

D&I Network

Deep Dive into the D&I System

Stocktake

State Services Commission

13 June 2018

Outcomes from this session

- Increased understanding of:
 - what the stocktake tells us at a system level
 - what the system stocktake results mean to my agency
 - where can I have greatest impact with our D&I practices
 - what resources are available to help me progress



SSLT's shared commitments

Brackenridge May 2017 - a year on

Chief Executives committed to:

- create a comprehensive view of D&I and identify and share best practice and tools
- close gender and ethnic pay gaps and deliver pay equity

Other commitments:

- identify our workforce diversity profile and set challenges & targets to achieve
- build capability to role model D&I and address unconscious bias
- trial workplace flexibility approaches in selected agencies
- use staff and stakeholder feedback to assess inclusion
- outline D&I goals in corporate reporting

OUR AIM: Our State Services reflect, understand and value the diversity of the communities we serve. We use best practice to identify what works and drive change across the system to create an inclusive culture across the public service. We deliver to New Zealand's diverse communities and people.



**DIVERSITY AND
INCLUSION**

State Sector Act 1988, Section 56

A good employer will ensure provisions for the fair and proper treatment of employees in all aspects of their employment, including provisions requiring:

- an equal employment opportunities programme
- the impartial selection of suitably qualified persons for appointment
- recognition of:
 - the aims, aspirations and employment requirements of the Māori people
 - the need for greater involvement of the Māori people in the Public Service
- recognition of the aims, aspirations, employment requirements, and the cultural differences of ethnic or minority groups
- recognition of the employment requirements of:
 - women
 - persons with disabilities

The Stocktake is our baseline

Not a compliance exercise

- Stocktake is our resource to accelerate good practice and share tools
- Maps areas of strength and potential development

Illustrative not exhaustive

- Snapshot at a point in time
- Based on agency interpretation
- Start-up focus was creating a full picture
- Data had gaps so we engaged with agencies to fill these
- Verification was more complex, taking more time

Our shared commitment

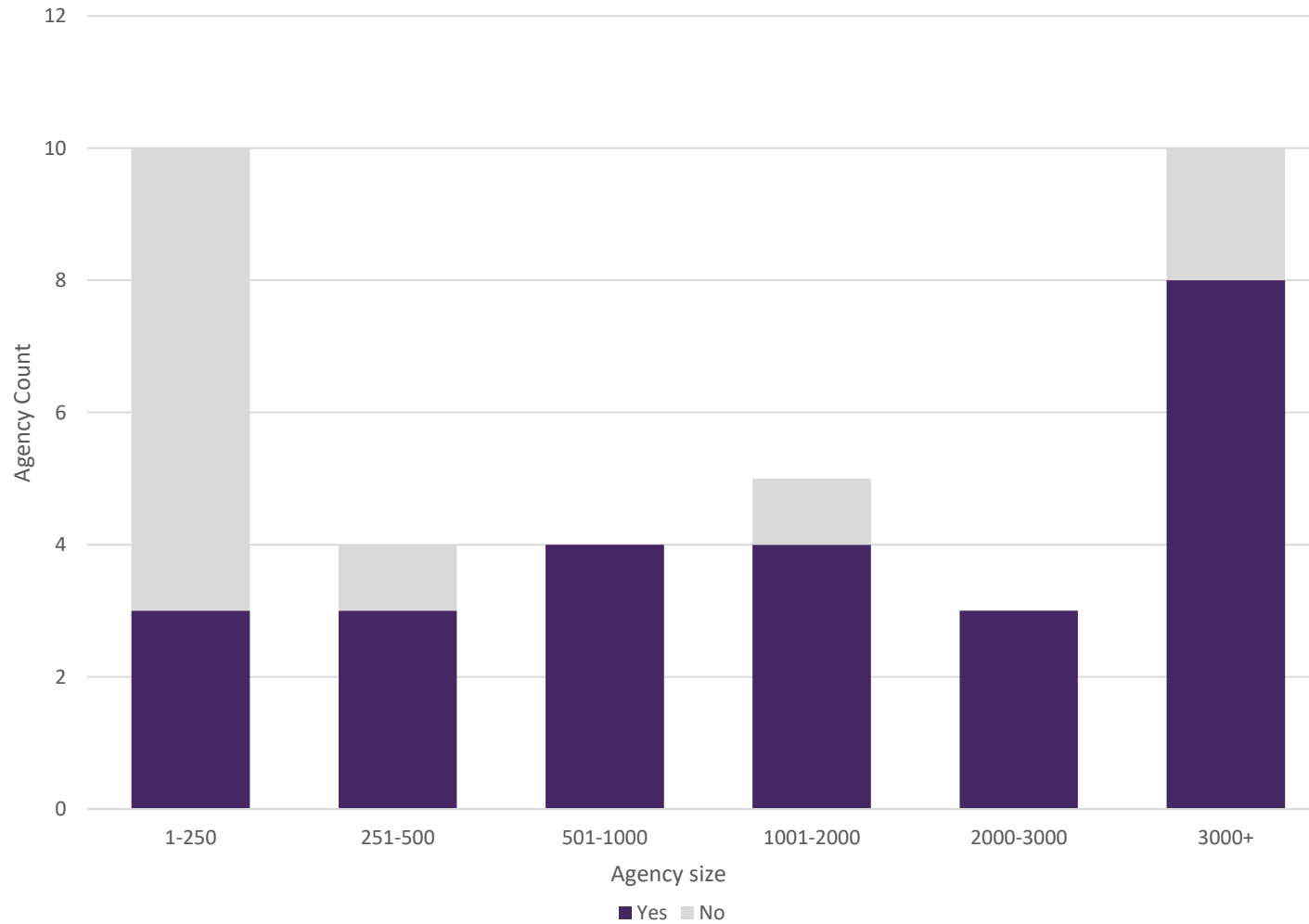
We will create a comprehensive view of diversity and inclusion across the system, and identify and share best practice and tools.

