



- 2 MAR 2020

Lesley Harbern  
[fyi-request-11383-471dbac8@requests.fyi.org.nz](mailto:fyi-request-11383-471dbac8@requests.fyi.org.nz)

Dear Lesley Harbern

On 5 October 2019, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982, the following information:

1. *Please quantify your gender paygap (if possible not just binary male-female but incorporating other gender identifications too). Please also give numbers of your employees of each gender at each tier of your hierarchy.*
2. *Please also provide the same information regarding the other following demographics (to the extent that it is held, it is understood that you may not have all of this data):*
  - *Marital status*
  - *Religious belief*
  - *Ethical belief*
  - *Ethnic origins*
  - *National origins*
  - *Disability*
  - *Age*
  - *Political opinion*
3. *Employment status immediately prior to being employed by yourselves/ Sexual orientation/ Physical appearance/body type characteristics.*
4. *Please explain what you are doing to actively address any disparities in any of these areas.*
5. *Please explain how you go about preventing and combating conscious discrimination and prejudice in these areas. Please be aware that providing policy documents that state these discriminations and prejudices are not acceptable does not constitute an answer to these queries. Policy documents are not action. What actual actions are you taking.*
6. *Please explain how you go about preventing and combating wrongful interpersonal behaviour such as workplace bullying and harassment even if it is not specific to any of these demographics.*

The Ministry aims to be an employer of choice and is committed to promoting equality and diversity within a positive work culture that is based on respect, fairness and valuing of individual difference.

For the sake of clarity I will address each question in turn.

1. *Please quantify your gender paygap (if possible not just binary male-female but incorporating other gender identifications too). Please also give numbers of your employees of each gender at each tier of your hierarchy.*

2. Please also provide the same information regarding the other following demographics (to the extent that it is held, it is understood that you may not have all of this data):
  - o Marital status
  - o Religious belief
  - o Ethical belief
  - o Ethnic origins
  - o National origins
  - o Disability
  - o age
  - o Political opinion
3. Employment status immediately prior to being employed by yourselves
4. Sexual orientation/ Physical appearance/body type characteristics.

The Ministry's Gender Pay Gap was 13.1 percent as at September 2019. The gap is measured as the difference between the average salary for women and for men. The Ministry has a high proportion of women in lower and middle-level roles which contributes to this gap.

Please be advised that the Ministry does not report on non-binary gender pay gaps, neither does the Ministry report on gender pay gaps for the above-mentioned demographics. Specifically, the Ministry is unable to provide information on the following areas you have referred to as we do not record this in our systems or do not record them in a manner that can be reported on: marital status, religious belief, ethical belief, ethnic origins, national origins, political opinion, sexual orientation, employment status prior to being employed by the Ministry, physical appearance, or body type characteristics.

As such, these aspects of your request are refused under section 18(g) of the Official Information Act as this information you have requested is not held by the Ministry and I have no grounds to believe that it is held by another department or Minister of the Crown or organisation.

The Ministry does record age of employees. Employees provide self-identified ethnicity information and may choose to provide more than one ethnicity type. Employees may also choose to record Disability information on their employee record. We believe this information is under reported.

To meet the intent of your request, Table One below provides the number of females and males across the Ministry as at 21 February 2020 broken down by their role level.

<b>Role Level</b>	<b>Female</b>	<b>Male</b>	<b>Other</b>	<b>Total Staff count</b>
Staff	4622	1925	12	6559
Management	444	208	0	652
Senior Management	39	40	0	79
<b>Total</b>	<b>5105</b>	<b>2173</b>	<b>12</b>	<b>7290</b>

Table Two below provides the number of staff across the Ministry as at 21 February 2020 broken down by age bands, role level and gender.

<b>Role Level</b>	<b>&lt;20</b>	<b>20&lt;30</b>	<b>30&lt;40</b>	<b>40&lt;50</b>	<b>50&lt;60</b>	<b>&gt;60</b>	<b>unknown</b>
Staff	38	1375	1471	1385	1514	775	1
Female	24	954	978	980	1129	557	0
Male	14	417	487	403	385	218	1
Other	0	4	6	2	0	0	0
Management	0	26	122	186	226	92	0
Female	0	19	87	126	156	56	0
Male	0	7	35	60	70	36	0
Other	0	0	0	0	0	0	0
Senior Management	0	0	8	27	29	15	0
Female	0	0	3	13	15	8	0
Male	0	0	5	14	14	7	0
Other	0	0	0	0	0	0	0

Table Three table below provides the number of staff across the Ministry as at 21 February 2020 broken down by self identified ethnicity and gender across the same role levels.

