

TE TAURA WHIRI
I TE REO MĀORI

MĀORI LANGUAGE COMMISSION



KIA TOIPOTO GENDER AND ETHNIC PAY GAP REVIEW

15 November 2023



By Karu Shaw

TE TAURA WHIRI I TE REO MĀORI

WHO WE ARE

Te Taura Whiri i te Reo Māori is a Crown entity that was established by the Māori Language Act 1987 and continued by Te Ture mō Te Reo Māori 2016. Our key functions include:

- **Giving effect to the status of te reo Māori as an official language of New Zealand**
- **Promoting te reo Māori as a living language and as an ordinary means of communication**
- **Taking the lead in co-ordinating the implementation of the Maihi Karauna strategy**

Ultimately, we exist to revitalise te reo Māori with a focus on promoting this in the public sector and wider Aotearoa including the private sector.

OUR PEOPLE

As of 15 November 2023 we have 56 permanent and fixed term kaimahi (employees).

COMPARISON

	2022	2023	Public Service
Gender	78% wāhine 22% tāne	75% wāhine 25% tāne	62.2% wāhine 36.7% tāne
Age	42 years	40 years, 10 months	44 years

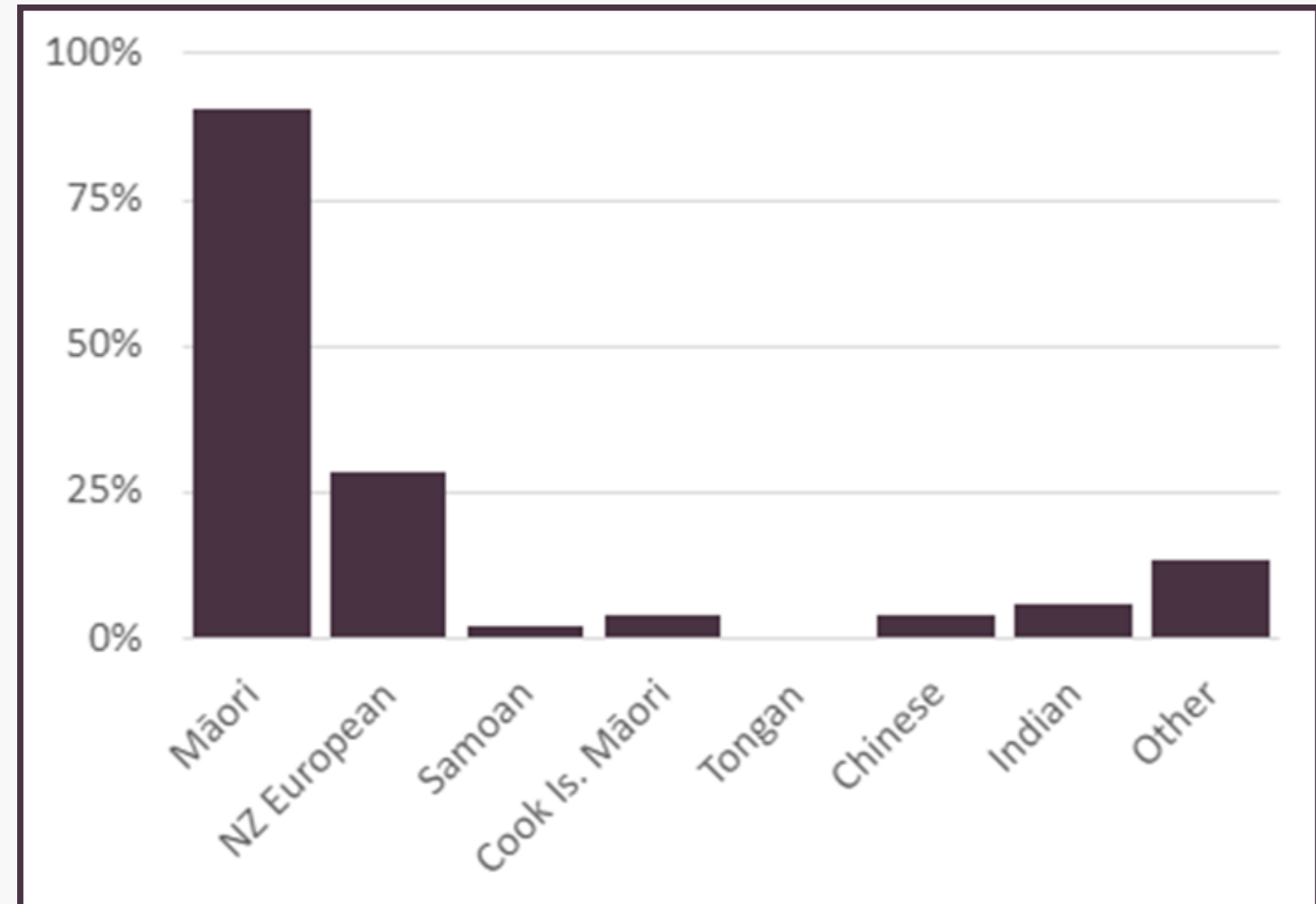
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ETHNICITY

Staff could select more than one ethnicity.

Only 9.5% of participants do not identify as Māori.

95% of staff participated in the survey.



WHAT ARE OUR GAPS?

Comparing Tāne vs Wāhine, and Tauwi vs Māori salaries by bands (management, senior, and junior kaimahi) shows no significant difference in average salary by gender or ethnicity.

