



**ORANGA
TAMARIKI**
Ministry for Children

New Zealand Government

Gender Pay Gap Action Plan

2021/2022

Acknowledgements

Contextual information

In developing this plan, we referred to the two foundational gender pay documents recommended - the Gender Pay Principles and the Public Service Gender Pay Gap Action Plan (2020).

Our plan follows the high-level template provided by Te Kawa Mataaho Public Service Commission and the measurements and actions in the plan are aligned with the key areas of focus outlined in the Public Service Gender Pay Gap Action Plan (2018, revised 2020 – version two).

All percentages referenced in this plan are based on Gap Mean. All data is based on full time equivalent (FTE) salary.

Disclaimer

Please note that, within this document, we have referred to male and female genders only. This is because the alternative gender percentage is too small to provide anonymous and statistically robust data analysis. We have therefore provided male and female data, which is in line with Te Kawa Mataaho Public Service Commission guidelines.

Although all reasonable steps have been taken to ensure the accuracy of the information contained in this document, Oranga Tamariki disclaims any and all responsibility for any inaccuracy, error, omission, or any other kind of inadequacy, deficiency, or flaw in, or in relation to, the information.

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Introduction

Since its establishment in 2017, Oranga Tamariki has sought to address the gender pay gaps that were present from its conception, and in its predecessors. As a major employer of social and support workers in Aotearoa, a role traditionally delivered by females, we have an important role in public sector stewardship of fair gender pay.

This document provides:

- a background to gender pay equity issues in the Aotearoa and Oranga Tamariki contexts.
- an overview of the work undertaken to date to address gender pay issues in accordance with the milestones and actions of the Gender Pay Gap Action Plan (2020).
- future actions required by Oranga Tamariki to continue progress in addressing the gender pay gap.

This Action Plan acknowledges the journey that we are currently taking. This journey will develop over time, and we will need to check in along the way to ensure we remain on track to meet our actions.

We are pleased to report that, at an organisational level, Oranga Tamariki has been able to contribute to the achievement of a number of the public sector gender pay gap actions and milestones. While we are proud of what we have achieved to date, we acknowledge that our mahi is not finished.

Our Action Plan has been approved and committed to by our Senior Leadership Team to ensure sustainable change within Oranga Tamariki, and we will report to them quarterly on progress against our identified key actions. We will also ensure we engage with relevant unions to assess progress against this plan.

Lastly, this plan also reflects our organisational values, listed below. 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.

We put tamariki first

We believe aroha is vital

We respect the mana of people

We are tika and pono

We value whakapapa

We recognise that oranga is a journey.

Background

Oranga Tamariki is the Ministry dedicated to supporting any child in New Zealand whose wellbeing is at significant risk. It works closely with the unions associated with its kaimahi: the National Union of Public Employees (NUPE), the Public Service Association (PSA) and the Association of Professional and Executive Employees (APEX).

It is the successor organisation to Child, Youth and Family (CYF). CYF was the government agency with legal powers to intervene to protect and help children who were being abused or neglected or exhibited problem behaviour. Oranga Tamariki, initially known as the Ministry for Vulnerable Children, formally came into existence in November 2017.

In its capacity as a major employer of social workers throughout New Zealand, Oranga Tamariki played a leading role in the determination of the 2018 Pay Equity claim related to statutory social workers.

2018 Social Worker Pay Equity settlement

Social work began as unpaid volunteer work, most of which was undertaken by women. Historically, occupations dominated by women have been classed as semi-professional. These roles were seen to be less skilled and less complex. Skills such as communication, building relationships, analysing and interpreting human behaviour, and dealing with emotionally complex situations were not fairly recognised.

The Oranga Tamariki and PSA Pay Equity Working Group (the Working Group) worked closely together between April 2017 and September 2018 to assess the Social Worker Pay Equity claim and apply the principles agreed by the Joint Working Group in 2015. This included ensuring that the unique responsibilities of statutory Social Workers were reflected in the outcome of any decision.

The Working Group assessed the claim by gathering information that captured the skills, responsibilities, working conditions and demands of social work carried out by Oranga Tamariki. This process concluded that the role of a Social Worker in Oranga Tamariki has been subject to historical and ongoing gender-based undervaluation.

