4.....	11
Focus Area 5:	12
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki / Eliminating all forms of bias and discrimination	12
Action Plan for Focus Area 5.....	13
Focus Area 6:	14
Te Taunoa o te Mahi Pīngore / Flexible-work-by-default.....	14
Actions from Focus Area 6	14
Summary of Actions	15

Introduction

Oranga Tamariki is committed to eliminating bias and discrimination in our people practices and this pay gap action plan signals our intent to continue to drive fairness, equity, and inclusion in our organisation. The plan is a continuation of the Gender Pay Gap Action Plan 2021/22.

Oranga Tamariki has a strong set of organisational values and our kaimahi are encouraged to bring these values into their day-to-day work. They are front and centre in the development of this plan.



What is Kia Toipoto?

Kia Toipoto is the Public Service Pay Gap Action Plan. It builds on the successful Public Service Gender Pay Gap Action Plan 2018 – 20, but goes further, with specific actions to address the workplace drivers of gender, Māori, Pacific, Asian and ethnic pay gaps.

The Kia Toipoto Action Plan three-year goals are to:

- Make substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps
- Accelerate progression for wāhine Māori, Pacific women and women from ethnic communities
- Create fairer workplaces for all, including disabled people and members of rainbow communities.

All public service agencies have committed to developing plans to progress and address pay gaps within their own workforce. These action plans are about more than pay and there are six focus areas to be covered in the plan:

- **Focus Area 1:** Te Pono / Transparency
- **Focus Area 2:** Ngā Hua Tōkeke mō te Utu / Equitable pay outcomes
- **Focus Area 3:** Te whai kanohi i ngā taumata katoa / Leadership and representation
- **Focus Area 4:** Te Whakawhanaketanga i te Aramahi / Effective career and leadership development
- **Focus Area 5:** Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination
- **Focus Area 6:** Te Taunoa o te Mahi Pīngore / Flexible-work-by-default

Communication and Engagement

This plan is a living document – working on addressing pay gaps, and focusing on diversity, equity and inclusion is not something that is able to be completed in a year. It will continue to be updated, with actions being completed, added, and refined as the plan is progressed.

The success of this plan rests on engagement with kaimahi and the actions listed will involve (to different levels) communication, engagement, and consultation with people across Oranga Tamariki. Unions and employee-led networks will be key partners in this work and one of the first steps will be to specifically discuss and work through the content of this plan and agree how this work is informed by and/or completed in partnership with these key groups.

This plan will be made available to all kaimahi on Te Pae (the Oranga Tamariki intranet). Regular updates will be made on the key actions listed in this plan through various internal communications channels.

Focus Area One:

Te Pono / Transparency

One of our core values is 'We are tika and pono' and this underpins how Oranga Tamariki wants to operate. Oranga Tamariki understands the value and importance of data and is fully committed to making information visible and available to our kaimahi.

Kia Toipoto Milestones:

- Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.
- Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.

Current state and progress to date

Oranga Tamariki is continuing to mature in relation to information and data, as well as developing a suite of simple, accessible HR policies and guidelines.

Annual action plans and data

Oranga Tamariki has had a Gender Pay Gap Action Plan in force over the past 2 years, the first published plan is the Gender Pay Gap Action Plan 2021/22. This plan was published on the Oranga Tamariki website and outlined commitments and actions relating to equal pay, flexibility, bias and discrimination and leadership.

As an organisation, Oranga Tamariki has made significant progress in addressing its gender pay gap, and in 2022 our reported gender pay gap is -4.25%, meaning on average in Oranga Tamariki, women are paid more than men. This reflects the significant number of kaimahi in women-dominant roles, such as Social Workers, who were the focus of a 2018 pay equity claim.

As part of developing this Kia Toipoto Pay Gaps Action Plan analysis has been completed to assess the current state of pay gaps and representation for the different focus areas. In addition, regular performance reporting is completed on a range of people related metrics, including the representation of our workforce and pay gaps.

Access to HR policies and information

A core focus of 2022 for the People and Leadership team has been the implementation of the myHR&PAY Payroll and Human Resource Information System (HRIS). This system provides Oranga Tamariki with its own internal payroll and HRIS systems and functions, rather than utilising those supplied by the Ministry of Social Development.

The new HRIS system went live on 31 October 2022 which will allow Oranga Tamariki to manage its own information and collect accurate, timely and useful data more easily. This will enable Oranga Tamariki to identify and address any pay discrepancies in the future. The next step, post-implementation, is to analyse and report on the data collected through this system.