Benefits from Diversity and Inclusion

Diversity of thought
Improved organisational culture
Higher staff engagement
Better outcomes for customers
Equity/fairness
Better able to attract talent
Improved innovation and creativity
Employee health and wellbeing
Improved problem solving
Lower staff turnover
Improved productivity

Governance framework

- 69% of agencies have a formal governance framework in place for D&I to make decisions & provide oversight



D&I in talent management / succession planning

- Nearly half of the agencies incorporate D&I goals into talent management and/or succession planning



Attracting diverse people

- 64% have specific strategies to attract a diverse range of new people
 - Advertising to target communities
 - Assessment/hiring processes have D&I focus
 - Graduate/internship recruitment focused on attracting Māori or Pacific people
 - Working in partnership with Māori or Pacific communities
 - Working in partnership with Workbridge
 - Women in STEM scholarship
 - Information evenings
 - Offering flexible work practices

Early in Careers – diversity focus

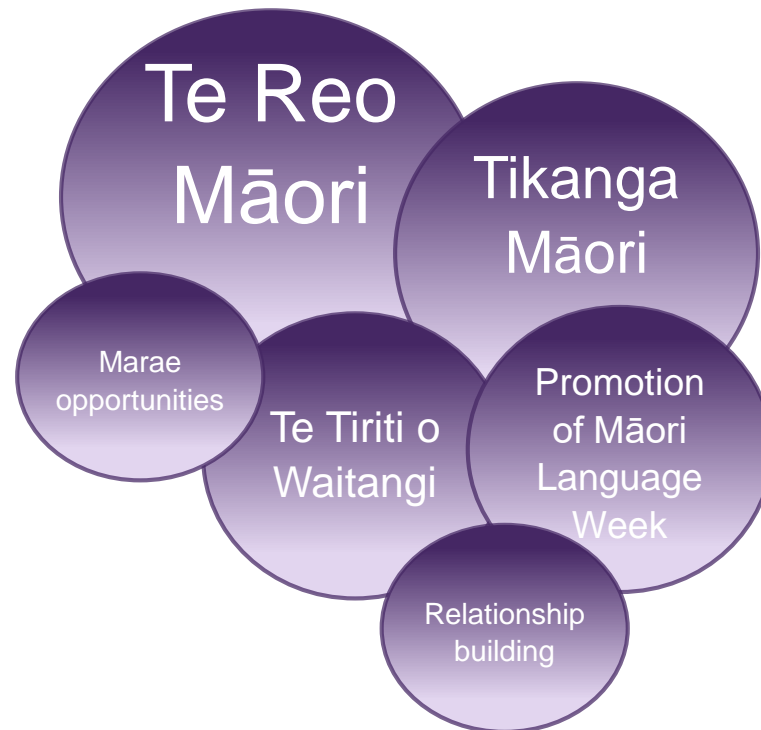
- 47% of agencies have a diversity focus in their Early in Careers Programme
- 25% stated N/A

