

# Department of Conservation Te Papa Atawhai Kia Toipoto: Gender, Māori and Ethnic Pay Gaps Action Plan 2022



Department of  
Conservation  
*Te Papa Atawhai*



**Te Kāwanatanga o Aotearoa**  
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## Executive summary

Kia Toipoto, the Public Service Commission pay gaps action plan, has three goals:

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

This Action Plan identifies how the Department of Conservation (DOC) is tracking towards achieving the Public Service Commission's Kia Toipoto goals.

It sets out our commitment to build on the success of our Gender, Māori and Ethnic Pay Gap Action Plan 2021, and to further reduce gaps.<sup>1</sup> This work is done in conjunction with the Public Service Association (PSA).

Summary of findings
✓ 13% of staff identify as Māori; a 1% increase on last year.
✓ The Māori pay gap is 4.4%, a reduction on last year's figure of 7%, and below the Public Service average of 6.5%.
✓ 3% of staff identify as Asian, 1% as Pacific Peoples, and 1% as Middle Eastern, Latin American and African, equivalent to last year's figures. Representation is too low for pay gap analysis to be meaningful.
✓ DOC continues to have a low overall gender pay gap of 2.9% compared to the national public sector gender pay gap of 7.7%.
✓ The current proportion of females in senior leadership positions is 47%; this is a significant increase on 2021's figure of 36%.

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<sup>1</sup> Department of Conservation Gender, Māori and Ethnic Pay Gap Action Plan 2021, available at [www.doc.govt.nz/pay-gap-action-plan-2021](http://www.doc.govt.nz/pay-gap-action-plan-2021).

## *General context*

In May 2022, Penny Nelson, the Department of Conservation's Director-General, undertook a senior leader level (Tier 2 and 3) structure reset, to enable DOC to successfully deliver on its integrated strategy. This work includes a deeper look to ensure the right systems and structures are in place for staff at a Tier 4 and 5 roles. The organisational reset (the reset) will go live by the end of November 2022.

As we are still working through the change phase, this Action Plan will provide a summary and analysis of data as at 30 September 2022. Further detailed analysis and insights will be updated and shared in April 2023, with a refresh of the Plan.

DOC places importance on developing a culture where employees can participate and thrive. Our aim is to become an organisation that is inclusive by default. Accordingly, we are continuing our work to incorporate inclusion and diversity into our organisational culture through biculturalism, inclusive leadership, flexible working, and by removing unjustified bias, closing any unjustified pay gaps and creating a fair workplace.

### **Māori, Pacific and Ethnic pay gaps**

DOC reported on Māori and Ethnic pay gaps for the first time in its 2021 Action Plan: Gender, Māori and Ethnic Pay Gap Action Plan 2021.

As at 30 September 2022, 13% of staff at DOC identify as Māori. This is a 1% increase from last year's plan.

As at 30 September, 3% of DOC employees identify as Asian; 1% identify as Pacific Peoples; and 1% identify as Middle Eastern, Latin American and African; which is equivalent to last year's figures.

The Māori pay gap at DOC is 4.4% using average salaries, this is a reduction from last year's percentage of 7% and is lower than the 6.5% across the Public Service.

The number of employees at DOC who identify as Asian or Pacific Peoples continues to be low. At this stage, it is difficult to undertake detailed analysis to understand whether there are pay gap issues with these groups.

The Asian pay gap at DOC is currently negative -4% when using average salaries. This indicates that the average Asian salary is 4% more than the average non-Asian salary. The Pacific Peoples pay gap at DOC is negative -1% using average salaries. However, representation in both groups is too low for these values to be meaningful.

One of DOC's focus areas for 2021/22 and for the coming 2022/23 year is to attract a more ethnically diverse pool of applicants to the organisation. We have reviewed and made changes to our recruitment systems, policies, and tools to support targeted recruitment and inclusive hiring across all ethnicities. For example, a focus on tailored candidate care, and a focus on kaupapa in job advertisements and the interview process. Further work is planned for 2022/23 to identify opportunities to attract and retain a diverse range of candidates.

## Gender pay gap (GPG)

DOC continues to have a low overall GPG of 2.9% compared to the national public sector GPG of 7.7%% (as at 30 June 2022). This year's GPG shows a slight increase on the previous year's plan result of 2%. There has also been a small increase in female representation with 53% of DOC's employees now identifying as female compared to 46% identifying as male, and the remaining 1% either identifying as gender diverse or choosing not to specify. There is currently no reason to believe that DOC's overall GPG is caused by unjustified factors, such as bias. More in-depth analysis will be undertaken in April 2023 to drill into the details of gender pay gaps.

The current proportion of females in senior leadership positions is 47%; this is a significant increase on 2021's figure of 36%, and close to DOC's goal of gender balance across Tier 2 and 3 leadership roles by the end of 2022. This has been achieved largely through the reset process. The recruitment process for the vacancies showed more female applicants applying for the advertised tier 2 and tier 3 roles than previously.

## Te pono Transparency

The Public Service Commission's Kia Toipoto Public Service Pay Gaps Action Plan 2021–24 goals for transparency:

- *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.*

Salary band information for the vast majority of the organisation's employees is published in DOC's two collective agreements.

For Tier 5 employees there is also clear information regarding pay progression.