Salary bands and employment agreements are available to all kaimahi on Te Pae (the intranet), as well as policy and guidelines relating to remuneration, leave, flexibility and other terms and conditions. Work is underway under the banner of Positive and Safe Workplaces to align with the model standards issued by Te Kawa Mataaho.

Action Plan for Focus Area 1:

- Action 1.1: Engage regularly with Union partners (PSA, NUPA, APEX) and employee led networks in relation to gender and ethnic pay gaps and work collaboratively to identify opportunities to address any areas of concern.
- Action 1.2: Following implementation of the new myHR&PAY system, build policies and processes that allow us to consider learnings from information provided in the system, to support our overall pay equity aims.
- Action 1.3: Develop policies and procedures where existing versions do not exist or are out of date

Focus Area 2:

Ngā Hua Tōkeke mō te Utu / Equitable pay outcomes

The kaimahi (staff) of Oranga Tamariki are our greatest asset. Ensuring that our kaimahi are fairly paid for the important mahi they deliver will in turn help to support the achievement of positive outcomes for tamariki and whanau

Kia Toipoto Milestone:

- By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.
- Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.
- Pay equity processes are used to address claims and reduce the impact of occupational segregation

Current state and our progress so far:

Working in partnership with the PSA and NUPE, Oranga Tamariki co-developed a new remuneration framework – Taumata Utu. This was implemented in October 2021 and is designed to provide a fair, equitable and transparent way for Oranga Tamariki to reward its people.

Starting salaries:

Under the Taumata Utu framework, appointment into a new position is based on experience at the substantive role level with time-based criteria determining the starting salary of the new appointee. Leaders are supported by the People and Leadership team to ensure consistent and correct interpretation and application of the framework during recruitment.

Shown below is a breakdown of the gender pay gaps on starting salary since 2019 – noting that both the Pay Equity Settlement and the introduction of the new remuneration framework have influenced the overall gender pay gap. At the time of preparing this plan, reliable ethnicity data was not available which means that analysis on ethnic pay gaps at time of starting is unable to be completed.

	Starters 1/1/19 - 30/6/19	Starters 1/7/19 – 31/12/19	Starters 1/1/21 – 12/10/21	Starters 1/11/21 – 30/09/22
Females	233	373	467	457
Males	84	160	172	183
GPG Mean	3.59%	1.70%	-2.62%	-6.5%
% of OT	7.14%	12.01%	12.60%	12.94%

Oranga Tamariki is satisfied that starting salaries are not influenced by bias however this will continue to be monitored to ensure gaps do not re-open. This will be further enhanced by the implementation of myHR&PAY which will make data more readily accessible.

Pay Equity

The Social Worker pay equity claim in 2018 had a significant impact on remuneration paid to kaimahi in these roles, which are filled predominantly by women. It highlighted the extent to which knowledge and skills can be hidden or undervalued when applying remuneration ranges to roles. This pay equity claim, alongside the consistency introduced with the new remuneration framework, has contributed to a negative gender pay gap at an organisational level.

It was recently announced that a pay gap for community social workers will be addressed. The pay equity claim means people working for organisations such as iwi social services, kaupapa Māori services and NGOs who perform social work tasks in the community will receive a pay rise, resulting in more flexibility for social workers to easily move between roles in the public sector and NGO social services without resulting in a pay cut.

Oranga Tamariki has roles covered by the ongoing public sector administration and clerical pay equity claim. A role mapping exercise is underway to compare Oranga Tamariki roles to the levels agreed between Te Kawa Mataaho and the Unions.

Actions relating to Focus Area 2:

- Action 2.1: Review at least annually what salary steps are being used at recruitment, comparing internal recruitment and external recruitment, and whether exceptions to the framework are being applied.
- Action 2.2: Provide training and support to leaders to ensure they understand the remuneration framework and are confident in applying it during the recruitment process.
- Action 2.3: Continue to enhance the job evaluation process and review internal relativities of positions as part of the development of policies and guidelines for Taumata Utu.
- Action 2.4: As part of communicating this Pay Gaps Action Plan, encourage people to declare their ethnicity and gender using self-service functions of the new HRIS
- Action 2.5: Implement outcomes arising from the Administration and Clerical Pay Equity Claim.