The claim resulted in an agreement worth \$114.6M over five years for Social Workers. This applied to more than 1300¹ Oranga Tamariki Social Workers, who saw an average lift in their salaries of 30.6% over a two-year period.

Our new remuneration framework, Taumata Utu, has been developed around the importance of our core Social Worker workforce. Our learnings from the claim have been taken into account in developing our remuneration framework and this plan, and reflects our ongoing desire to achieve pay equity not only at an organisational level, but within the various roles in our organisation. It also encourages us to challenge and question operational practices and

¹ Hon Tracey Martin, *Pay Equity Near for Oranga Tamariki Social Workers*, 25 September 2018, retrieved 4 November 2011 from <https://www.beehive.govt.nz/release/pay-equity-near-oranga-tamariki-social-workers>

policy within our organisation that may lead to unfair or unjust working practices, ensuring these are being appropriately addressed through a pay equity lens.

As well as gender, we are committed to working to understand the drivers of ethnic pay gaps, specifically Māori and Pasifika. Throughout the actions proposed in this plan, an ethnicity lens will also be considered to meet this commitment and ensure the principle of “freedom from bias and discrimination” is realised for these and other ethnic groups.

Why is closing the gender pay gap important?

On average, in Aotearoa, a woman earns 12% less than a man². This reduces her lifetime earnings and her ability to provide for her children and whānau.

Closing the gender pay gap is not only the right thing to do in an ethical sense, but also when we consider the potential benefits that the public and private sectors can achieve from this. When women are recognised and rewarded equally for their work, everyone gains.

There are a range of benefits that can be derived from the introduction of pay and employment equity. As described by the Ministry of Business, Innovation and Employment³, these include:

For women

- Greater economic independence for women, increasing the choices available to them about paid work and other responsibilities.
- Reducing women's reliance on income support. This helps to improve their working and retirement incomes, their capacity to make repayments on any student loan or other debts, and to make contributions to their retirement savings.
- Improving women's prospects of getting higher-level jobs (where they are still under-represented) because it can increase their workforce experience.

For employers

- Employees who are valued appropriately are more productive, show more initiative and are more likely to be loyal and speak positively about their organisation.
- Assisting staff retention, with employees who are valued and respected being less likely to leave an organisation.
- Reducing the number of employees who leave an organisation because they can't get flexible hours, are treated disrespectfully, or believe pay or recruitment practices are unfair helps to reduce the amount of turnover costs incurred by employers (up to three times each employee's pay).
- Helping increase the diversity of the workforce at all levels. Employers gain a wider range of applicants, with different working styles, backgrounds, knowledge and experience, and the organisation benefits from increased innovation, inputs and perspectives and better reflects a wider range of customers.

² Ministry for Women, *Closing the Gender Pay Gap – Actions for Employers*, retrieved 4 November 2021 from https://women.govt.nz/sites/public_files/GPG%20Actions%20for%20Employers_0.pdf

³ Ministry of Business, Innovation and Employment, *Gender Pay Gap*, retrieved 5 November 2021 from <https://www.employment.govt.nz/hours-and-wages/pay/pay-equity/gender-pay-gap/>

- Developing employer brand and profile, because employees value fair pay and opportunities.

For Aotearoa



- Improving the supply and the skill level of labour. Having broader recruitment pools and employment practices unaffected by gender can upgrade workforce quality and productivity and help employers attract and retain the people their organisation needs.
- Ensuring productivity gains can be realised for New Zealand. When rates for female-dominated jobs are too low, it's harder to attract and retain people who would be suited to, want to do, and want to stay in these jobs. When people are in roles they are best suited to, and are fairly treated and rewarded for their productivity without gender playing a part, the labour market functions better.
- Better pay and conditions, such as the ability to work preferred hours, provide an incentive to enter and remain in paid work. Increasing the labour force participation of women helps meet shortages of labour and skills, increases the return on investment in women's education and contributes to economic growth.