DOC and the PSA are planning to review and assess the current remuneration systems for both Tier 4 and Tier 5, with a view to increasing transparency and accessibility for Tier 4 remuneration. This work is underway for Tier 4 and will begin soon for Tier 5, coinciding with bargaining for the two collective agreements which is due to get underway in Q1 for Tier 4 and Q2 for Tier 5.

## Ngā hua tōkeke mō te utu Equitable pay outcomes

The Public Service Commission's Kia Toipoto Public Service Pay Gaps Action Plan 2021–24 goals for equitable pay outcomes:

- *By the end of 2022 entities ensure that starting 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.*

Previous analysis has shown that starting salaries for the same and similar roles have not differed significantly by gender.

In the previous plan it was stated that a policy will be developed in conjunction with the PSA and implemented to ensure that starting salaries are set using a method that is free from gender bias. This work, originally planned for 2022, was paused to enable DOC's reset mahi to be prioritised, and is now planned to be carried out during the 2022/23 financial year.

DOC is part way through a review of all Recruitment and Selection policies, tools and communications, to ensure the organisation supports inclusive hiring. This will be completed by end of 2022.

Starting salaries will again be analysed and reviewed in early 2023, once the reset structure has been finalised. Results will be published in an updated Action Plan.

There are currently no pay equity claims to address.

DOC has consistently had a very low gender pay gap. There continues to be no reason to believe this pay gap is caused by unjustified factors such as bias. DOC considers that pay gaps may exist where justified, for example, due to different levels of experience and/or contribution between different staff members.

## Te whai kanohi i ngā taumata katoa Leadership and representation

The Public Service Commission's Kia Toipoto Public Service Pay Gaps Action Plan 2021–24 goals for leadership and representation:

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

DOC's Women in Leadership work programme has been developed to help reduce barriers to recruitment and progression. Planned initiatives include a mentoring programme, targeted learning series, and stories and symbols to show our organisation as being family- and child-friendly. This programme has been paused during 2022 to prioritise the work on DOC's reset.

DOC's aspiration of strengthening our bicultural orientation, including the representation of Māori in our workforce, continues to be a focus area. A work programme was launched in 2022 that focuses on attracting, recruiting, and retaining Māori staff across the organisation at all levels. Our recruitment function assists this by providing support on best practice processes and advice.

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

The Public Service Commission's Kia Toipoto Public Service Pay Gaps Action Plan 2021–24 goals for eliminating all forms of bias and discrimination:

- *By the end of 2023 agencies 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.*

DOC has designed and delivered various programmes that focus on growing cultural competency for our leaders such as 'Recruiting for Success', which aims to improve inclusive hiring and awareness of whānau interview processes.

Development programmes for managers have been produced that have a strong focus on understanding unconscious bias and its effects on behaviour and decision-making and teaches tools and strategies to move beyond bias.

Implementing the first phase of 'Whāinga Amorangi: Transforming Leadership' has strengthened our commitment to lift the organisation's bicultural capability through leadership. We plan to roll out a cultural competency module for all staff from the first quarter of 2023, starting with senior leaders.

### **Te taunoa o te mahi pīngore Flexible work by default**

The Public Service Commission's Kia Toipoto Public Service Pay Gaps Action Plan 2021–24 goal for flexible work by default:

- *By the end of 2024, agencies offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.*

DOC implemented its Flexible Work Arrangements Policy in 2019, and is now committed to being flexible by default, unless there is a strong business reason why not. Our next step will be to review the Public Service Commission's hybrid working guidelines by the end of 2022, to ensure that our current flexible work practices and policies are consistent with these guidelines.

### **Creating fairer workplaces for all, including disabled people and members of Rainbow communities**

DOC supports the creation of a fair and inclusive workplace through a number of work practices and initiatives.

Our Community of Practice for Accessibility is a web-based forum where participants share knowledge, provide support and champion good practices.

DOC currently manages its approach to accessibility in a decentralised way, through each functional group. Good practice is carried out by our Communications and Digital channels, who strive to ensure that published content (both internal and external) meets universal design principles, although this is sometimes limited by our technology. We have identified the need as an organisation to embed our approach to accessibility more consistently across all functional groups.

DOC's Rainbow Network meets regularly and is multi-functional, providing advice and support, raising awareness and providing education, formal escalation of issues and identifying and organising events.

We also have an eLearning module that all staff are able to access, which provides a broad education across aspects of the Rainbow communities.



### *Focus areas for 2022/23*

- Carry out a refresh and detailed analysis of employee data in April 2023, once the reset structure is fully embedded, the details of which will be published in a refreshed Action Plan.
- Continue the implementation of DOC's Attraction Strategy, to further attract a diverse pool of applicants to the organisation.
- Review remuneration systems together with the PSA, for Tiers 4 and 5.
- Develop and implement starting salary guidance.
- By the end of 2022, finalise the review of all recruitment and selection policies, tools and communications, to ensure that the organisation supports inclusive hiring.
- Progress the work of the Women in Leadership programme throughout 2023.
- Deliver a cultural competency module for all staff from the first quarter of 2023, starting with senior leaders.
- Review the Public Service Commission's hybrid working guidelines by the end of 2022 to ensure that our current flexible working practices and policies are consistent with the guidelines.