Focus Area 3:

Te whai kanoahi i ngā taumata katoa / Leadership and representation

Oranga Tamariki understands the importance of diversity and recognises that having a workforce that is representative of the communities we serve is essential. By actively engaging our kaimahi Oranga Tamariki will work to broaden the diversity of our workforce and proactively seek to provide meaningful development and career opportunities within our Agency.

Kia Toipoto Milestones:

- By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership.
- By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.

Current state and progress to date

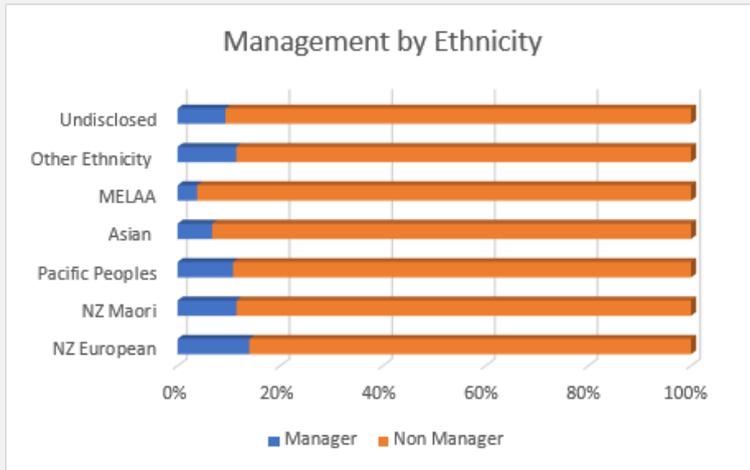
Oranga Tamariki has an evolving level of ethnic diversity, and gender diversity, in the workforce and at leadership levels, as shown in the data provided below.

Representation

74.6% of employees (all permanent and fixed-term staff employed at the date at which the data was collected) at Oranga Tamariki identify as women, while 25.1% identify as men. This gender balance is also reflected in leadership where 74% of people leaders identify as women. The alternative gender percentage is too small to provide anonymous and statistically robust data analysis, therefore only data analysis for men and women is provided in our analysis.

A summary of the ethnic makeup of Oranga Tamariki staff is provided in the table below noting that the disclosure rate of ethnicity sits at 78.9%, and people can disclose more than one ethnicity:

Ethnicity of Workforce					
% disclosed as Asian	% disclosed as European	% disclosed as Māori	% disclosed as MELAA	% disclosed as Other Ethnicity	% disclosed as Pacific Peoples
9.44%	61.39%	28.3%	2.08%	0.94%	16.8%



A refreshed recruitment policy will be implemented by the end of 2022 that recognises the importance of clear and inclusive processes in recruitment and selection processes. Oranga Tamariki will continue to develop its recruitment approach to ensure it continues to attract, select, and promote a diverse and representative workforce.

Diversity and Inclusion Work

An inclusive workplace is essential for Oranga Tamariki to attract and retain diverse talent. A range of work is underway in this space, including the development of a diversity, equity and inclusion strategy, and the strengthening of employee-led networks. Oranga Tamariki is working towards achieving the Rainbow Tick/Pride Pledge certification.

A range of leadership opportunities are also planned including involvement in the Tū Mau Mana Moana, our Pacific Leadership Programme.

Action Plan for Focus Area 3

- Action 3.1: Launch the Diversity Equity and Inclusion Strategy and supporting materials
- Action 3.2: Strengthen employee-led networks to create a sense of belonging and inclusion for kaimahi.
- Action 3.3: Review recruitment processes and approaches to ensure they are non-discriminatory and to remove or minimise any barriers presented from a cultural perspective.

Focus Area 4:

Te Whakawhanaketanga i te Aramahi /

Effective career and leadership development

Oranga Tamariki will always need talented and passionate kaimahi. Providing opportunities for people to grow and develop in line with their career goals and aspirations is a key focus of this plan and the wider People and Leadership work programme.

Kia Toipoto Milestone:

- By mid-2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.

Current State and Progress to Date

As part of its Future Direction Plan, Oranga Tamariki has commenced work on the development of a workforce strategy that will support high-quality social work. This strategy, being developed in partnership with our Unions, will be developed over the next two years (through till 2024) and will include training, career progression pathways, leadership and professional development and workforce planning.

To complement this work, an organisational workforce strategy will be developed to encompass all areas of Oranga Tamariki. The intent of this work is to provide certainty about the role of Oranga Tamariki and the way the workforce will adapt and develop over the short-medium term.