The public sector position on equal gender pay

In 2018, the Government published five gender pay principles the public sector is expected to comply with, along with actions and milestones in the Gender Pay Gap Action Plan. Both initiatives were intended to encourage public sector agencies to work in collaboration with central agencies and unions to act regarding their gender pay gap, and to encourage accountability for these actions. In 2020, a revised version of the Gender Pay Gap Action Plan was published, which the actions stated within this document are based upon.

The five gender pay principles were established to help ensure that working environments in the public sector are free from gender-based inequalities, and that all employees can achieve their full potential regardless of their gender, with gender pay gaps eliminated.

The principles, listed below, support public sector organisations to address policies, decision making and practice at each point of the employee lifecycle (from recruitment through to exiting an organisation), ensuring agencies are equipped to drive gender pay equality.

1. **Freedom from bias and discrimination**
Working environments in the state sector are free from gender-based inequalities. All employees are able to achieve their full potential regardless of their gender, and gender pay gaps are eliminated.
2. **Transparency and accessibility**
Employment and pay practices, pay rates and systems are transparent. Information is readily accessible and understandable.
3. **Relationship between paid and unpaid work**
Employment and pay practices recognise and account for different patterns of labour force participation by workers who are undertaking unpaid and/or caring work.
4. **Sustainability**
Interventions and solutions are collectively developed and agreed, sustainable and enduring
5. **Participation and engagement**
Employees, their unions, and agencies work collaboratively to achieve mutually agreed outcomes.

Te Kawa Mataaho Public Service Commission (PSC) has reported the public service gender pay gap since 2000. In 2021, the public service gender pay gap using median pay was 5.6%⁴. This slight decrease from 5.8% in 2020 follows a large fall from 10.7% in 2018.

⁴ Unless stated otherwise, all statistics on this page are replicated from PSC Workforce Data.

As of 30 June 2021, the average public salary was \$92,600 for men and \$84,600 for women, up 3.0% for men since 30 June 2020 and up 4.2% for women. This means the gender pay gap decreased by 1.0 percentage points to 8.6%.

While the gender pay gap decreases over time, and New Zealand currently holds the lowest gender pay gap in the public service since measurement began, gender pay inequality still exists across the broader public service. This might apply not only at the organisation level, but in relation to specific roles or levels within an organisation, as noted through the actions relating to the five priorities outlined previously (and expanded on in the following pages).

The significant benefits that could be derived across New Zealand from an increased focus on gender pay are not yet being realised, and all public sector organisations must play a part in ensuring this is a key priority as we move into 2022.

Gender pay equity and Oranga Tamariki

As an organisation, Oranga Tamariki has made significant progress overall in addressing its gender pay gap, and in 2021 we have a gender pay gap of -2.85%, meaning on average in Oranga Tamariki, women are paid slightly more than men. This is due to the significant number of kaimahi in women-dominant roles, such as Social Workers, which have already been addressed as a result of the 2018 pay equity claim.

Taumata Utu framework

In 2021 we took a significant step by implementing a new remuneration framework - Taumata Utu. This framework was designed to emphasise equity in our pay practices and remove bias in starting salary and progression decisions.

As part of this we have successfully addressed all identified gender pay gaps in *like* roles, put measures in place to ensure that gaps remain eliminated, and achieved a number of actions and milestones outlined in this document.

However, this does not mean that our mahi is complete. Across our organisation, there are many actions we must take to ensure that equity applies at all roles within the organisation, that our systems and policies are fit for purpose, and that we are continuing to remove and eliminate bias within our recruitment and people practices.

The 2020 Gender Pay Action Plan reiterated its priorities for the public sector. These included the following actions and milestones to be met:

Equal pay:

- By the end of 2019 two thirds of agencies will have closed any gender pay gaps within the same roles
- By the end of 2020 all agencies will have closed any gender pay gaps within the same roles
- Pay Equity Principles are used to address Pay Equity claims in the public service (and State sector).

Flexible work by default:

- By the end of 2019 at least 15 agencies will be piloting flexible-by-default approaches (i.e., treating all roles as flexible unless there is a good business reason for any role not to be)
- By the end of 2020 all agencies
 - will have trialled flexible-by-default practices
 - will have flexible-by-default policies and systems in place which are aligned with the flexible- by-default guidance.

