

TE TAURA WHIRI
I TE REO MĀORI

MĀORI LANGUAGE COMMISSION



KIA TOIPOTO GENDER PAY GAP ACTION PLAN 2021-24



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TE TAURA WHIRI I TE REO MĀORI

WHO WE ARE

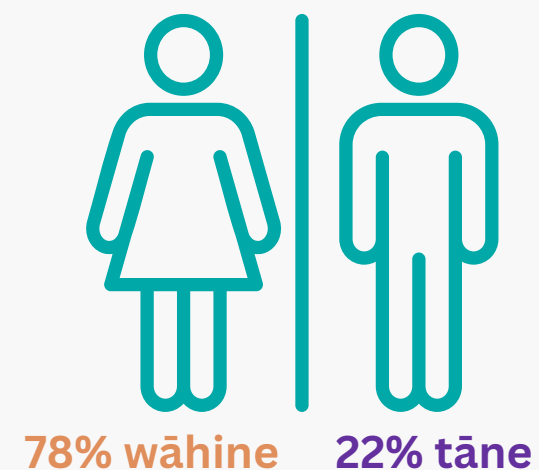
Te Taura Whiri i te Reo Māori is a Crown entity that was established by the Māori Language Act 1987 and continued by Te Ture mō Te Reo Māori 2016. Our key functions include:

- **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 2022 we have 49 permanent and fixed term kaimahi (employees).

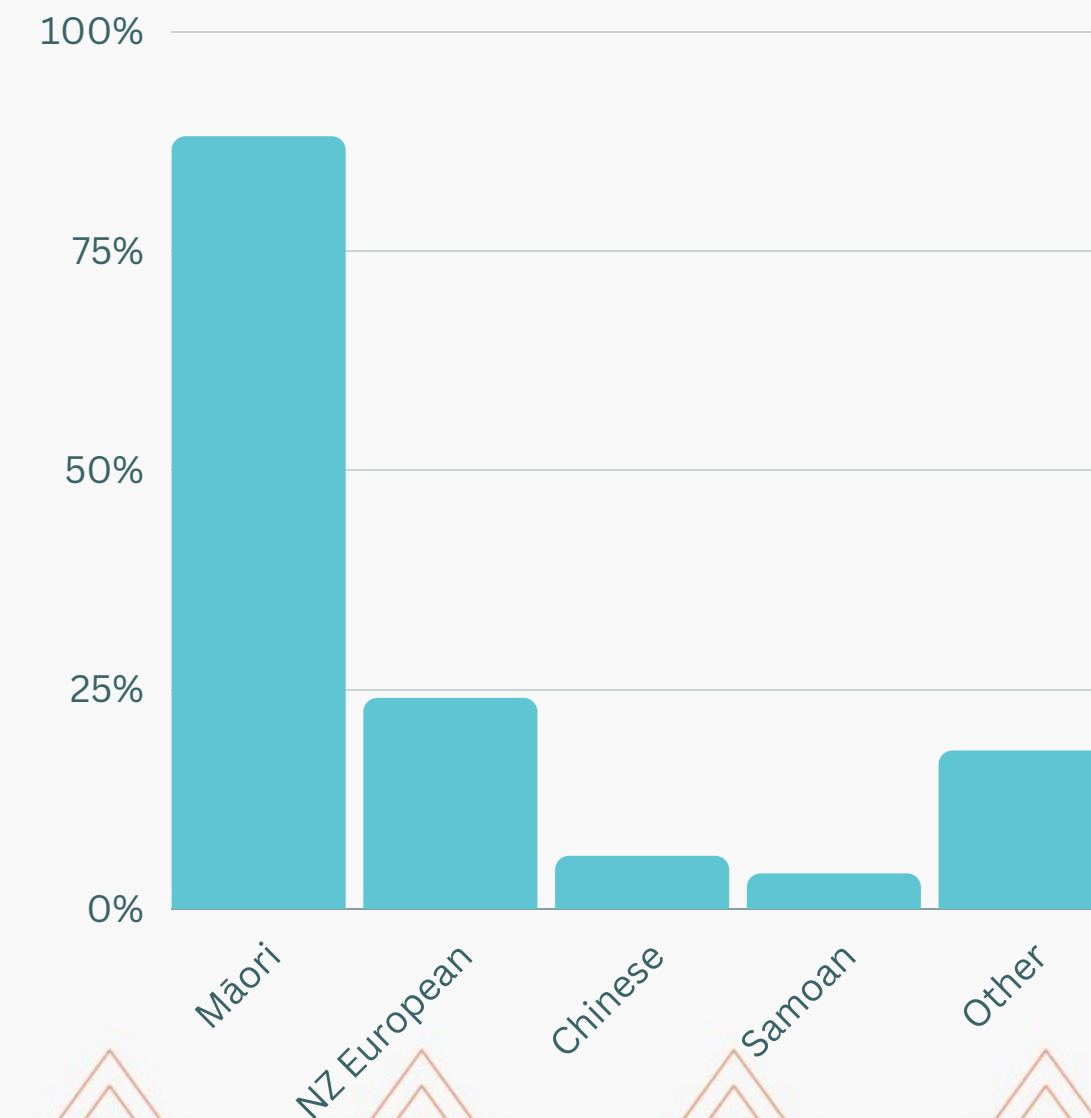


AGE

Our average age is 42 years.

ETHNICITY

Note: Some kaimahi have identified as having more than one ethnicity.