The future direction plan also includes a commitment to investing in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support new ways of working.

There is also a focus on refreshing graduate pathways to ensure people entering the workforce at Oranga Tamariki are supported and developed to develop their knowledge, skills, and experience in a structured way. This will initially be centred around the social worker and contribute to overall practice capability in the front line.

Looking ahead Oranga Tamariki will be working to develop more structured talent management frameworks to identify leadership talent. This framework will support decision making on development and progression opportunities for aspiring leaders through to experienced senior leadership.

Action Plan for Focus Area 4

- Action 4.1: Continue development of Workforce Strategy in line with Future Direction Plan
- Action 4.2: Develop Graduate Pathways for Social Workers in their first roles, to ensure they receive the required level of supervision and support needed to build their capability and practice knowledge
- Action 4.3: Identify, develop, and implement a range of leadership development programmes and resources to support people working in leadership roles across Oranga Tamariki
- Action 4.4: Develop an Oranga Tamariki talent management framework to align with future direction and support the development and progression of kaimahi

Focus Area 5:

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki / Eliminating all forms of bias and discrimination

Oranga Tamariki is committed to being open and transparent about policies and practices and provide assurance that discrimination and bias are not accepted.

Kia Toipoto Milestones:

- By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.
- Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.
- Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence

Current state and progress to date:

Oranga Tamariki co-developed a new remuneration framework – Taumata Utu with NUPE and the PSA. This was implemented in October 2021. The implementation of Taumata Utu significantly reduced gender pay gaps in like roles.

As part of developing Taumata Utu, the following remuneration principles were established:

- is affordable, robust, and flexible to ensure longevity
- provides opportunities for progression to be recognised
- allows Oranga Tamariki to be competitive in the market and to create an attractive employee proposition
- is fair, transparent, and easily understood
- encourages and rewards Oranga Tamariki's expected behaviours in line with our goals
- sets clear expectations for how remuneration should be determined for new and existing employees.

Oranga Tamariki continues to develop and implement HR policies and procedures to drive consistent and transparent decision making. A refreshed HR delegations' framework will be implemented in 2023 to ensure decisions rest at the appropriate level of leadership, are made in line with policy and contractual requirements, and that leaders are supported by enabling functions within Oranga Tamariki.

Unconscious Bias Training will be piloted towards the end of 2022 and rolled out to leaders across Oranga Tamariki in 2023. The intent of this training is to raise awareness and understanding of the impact of bias on decisions, and to provide leaders with the tools and knowledge to mitigate any risks of bias during people related processes.

Monitoring

Oranga Tamariki currently monitors a range of key people related areas as part of measuring organisational performance. With the implementation of the HRIS there is the opportunity to develop new reporting and analysis to identify and assess a range of people related issues.

Cultural Competence

Te Hāpai Ō is how Oranga Tamariki builds Māori cultural capability. It is for all staff and success will be measured by the experiences of tamariki, rangatahi, and whānau who require the support of Oranga Tamariki, and of communities and Iwi.

The focus is to grow staff and grow the organisation in line with the Future Direction plan. In time, Te Hāpai Ō will create an environment where Te Ao Māori is embraced, understood, and applied within workplaces across the country, with shared understanding right across the Ministry. This will strengthen connection to the organisational values and vision of Oranga Tamariki.

Action Plan for Focus Area 5

- Action 5.1: Continue to review the implementation and use of Taumata Utu, to ensure that the framework is being used as intended and that it is reducing the likelihood of bias and inequity in both gender and ethnicity in the future.
- Action 5.2: Actively monitor the gender and ethnicity pay gaps against the public service milestones, focusing on new or revised pay bands.

Focus Area 6:

Te Taunoa o te Mahi Pīngore / Flexible-work-by-default

Oranga Tamariki wants to empower its people to be their best at both work and home, and ultimately better meet the needs of tamariki.

Kia Toipoto Milestone:

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.

Current State and Progress to Date

We understand that flexibility, and the ability to balance work with personal commitments, is a key driver for people. This has increased over the period since the pandemic, and it has become an essential component of recruitment and retention strategies.

Oranga Tamariki has embraced the action of flexible working by default, meaning that roles are treated as flexible unless there is a good business reason not to be, and working flexibly does not undermine career progression or opportunities.