<b>Role Level</b>	<b>Māori</b>	<b>Pacific</b>	<b>Asian</b>	<b>New Zealand European</b>	<b>MELAA</b>	<b>Other</b>	<b>Not declared</b>
Staff	1486	1075	939	3699	96	43	313
Female	1195	798	529	2651	56	27	196
Male	291	276	410	1042	40	16	112
Other	0	1	0	6	0	0	5
Management	162	83	34	438	3	2	32
Female	120	57	23	299	1	2	18
Male	42	26	11	139	2	0	14
Other	0	0	0	0	0	0	0
Senior Management	15	3	2	63	0	0	5
Female	9	2	0	31	0	0	3
Male	6	1	2	32	0	0	2
Other	0	0	0	0	0	0	0

Table Four below provides the number of staff across the Ministry as at 21 February 2020 who have declared they have a disability.

<b>Role Level</b>	<b>Declared Disability</b>	<b>Total staff count</b>
Staff	305	6559
Management	35	652
Senior Management	3	79

Notes on Tables One to Four:

- The Ministry's Chief Executive is not counted in the Ministry's numbers because the Ministry's Chief Executive is employed by the State Service Commission (SSC) so is counted in the SSC numbers.
- This includes current staff as at 21 February 2020 and excludes staff on leave without pay.
- The role level is defined as a staff member's current role as at 30 September 2019 and secondments from a staff role to a manager role is counted in the management numbers.
- The senior manager remuneration band and the manager status identified the Senior Management role level. The remuneration band excluding the senior manager but including the manager status identified the Management role level. Everyone else is considered as staff.
- MELAA is Middle Eastern, Latin American and African.
- In Table Four, the Ministry has provided you with the number of people who have declared that they have a disability. Staff are not required to declare whether they have a disability and the actual number of people with a disability may be higher than recorded in Table Four.
- Staff can be recorded under up to three ethnicities, and as such the total staff count will always be different from the total count of staff broken down by ethnicity.

You may also be interested in the following statistical workplace data provided by the States Services Commission on government agencies: [www.ssc.govt.nz/resources/2019-workforce-data-published](http://www.ssc.govt.nz/resources/2019-workforce-data-published).

Diversity information by agency is available at the following link: [www.ssc.govt.nz/our-work/workforce-data/workforce-demographic-summary](http://www.ssc.govt.nz/our-work/workforce-data/workforce-demographic-summary).

In relation to your request regarding political opinions of staff, you may be interested to know that the State Services Commission's website outlines Political Neutrality Guidance for government agencies. The expectation is that whilst performing state service duties, state servants are apolitical, and that outside of work state servants have the same rights of political expression as anyone else. More information can be found at this link: [ssc.govt.nz/resources/political-neutrality-guidance](http://ssc.govt.nz/resources/political-neutrality-guidance).

5. *Please explain what you are doing to actively address any disparities in any of these areas.*

In March 2019, the Ministry developed its gender pay gap action plan outlining its goals and actions for a 12-month period. The action plan focused on five areas:

- Equal Pay – Reducing our overall gender pay gap by reviewing pay gaps within the same roles. Reviewing data collection to include ethnicity and developing tools to improve understanding of key drivers and trends.
- Flexible Work – Developing an approach that supports our people and roles to be flexible, enabling excellent client service to be delivered while balancing the needs of teams, individuals and the Ministry.
- Gender-Balanced Leadership – Aiming for women to hold at least 50% of the roles in the top three tiers of leadership and developing a plan for achieving gender balance in middle management levels.

- Human Resources Practices – Reviewing recruitment practices and remuneration frameworks, ensuring they remove bias and support a work environment free from gender-based inequalities.
- Diversity and Inclusion – Developing priorities within the wider Diversity and Inclusive programme of work and establish a Steering Group (including Public Service Association representation) to oversee the programme.