KIA TOIPOTO

Kia Toipoto is being implemented across the Public Service, the goals being:

- Substantially reduce 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

Pay gaps are complex, and eliminating gaps is a long-term exercise. However, all employees have the right to be paid fairly and work in an environment that is free from sexism, racism, and discrimination, and where everyone feels safe and protected.

By implementing Kia Toipoto, we be taking positive action to close pay gaps, address bias and discrimination and create fairer workplaces for all kaimahi (employees)

An Introduction to Pay Gaps and Kia Toipoto
(www.publicservice.govt.nz)

OUR APPROACH

From its outset we have worked on Kia Toipoto in collaboration with the PSA.

We have not historically collected gender and ethnic data and needed to collect it in response to Kia Toipoto. We got a 100% response. We presented an explanation of Kia Toipoto to all kaimahi, and why we needed the information. Volunteers were requested to assist draft a response (we got no offers). The final draft was sent to all kaimahi for feedback.

The size of our organisation means we do not meet the threshold to be able to publish data (must have at least 20 in a group).

We considered and discounted collecting data on:

- Rainbow Community - due to our ability to identify individuals (and 'out' people who didn't chose to be).
- Iwi - as we didn't think we had enough reason to collect the data.

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.

Overall tāne earn significantly more than wāhine.

Why the pay gap?

- We have significantly more wāhine than tāne. Just over half our tāne are in management roles
- Our non management kaimahi are very heavily wāhine dominated.
- We promote from within. Almost 30% of our people were promoted internally. Our entry level role, Support Advisor, is very wāhine dominated. Approximately 23% of our kaimahi entered the organisation through this role.
- We pay slightly less to internal promotions (95% of the salary band) to those recruited externally (99% of the band).
- Anecdotal, the revitalisation of te reo Māori is being led by wāhine.

We do not consider the pay gap has identified a problem in equality between genders but acknowledge the benefit in actively seek to employ for diversity, including employing more tāne.



Our tauwi earn more than our Māori

Why the pay gap?

- There are very low numbers of tauwi staff and they are more likely to be employed to specialist positions such as project management and procurement than entry level positions.
- We are less likely to employ tauwi on potential than Māori (especially those who speak te reo Māori)

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.



Being a Crown entity and a Māori organisation ...

Externally

We hold a role in the Public Service, and develop Māori talent, expecting that talent to be the future across the Public Service and Aotearoa. We commit to developing Māori not just for today, but for tomorrow and the future.

Internally

- We operate as a Kaupapa Māori organisation.
- We have a specific kaupapa revitalising te reo Māori and expect the make up of our kaimahi to reflect that.
- For us to uphold our tikanga we need kaimahi to lead cultural roles such as kaikaranga, and kaikōrero.
- All people practices have an underlying kaupapa where our tikanga are built on kaimahi wellbeing as a first priority ('Who' comes before 'What'). We acknowledge the importance of whānau and accommodate family obligations
- We role model having Language Plans and providing a safe learning environment for te reo Māori
- Within a kaupapa Māori environment we employ for a diversity of people and thinking
- We welcome tauiwi in to a Māori Organisation.

Kaupapa	What We Have Done	What We Will Do	How Will We Measure Success?
Recruitment 	<p>Drafted a recruitment strategy Recruitment targetted at Māori (See recruitment Memo)</p>	<p>Draft and implement a kaupapa Māori recruitment plan targetting Māori talent. Attract diversity including more Tāne Recruit for alignment with organisation kaupapa. Note: As TTWh is successful in its goals the candidate pool for speakers of te reo Māori will increase</p>	<p>We will become an organisation of choice for Māori Job seekers seek to work at TTWh ie they come to us wanting to work for us without responding to an advertisement. We will have employed more diversity:</p> <ul style="list-style-type: none"> Life skills and experience Difference of thought More Tāne <p>We will employ people who don't meet all skills criteria, but align and contribute to the revitalisation of te reo Māori</p>
Remuneration 	<p>Agreed a guide on where to pay within salary bands with PSA Implemented stepped salary system Commenced a project to redraft all Position Descriptions to more accurately capture requirements of roles.</p>	<p>Publish the guide on recruiting within salary bands Draft and publish a remuneration strategy which will feature our ability to develop people Advance Performance Framework to include remuneration Develop a first and best offer strategy (we are recruiting for talent, not ability to negotiate)</p>	<p>Korero Mai Survey/Exit Interviews wil show kaimahi are paid fairly and being treated well We will develop people to take up more senior roles on higher salaries when they leave. People are paid enough for it to not be the main driver to leave, but not paid so much they can't afford to leave. We will continue to monitor pay gaps, expecting them to reduce.</p>
Information Transparency 	<p>We have presented to all kaimahi on this document We have built a collaborative, transparent, honest relationship with the PSA</p>	<p>Put information on the HR page on a sharepoint intranet site. Redraft policies to include guidance and procedures readily available and easy to read and use. Design bespoke kaupapa Māori policies and practices</p>	<p>Information relating to all aspects of employment are readily available. We will see more collaboration across the tari, ie we know what everyone is doing and where we contribute.</p>
 Flexible Work	<p>Flexible Work Policy approved. Formal and informal (One off) arrangements in place.</p>	<p>Hours of Work Policy for approval</p>	<p>Hours of Work/Place of Work is not a barrier to success. Work is flexible and allows continuity of business and individual development. Family friendly policies</p>
Development 	<p>We have implemented and piloted the Performance Development Framework, aimed at development leading to promotion/progression.</p>	<p>Explore development opportunities across the public service</p>	<p>Exit Interviews – Our people will leave better developed than they arrived. We will develop people to take up more senior roles on higher salaries when they leave.</p>