There are aspects of the work in Oranga Tamariki that have limited flexibility, so the focus is on ensuring people in those areas are aware of what is available to them, and how to access flexibility. Leaders are encouraged to discuss flexibility as part of their regular performance and development conversations.

Actions from Focus Area 6

- Action 6.1: Introduce the new Flexible Working Policy which includes guidance on hybrid working (balance of home and office-based working)
- Action 6.2: Scrutinise our internal workforce to identify any roles that have barriers/limitations to flexibility and explore options for these roles

Summary of Actions

The table below lists all the actions outlined in this Pay Gaps Action Plan for 2022/23. The red ticks represent the primary focus for the action, with the blue boxes reflecting where the action contributes to other areas of focus.

Action	Addressing/Contributing to Focus Areas						Due by:
	Focus Area One: Transparency	Focus Area Two: Equitable Pay Outcomes	Focus Area Three: Leadership and representation	Focus Area Four: Effective career & leadership development	Focus Area Five: Eliminating all forms of bias and discrimination	Focus Area Six: Flexible work by default	
Action 1.1: Engage regularly with Union partners (PSA, NUPA, APEX) and employee led networks in relation to gender and ethnic pay gaps and work collaboratively to identify opportunities to address any areas of concern	✓	✓			✓		Ongoing throughout 2022/23
Action 1.2: Following implementation of the new myHR&PAY system, build policies and processes that allow us to consider learnings from information provided in the system, to support our overall pay equity aims	✓	✓					Ongoing throughout 2022/23
Action 1.3: Develop policies and procedures where existing versions do not exist or are out of date	✓				✓		Ongoing throughout 2022/23
Action 2.1: Review at least annually what salary steps are being used at recruitment, comparing internal recruitment and external recruitment, and whether exceptions to the framework are being applied	✓				✓		Completed by November 2023
Action 2.2: Provide training and support to leaders to ensure they understand the remuneration framework and are confident in applying it during the recruitment process	✓	✓			✓		By June 2023
Action 2.3: Continue to enhance the job evaluation process and review internal relativities of positions as part of the development of policies and guidelines for Taumata Utu	✓	✓					By March 2023
Action 2.4: As part of communicating this Pay Gaps Action Plan, encourage people to declare their ethnicity and gender using self-service functions of the new HRIS		✓					November 2022
Action 2.5: Implement outcomes arising from the Administration and Clerical Pay Equity Claim		✓					When outcomes are known, expected in 2023



Action	Addressing/Contributing to Focus Areas						Due by:
	Focus Area One: Transparency	Focus Area Two: Equitable Pay Outcomes	Focus Area Three: Leadership and representation	Focus Area Four: Effective career & leadership development	Focus Area Five: Eliminating all forms of bias and discrimination	Focus Area Six: Flexible work by default	
Action 3.1: Launch the Diversity Equity and Inclusion Strategy and supporting materials	✓		✓	✓			By June 2023
Action 3.2: Strengthen employee-led networks to create a sense of belonging and inclusion for kaimahi			✓				By June 2023
Action 3.3: Review recruitment processes and approaches to ensure they are non-discriminatory and to remove or minimise any barriers presented from a cultural perspective.			✓		✓		By June 2023
Action 3.4: Develop and implement a framework to support effective performance, development, and career conversations.			✓	✓			By September 2023
Action 4.1: Develop Graduate Pathways for Social Workers in their first roles, to ensure they receive the required level of supervision and support needed to build their capability and practice knowledge				✓			By March 2023
Action 4.2: Implement a range of leadership development programmes and resources to support people working in leadership roles across Oranga Tamariki.			✓	✓			Continuing throughout 2022/23
Action 4.3: Develop Oranga Tamariki talent management framework to align with future direction			✓	✓			By June 2023
Action 5.1: Continue to review the implementation and use of Taumata Utu, to ensure that the framework is being used as intended and that it is reducing the likelihood of bias and inequity in both gender and ethnicity in the future	✓	✓			✓		Ongoing throughout 2022/23
Action 5.2: Actively monitor the gender and ethnicity pay gaps against the public service milestones, focusing on new or revised pay bands	✓	✓			✓		Ongoing throughout 2022/23 (included in annual reporting)
Action 6.1: Introduce the new Flexible Working Policy which includes guidance on hybrid working (balance of home and office-based working)						✓	By December 2022
Action 6.2: Scrutinise our internal workforce to identify any roles that have barriers/limitations to flexibility and explore options for these roles						✓	By September 2023