GENDER PAY GAP

- Job-for-job there is no noticeable pay gap.
- Tāne continue to earn more than wāhine, and of the tāne employed, a heavy proportion are in management roles. However, the pay gap has closed slightly.
- Over the last year we have recruited more tāne at more levels of the organisation.
- Of those who we have employed within the last year, 37.5% were tāne.

ETHNIC PAY GAP

- Tauwi continue to earn more than Māori, but the gap has closed slightly.
- We continue to employ tauwi to specialist positions, already skilled in a specialised role we are seeking.
- We continue to employ reo Māori speaking Māori on potential, especially to entry level roles, especially Support Advisor, and develop them. As we often promote from within, our support advisors often go on to other roles across the whare (approximately 23%)

Note: Due to the size of our organisation, we do not publish a breakdown of this data.



WHAT KIA TOIPOTO MEANS TO US

Kia Toipoto is not just about money. One of the aims of Kia Toipoto is to address inequality for Māori across the public sector and sets out ways in which agencies should look to address those inequalities.

Te Taura Whiri i te Reo Māori is both a Crown entity and a Māori Organisation, and as such works in a Kaupapa Māori environment. We give the opportunity for our kaimahi to develop in te ao Māori by ensuring we practise and celebrate te reo Māori and tikanga Māori every day.

We offer professional development opportunities for all staff, through internal movement and by supporting placements in other agencies.



Being a Crown entity and a Māori organisation ...

Externally.

- We continue to develop Māori talent, holding the view that those people will become the future public service across Aotearoa.
- We had a low turnover over the period (less than 10%), and exit information collected showed our people were generally moving on for better opportunities, having been developed by us.

Internally.

- We proudly operate as a kaupapa Māori organisation.
- We walk the talk and expect all kaimahi to have language plans, including taking up learning opportunities offered within the tari.
- We have rolled out a personal development plan and increased emphasis on developing the talent of those who speak te reo Māori.
- We continue to employ kaimahi that can uphold our tikanga and lead roles: kaiwhakahaere waiata, kaikaranga and kaikōrero.
- Wellbeing of our kaimahi remains a priority. This includes acknowledging their whānau and accommodating family obligations.
- Tauwiwi are welcomed into our organisation and invited to participate in all activities.

RECRUITMENT

WHAT WE HAVE DONE SO FAR

We have succeeded in our goal to employ more tāne. Of all new employees, 37.5% were tāne.

We are becoming an organisation of choice for Māori.

Our people are our best attractor of talent. Almost 30% of new recruits were through recommendations by existing kaimahi.

In order to attract people with the right attitude, regardless of aptitude, we have changed our advertisements to include this statement:-

'We are dedicated to building a diverse, inclusive, and authentic Māori workplace, so if you're excited about this role but your past experience doesn't align perfectly with every qualification in the job description, we encourage you to apply anyway.'

WHAT IS YET TO DO

Our gender pay gap has reduced slightly, but we aim to further shrink that disparity.

We need to be broad in our recruitment to build a diverse range of people, skills and thinking.

Our age and gender data shows we continue to mostly employ young wāhine. A disproportionate number of applicants for our advertised roles attract young wāhine. Therefore, although we employ on merit, the number of wāhine in our new recruits is likely to remain comparatively high.



REMUNERATION

WHAT WE HAVE DONE SO FAR

We have redrafted all position descriptions (except leadership) and re-evaluated them. Roles that increased in size resulted in pay increases for the incumbents.

We paid salary increases in line with the Public Service Pay Adjustment.

We have continued work on the performance framework, now named the Excellence Framework.

We offer at least 90% of the salary band.

We make our first offer of employment our best offer. We test ourselves 'If they were to counter offer, would we accept the offer or walk away?' If 'Yes, we would accept,' then we present that offer to the candidate.

WHAT IS YET TO DO

Although they have both reduced, we aim to decrease the gender and ethnicity pay gaps further.

Feedback from exit interviews shows that departing staff considered their pay to generally be fair. We will continue to monitor the feedback we collect from future exit interviews.

We will use our staff engagement survey, Kōrero Mai, to monitor kaimahi views on remuneration.



INFORMATION TRANSPARENCY

WHAT WE HAVE DONE SO FAR

We have increased transparency by:-

- publishing the guide to recruiting within salary bands
- publishing the salary bands
- publishing the salary bands with position descriptions

We continue to treasure a relationship with the PSA based on collaboration, transparency and honesty.

The HR Toolkit on our intranet has been populated with Q&A, designed to provide answers to employee questions.

WHAT IS YET TO DO

Some HR policies remain out of date and do not reflect the current work environment. The project to update them is ongoing.

We are seeking more opportunities for cross functional teams to enhance collaboration across the tari.



FLEXIBLE WORK

WHAT WE HAVE DONE SO FAR

Flexible work arrangements are in place.
Not all are formalised.

The Hours of Work policy has been drafted
and awaits approval.

WHAT IS YET TO DO

We are still finding the balance between
individual needs and bringing the tari
together in order to foster collaboration.

We have implemented 'Rā Kotahi', an
anchor day to set the expectation that all
staff will work in the office on Wednesdays.

DEVELOPMENT

WHAT WE HAVE DONE SO FAR

We redeveloped our Personal Development
Plan and have implemented it across the
tari.

We have arranged secondment
opportunities for our staff in other public
service/crown agencies.

WHAT IS YET TO DO

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individual needs and coming together to
foster collaboration.

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