No bias or discrimination in remuneration systems and human resource practices.

- By the end of 2018 there will be no gender pay gaps in starting salaries for the same roles.
- By the end of 2020, agencies will:
 - have engaged with Taskforce guidance
 - have a plan and target date for completing their review of HR policies and practices
 - ensure all managers have completed bias training
 - have a plan in place to provide all relevant staff with bias training on an ongoing basis.

Gender balanced leadership

- By the end of 2019 women will hold at least 50% of the roles in the Public Service's top three tiers of leadership
- By the end of 2019 all agencies will set a target date and plan for achieving gender balance in their own top leadership positions.

Dates prior to 2020 were still included in the 2020 Action Plan, as these had not been met yet. These are therefore duplicated in their original form in this document.

Following a brief outline of the current employment landscape of Oranga Tamariki, the remainder of this document is split into the four areas above, and each section outlines:

- Our progress towards the milestone or action; and/or
- Our Action Plan to deliver on or improve these milestones.

We acknowledge that the actions stated in the Action Plan are generally public sector wide, and Oranga Tamariki cannot deliver against all these actions independently. However, where Oranga Tamariki has been able to contribute to a milestone or action, a green tick (✓) has been used.

Unless otherwise stated, data used throughout the remainder of this document was calculated in November 2021.

Overview of the Oranga Tamariki employment landscape

-2.85%
overall gender pay gap

5080
number of employees

45.09
average employee age

8.52
years of average tenure

Comparison of band gaps

7.8%
Biggest gap where males earn more – pay band 20s

-8.22%
Biggest gap where females earn more – pay band 21



Number of staff

3782
female

1288
male

Average tenure

8.49
years

8.35
years

Average annual salary

\$93.3K

\$90.6K



Action Plan One: Equal pay

Public sector actions and milestones

- *By the end of 2019 two thirds of agencies will have closed any gender pay gaps within the same roles*
- *By the end of 2020 all agencies will have closed any gender pay gaps within the same roles* ✓
- *Pay Equity Principles are used to address Pay Equity claims in the Public Service (and State sector)* ✓

Our progress to date

Our organisation-wide gender pay gap has remained steady since data was last analysed, changing from -3.11% to -2.85% between December 2019 and November 2021.

Taumata Utu – our new remuneration framework

As part of the 2018 collective bargaining process, Oranga Tamariki agreed with both NUPE and PSA to co-develop a new remuneration framework – Taumata Utu. This was endorsed by Te Kawa Mataaho in 2021, and the first payment run for our kaimahi who have been translated to the framework was completed on 13 October 2021.

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.

The implementation of Taumata Utu has significantly reduced gender pay gaps in like roles, as outlined below.

We will 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 the future.

This will include reviewing 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.

Pay gaps within occupational groupings and roles

Following the implementation of the Taumata Utu framework, we have not identified any gender pay gaps in *like* roles.

Role evaluation underpins the Taumata Utu framework. We have adapted our gender pay gap analysis to reflect these role evaluations as 'like' roles, rather than undertaking analysis on a New Zealand Standard Classification of Occupations (ANZSCO) occupational groupings basis. This provides a better representation of our organisation and allows us to understand how pay for individuals in different parts of the organisation, but delivering roles at similar levels, compares.

The implementation of the new framework has significantly reduced gender pay gaps in like roles, i.e. those within the same salary band. In those areas where differences in mean salaries remain, this is due to time and experience within role, coupled with small populations of either gender.

There remain three bands with statistically significant gaps. In all three of these cases, this is due to either a very small population with an outlier, or differences in tenure and experience of the individuals within the band. When further analysis of tenure or experience in role is included, these gaps no longer appear.

Data and information

A core focus of 2022 for the People and Leadership team is the implementation of our new Payroll and Human Resource Information System (HRIS). This system will provide Oranga Tamariki its own internal payroll and HRIS systems and functions, rather than utilising those supplied by the Ministry of Social Development.

To be rolled out in the latter half of 2022, the new HRIS will ensure that we are able to collect accurate, timely and useful data that enables us to more easily identify and address any pay discrepancies in the future. We will work post-implementation to analyse and report on the data collected through this system.