Some of the actions that the Ministry has taken aimed at reducing the Gender Pay Gap include:

- Lifting remuneration at the lower levels of the organisation, where more than 70 percent of our employees are women.
- Increases to ensure that all our permanent and fixed-term employees are paid at least the Living Wage (reviewed each year in line with Living Wage increases).
- Developing a new performance and remuneration framework, with a focus on ensuring equitable recognition of all people, regardless of personal characteristics such as gender, ethnicity or age.

The Ministry is committed to reducing its gender pay gap and aims to see a gradual decline in the gender pay gap as the actions outlined in the Gender Pay Gap Action Plan are implemented.

6. *Please explain how you go about preventing and combating conscious discrimination and prejudice in these areas. Please be aware that providing policy documents that state these discriminations and prejudices are not acceptable does not constitute an answer to these queries. Policy documents are not action. What actual actions are you taking?*

The Ministry has a range of strategies for preventing and combating conscious discrimination and prejudice from the recruitment process, through to employee-led networks, work-life balance policies and creating a positive and inclusive workplace.

### **Preventing bias in recruitment**

Unconscious-bias training is provided as part of the Ministry's recruitment training to hiring managers, allowing managers to identify areas where unconscious biases may influence decision making, helping them to approach recruitment more objectively.

The Ministry's Recruitment team provide support and guidance to hiring managers on diversity and inclusion practices and principles. This also includes: how to incorporate a diverse perspective into advertising, composition of diverse selection panels to promote diversity of thinking and the value of different perspectives in the recruitment process, how to create objective and inclusive selection criteria and awareness of how different ethnicities approach selection processes.

In August 2019, the Ministry implemented a Recruiting Management solution (SAP SuccessFactors) to help support the Ministry's efforts to eliminate unconscious bias in recruiting. The functionality supports our objectives by using machine learning algorithms to predict and flag language that reflects gender bias during the recruitment process.

## **Diversity and Inclusion**

The Ministry set up a Diversity and Inclusion Steering Group in 2019 to contribute a diversity and inclusion lens across organisational initiatives. It is made up of employees with diverse backgrounds and experiences from across the organisation.

Our employee-led networks provide support, visibility and consultation on issues facing their communities. We have four networks:

- Disability Network,
- MSD Women's Network,
- Rainbow network proud@MSD, and
- The Pasifika Helava Collective (supporting our Pacific staff).

A Pacific Steering Group was established to govern and guide the development of the Ministry's strategy and action plan for working with Pacific people and a Pacific Reference Group to provide advice and guidance on the development of the Pacific Strategy. The Pacific Strategy was launched in October 2019 and an action plan will be created to implement the strategy.

The Ministry holds biennial Fono for Pacific staff in Auckland and Wellington to focus on Pacific staff capability, career and personal development and to celebrate Pacific identity.

Other activities to support a safe and inclusive workplace at the Ministry include:

- Diversity and Inclusion thinking is increasingly informing the way we work to support higher levels of trust, wellbeing and informing design work for related initiatives. This includes the establishment of a Diversity and Inclusion steering group.
- The Ministry's Wellbeing work programme includes sessions with leaders and staff, on topics such as managing stress and workloads, as well as supporting individuals to take responsibility for themselves, and providing resources and tools for all Ministry staff.
- Mental health capability, including a specific focus on suicide awareness, has been enhanced through a variety of learning programmes for our people and leaders. This directly supports a deeper understanding of these complex issues and develops empathy at all levels of the Ministry.
- Recruitment training has recently been developed that provides the core building blocks for good practice. This includes a deeper focus on recruitment capabilities, looking at diversity, inclusion and wider behavioural considerations.
- Conversations between people leaders and employees are moving to a personalised conversation model, where leaders are 'coach like' in their approach. This is being reinforced by a new Performance and Development system named Mahi Tahi. This is a strengths-based approach that focuses on building stronger relationships between employees and people leaders (released May 2019).

## **Working with Māori**

In August 2019, the Ministry launched Te Pae Tata, our Māori Strategy and Action Plan, which articulates how we will work with Māori to achieve better outcomes. It

draws on the wisdom and experiences of whānau, hapū and iwi who have engaged with us, our internal and external Māori reference and leadership groups, and staff who either work alongside Māori each day or whose work impacts Māori.