Pay gaps related to tenure

For those with ten years or more organisational tenure, the gender pay gap has reduced from 3.40% to -5.14%. The implementation of the Taumata Utu framework has been key in removing this gap.

Organisational segregation formed the basis of the Social Workers Pay Equity claim, and this is a factor in other gender pay gaps, such as in clerical and administrative groups.

The Social Workers Pay Equity claim has highlighted to us the extent to which knowledge and skills can be hidden or undervalued when applying remuneration ranges to roles.

We plan to examine ways to limit this undervaluation from happening in the future, starting with the way we describe roles within job descriptions. Starting in December 2021, we will be undertaking job evaluations of a range of roles to ensure that these accurately reflect the specific work of individual positions.

Our Action Plan

- **Action 1.1:** As part of our on-going work to review and update job descriptions, we will ensure that skills commonly under-specified in job descriptions are identified and articulated.

- **Action 1.2:** Examine the job evaluation and sizing process and explore a review of internal relativities of positions as part of the development of policies and guidelines for Taumata Utu.
- **Action 1.3:** Following implementation of our new HRIS 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 1.4:** Actively monitor the gender pay gap against the public service milestones, focusing on new or revised pay bands.

Action Plan Two: Flexible work by default

Public sector actions and milestones

- *By the end of 2019 at least 15 agencies will be piloting flexible-by-default approaches (i.e. treating all roles as flexible unless there is a good business reason for any role not to be) ✓*
- *By the end of 2020 all agencies*
 - *will have trialled flexible-by-default practices ✓*
 - *will have flexible-by-default policies and systems in place which are aligned with the flexible-by-default guidance ✓*

Our progress to date

At Oranga Tamariki we want to empower our people to be their best at both work and home, and ultimately better meet the needs of our tamariki.

Shift to flexible working

Like most public sector agencies, the past two years have seen a massive shift to flexible working principles and practices because of the impact of COVID-19.

We have worked hard to ensure that this shift to flexible working is a core component of our working approach going forward. This has been enabled by us embracing 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.

Formal and informal flexible working arrangements

The uptake of formal part time work arrangements within Oranga Tamariki remains relatively low (11.61% for women and 3.18% for men), with 9.45% of staff across the whole organisation formalising a part time work arrangement.

However, this data does not reflect our general and broader flexible working principles and practices (e.g. 9-day fortnight, varied start/finish times) which do not always require staff to seek a formal 'approval'. We currently only monitor permanent arrangements and will continue to encourage informal arrangements where suitable, which is in line with our desire to make flexible working easy to access for our kaimahi.

Over the next year, we will continue to develop and support innovative approaches to working flexibly, especially using our experiences developed during the response to COVID-19.

Our Action Plan

- **Action 2.1:** Scrutinise our internal workforce to identify any roles that have barriers/limitations to flexibility and explore options for these roles
- **Action 2.2:** Continue to revise our flexible working policy in line with learnings from staff in relation to informal flexible working agreements.
- **Action 2.3:** Consider our learnings from our response to COVID-19, in particular how we have been able to support tamariki, rangitahi and whānau using remote and flexible working, and how this could be incorporated into our ongoing way of working to encourage flexibility.

Action Plan Three: No bias or discrimination in remuneration systems and human resource practices

Public sector actions and milestones

- *By the end of 2018 there will be no gender pay gaps in starting salaries for the same roles. ✓*
- *By the end of 2020, agencies will:*
 - *have engaged with Taskforce guidance ✓*
 - *have a plan and target date for completing their review of HR policies and practices ✓*
 - *ensure all managers have completed bias training.*
 - *have a plan in place to provide all relevant staff with bias training on an ongoing basis.*

Our progress to date

2021 saw the introduction of Taumata Utu, our new remuneration framework. This is a critical step on our path towards pay equity and is the outcome of engagement with unions and Te Kawa Mataaho, ensuring that our approach aligns to wider public sector expectations on pay equity.

Uplift in recruitment capability to recognise bias

To support the introduction of this framework, we have developed policies and advice to support People Leaders throughout Oranga Tamariki in making informed recruitment decisions that align with gender pay principles.