More information about the Ministry's Te Pae Tata – Maori Strategy and Action Plan can be found on the Ministry's website at this link: [www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/te-pae-tata/index.html](http://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/te-pae-tata/index.html).

In September 2019, the Ministry launched its Te Ao Māori Capability Framework – He Matapihi Ki Te Ao Māori to support Te Pae Tata. The framework identifies levels of capability providing clarity of the knowledge and skills underpinning working in a bi-cultural way. The framework is a guide for our people to use to deepen knowledge and/or assess their current capability level.

Regional Māori Staff Hui are held annually across four geographic boundaries focusing on personal and career development and cultural enrichment. Participating staff build relationships and add value by connecting their culture to their work at the Ministry.

### **People with disability**

The Accessibility Charter sets expectations for all government agencies to make information technology and communications accessible. The Ministry led the development of the Accessibility Charter and became a signatory to it in February 2018. The Ministry, in conjunction with Department of Internal Affairs and Disabled People's organisations, has developed a training package to support the implementation of the Charter.

More information about the Accessibility Charter can be found at the Office for Disability Issues website here: [www.odi.govt.nz/guidance-and-resources/the-accessibility-charter](http://www.odi.govt.nz/guidance-and-resources/the-accessibility-charter).

During recruitment the Ministry does not ask candidates to provide information relating to living with a disability – we only ask for this information once the hiring is complete so that we can understand what support the new staff member needs.

The Ministry's internal training (manager's induction training and the Lead Toolkit) have a practical guide for managers including a module on disability, and we also provide an intranet-based Accessibility Toolkit to help managers feel confident about employing and retaining employees with disabilities. Any staff can access the Toolkit for information on how they might support their colleagues.

The Ministry also provides training courses to increase our people's understanding of disability and health issues, including Mental Health 101 and Disability Responsiveness.

### **Balancing work and family life**

The Ministry has a range of policies and practices to support employees with caring responsibilities to have a good work-life fit and to balance family and work obligations. This includes parental leave, parental leave payment on return to work (ex-gratia payment), flexible working arrangements, preferential re-engagement after childcare and a range of leave options that support caring responsibilities.

The Ministry is progressing an approach to flexible working that is visible, accessible and equitable for all its people and has recently updated its Flexible Working guidelines. The Ministry's Employee Assistance Programme (EAP) supports our people by providing access to a private and confidential counselling and coaching service for anything that's impacting on their wellbeing, whether it's work related or personal. The initial number of EAP sessions available has increased from three to six. There is also enhanced support available on the Ministry's Intranet.

*7. Please explain how you go about preventing and combating wrongful interpersonal behaviour such as workplace bullying and harassment even if it is not specific to any of these demographics.*

### **Positive and Inclusive Workplace (addressing harassment and bullying)**

The Ministry's aim is for our people to work in a positive and supportive environment free from bullying, discrimination and all forms of harassment. The Ministry takes its obligations as an employer to provide a safe and healthy work environment very seriously.

The Ministry has a comprehensive range of support and interventions to address inappropriate behaviour. These include:

- A refreshed policy and guidelines which focus on raising issues, early intervention, support and resolution.
- Training sessions called Leadership Conversations were introduced to people leaders in May 2019. These three sessions focus on equipping leaders to have conversations about inappropriate behaviours (including harassment and bullying) and changing global expectations.
- Training for people leaders was released in October 2019 that focuses on early and open conversations that create a positive and safe workplace.
- Video based training for all Ministry staff has been released. These describe appropriate behaviours, remind our people of the policies and support available, and promote the use of appropriate escalation channels.
- Where instances of inappropriate workplace behaviour in the form of harassment, bullying, or discrimination occurs, the Ministry has a mechanism for staff to report and record these incidents through our Health and Safety reporting system. Alternative reporting mechanisms include managers, peers, HR, and union delegates. Advice, support and appropriate escalation and management is provided.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter on the Ministry of Social Development's website. Your personal details will be deleted



and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response regarding the Ministry's Gender Pay Gap, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'SC', with a long horizontal stroke extending to the right.

Stephen Crombie  
**Deputy Chief Executive, People and Capability**