- Exceptions process documentation and guidance
- Guidance for recruitment
- People Leaders guidance

We have also upskilled our People and Leadership team on the framework and the intent behind it.

New starting salary guidelines have been developed for our new remuneration framework and will be implemented in early 2022 to provide People Leaders with advice on the recruitment process and hiring employees at an appropriate level without bias. We will continue to monitor this by actively tracking starting salary data.

Pay gaps for new starters

A key part of the Taumata Utu framework has been considering how to create more equitable outcomes in terms of starting salaries.

The gender pay gap of new starters in 2021 compared to those who started between 1 July 2019 and 31 December 2019 has reduced from 1.7% to -2.62. This continues our trend of reducing the gender pay gap for new starters from previous periods.⁵

As noted above, ongoing guidance and capability development for recruiting People Leaders will help to ensure we are able to continue to monitor whether any gaps arise and address them early.

Reducing discrimination for women

As of 31 December 2019, the gender pay gap in the employee age group 40 to 50 years was 2.21%, suggesting time out of the workforce caring for children was impacting on women as they returned to the workforce.

When designing Taumata Utu, parental leave was included in tenure calculations, which has reduced the ability of time out of the workforce caring for children to contribute the gender pay gap. This gap for the 40 to 50 age group has reduced to -2.43% as of 13 October 2021 with the implementation of the new framework.

A gender pay gap of 4.72% still exists in the employee age group 50 to 60 years, and further analysis will be done to understand if there are any underlying causes for this that we can address.

Ethnicity pay gaps

We have carried out some analysis of our possible Pacific and Māori pay gaps. We know that there is more to be done in this space, but believe that the Taumata Utu framework implementation is a key part of setting the foundation for this work.

We also have identified the need to ensure the data we have gathered regarding ethnicity is accurate. As part of transitioning to our new Payroll and HR Information System in 2022, we will be checking and updating our ethnicity data with our people to ensure it is accurate.

Once we have more accurate data, we will be able to better assess the impact of the new remuneration framework on any ethnicity pay gaps in like roles, and address these.

Reducing bias

The development of Taumata Utu specifically considered how to reduce bias in the recruitment and remuneration processes. Creating a more equitable remuneration framework that recognises the importance of disparities in starting pay, alongside appropriate guidance and training for People Leaders, will help to reduce any bias within our remuneration and recruitment processes.

In addition, our use of structured, competency-based shortlisting and interview templates support our desire to reduce bias, and we aim to include cultural competence questions in every interview.

We are currently exploring options for reducing bias training and are aiming to commence the roll out to People Leaders by the end of this financial year.

⁵ January 2019 to 30 June 2019: 3.59%, 1 July 2018 and 30 October 2018: 5.51%.

Our Action Plan

- **Action 3.1:** Actively monitor and analyse the employment data of Māori and Pasifika women, particularly in leadership positions, to inform a plan for addressing the gender and ethnic pay gaps
- **Action 3.2:** Explore how our new Payroll and HRIS technology and systems can reinforce and enable inclusive policies and practices through collection and treatment of demographic information
- **Action 3.3:** Monitor ongoing recruitment decisions and the seeking of exceptions to our remuneration framework, ensuring that bias and discrimination issues are considered, and decisions tracked and analysed
- **Action 3.4:** Deliver bias training that supports People Leaders to reduce bias in recruitment and remuneration decisions.

Action Plan Four: Gender balanced leadership

Public sector actions and milestones

- *By the end of 2019 women will hold at least 50% of the roles in the Public Service's top three tiers of leadership ✓*
- *By the end of 2019 all agencies will set a target date and plan for achieving gender balance in their own top leadership positions ✓*

Our progress to date

In tiers one to three of Oranga Tamariki, the representation of women has increased since 2019 (from 64.2% to 69.8%), although this is less than the overall representation of women throughout the organisation (74.4%).

As an organisation that employs many female staff, we are proud that our leadership structure reflects this.

Our Action Plan

- **Action 4.1:** As part of our ongoing organisational design work, we will design our processes and systems to support maintaining gender balance in leadership, and that reflects our organisation.

Summary of proposed Action Plan activities

The table below summarises our gender pay gap actions over the next two years to ensure that we track and prevent any future gender pay gaps arising.

Action	Addresses action plan area				To be completed by
	Area one	Area two	Area three	Area four	
1.1: As part of our on-going work to review and update job descriptions, we will ensure that skills commonly under-specified in job descriptions are identified and articulated	✓				Ongoing
1.2: Examine the job evaluation and sizing process and explore a review of internal relativities of positions as part of the development of policies and guidelines for Taumata Utu	✓				2021/22
1.3: Following implementation of our new HRIS system, build policies and processes that allow us to consider learnings from information provided in the system, to support our overall pay equity aims	✓				2022/23
1.4: Actively monitor the gender pay gap against the public service milestones, focusing on new or revised pay bands.	✓				2022/23
2.1: Scrutinise our internal workforce to identify any roles that have barriers/limitations to flexibility and explore options for these roles		✓			2021/22
2.2: Continue to revise our flexible working policy in line with learnings from staff in relation to informal flexible working agreements.		✓			2022/23
2.3: Consider our learnings from our response to COVID-19, in particular how we have been able to support tamariki, rangitahi and whānau using remote and flexible working, and how this could be incorporated into our ongoing way of working to encourage flexibility.		✓			2021/22

Action	Addresses action plan area				To be completed by
	Area one	Area two	Area three	Area four	
3.1: Actively monitor and analyse the employment data of Māori and Pasifika women, particularly in leadership positions, to inform a plan for addressing the gender and ethnic pay gaps			✓		2022/23
3.2: Explore how our new HRIS technology and systems can reinforce and enable inclusive policies and practices through collection and treatment of demographic information			✓		2022/23
3.3: Monitor ongoing recruitment decisions and the seeking of exceptions to our remuneration framework, ensuring that bias and discrimination issues are considered, and decisions tracked and analysed			✓		2021/22
3.4: Deliver bias training that supports People Leaders to reduce bias in recruitment and remuneration decisions.			✓		2021/22
4.1: As part of our ongoing organisational design work, we will design our processes and systems to support maintaining gender balance in leadership, and that reflects our organisation.				✓	Ongoing

How we will engage and partner going forward

Oranga Tamariki works with three unions that cover approximately 70% of the workforce: the Public Service Association (PSA); the National Union of Public Employees (NUPE); and the Association of Professional and Executive Employees (APEX).

Oranga Tamariki and the PSA and NUPE have worked constructively together since Oranga Tamariki was established in 2017. The relationship has strengthened as we have sought to achieve change and address some longstanding legacy issues, including implementation of the Social Worker Pay Equity Claim and Taumata Utu.

APEX initiated bargaining with Oranga Tamariki for a new collective agreement in 2021, and we are working together with APEX to build this relationship, and commence joint work programmes together.

We are committed to working collaboratively with the Unions to monitor and deliver on our Action Plan, and develop interventions and solutions collectively, guided by the principles that underpin our relationships.

Oranga Tamariki and the Unions will meet quarterly to review progress against the Action Plan to ensure momentum and delivery, and provide focus for future planning and activity that needs to occur.

In addition, our Senior Leadership Team will undertake a quarterly review of progress achieved to date in relation to this Action Plan and consider whether further actions can be incorporated into planning.

Appendix

The table below sets out how our gender pay gap by band has changed since 2019.

Band	Gap	Trend since 2019
9	No statistically significant gap	Decrease
10	No statistically significant gap	No change
11	3.45%	No change
12	No statistically significant gap	Increase (less than 1%)
13	No statistically significant gap	Decrease
14	No statistically significant gap	No change
15	No statistically significant gap	No change
15s	No statistically significant gap	No change
16	No statistically significant gap	Decrease
17	No statistically significant gap	No change
17s	No statistically significant gap	No change
18	No statistically significant gap	No change
18s	No statistically significant gap	No change
19	4.85%	Decrease
20	No statistically significant gap	Decrease
20s	7.87%	Decrease

*any gap of less than 3% has been considered not statistically significant for the purposes of this analysis.