Examples:

- **Tupu Tai Pasifika Programme** (MBIE, NZQA, MFAT, MfE, MoD, SSC and TSY)
- **ICT & Digital GovTech Programme** (DIA, MBIE, MPI, MoE, NZTA, Stats NZ, IR and ACC)
- **The NZ Graduate Procurement Programme** (MBIE, MoH, Univ Akld, MPI, MoJ, NZDF and healthAlliance)

Māori culture, language & practices and Treaty of Waitangi

- 86% provide opportunities for staff to develop understanding of Māori culture, language and practices and acknowledgement of the Treaty of Waitangi



Development opportunities for diverse groups

- 44% of agencies target development opportunities towards diverse groups
- Some examples from agencies:
 - A Cultural Capability Team
 - In-house leadership programmes targeting Māori and women
 - Strategies and programmes to target the development of women, Māori, Pacific and Asian staff

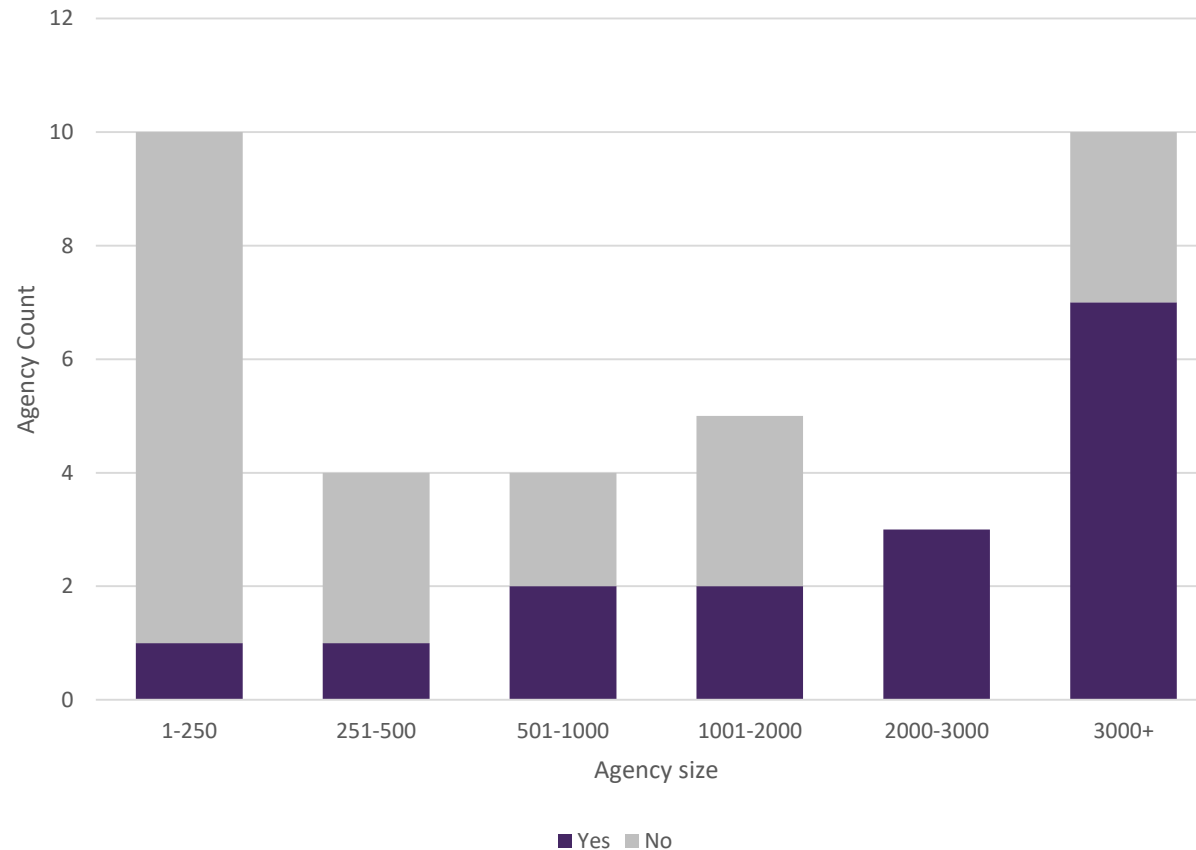
Flexible work practices

- 97% of agencies have a formal and documented process for employees to access flexible work practices
- Uptake is not widely measured

Flexible work practices	97%
Training and support for people leaders	67%
Measurement of uptake	39%

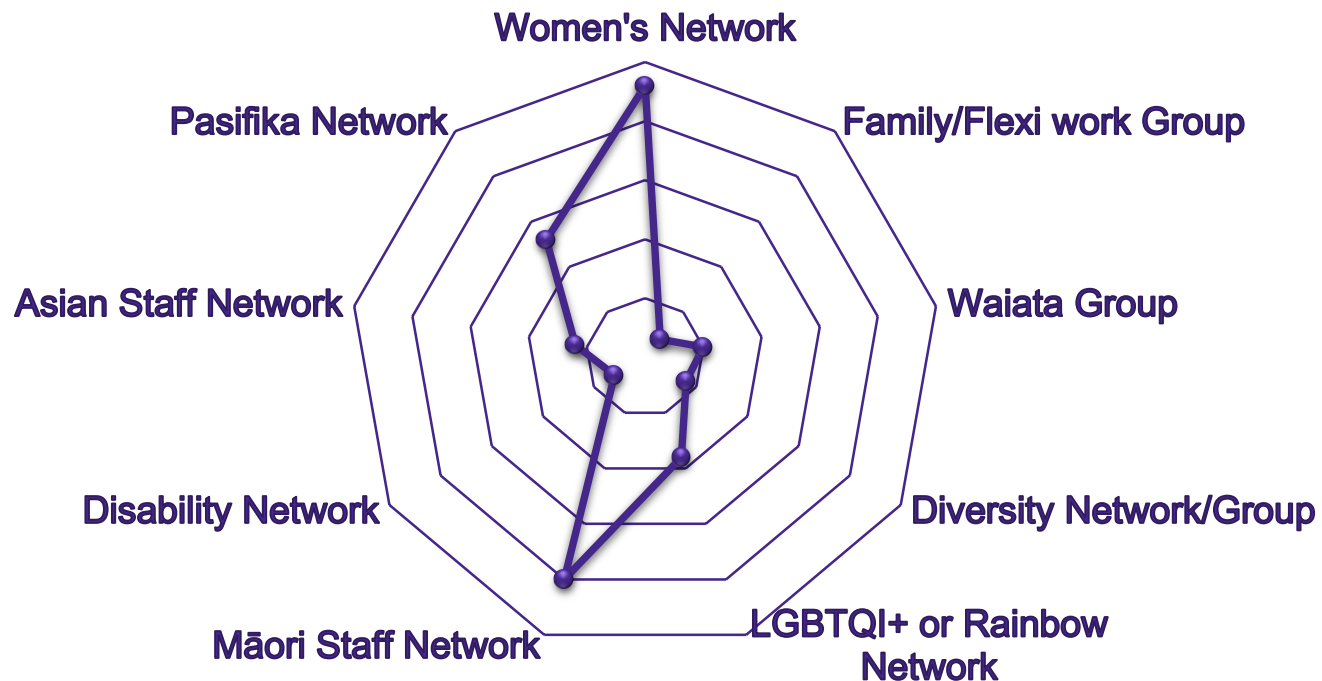
Internal communication strategy/activity for D&I

- 44% of agencies have an internal communication strategy or activity for D&I



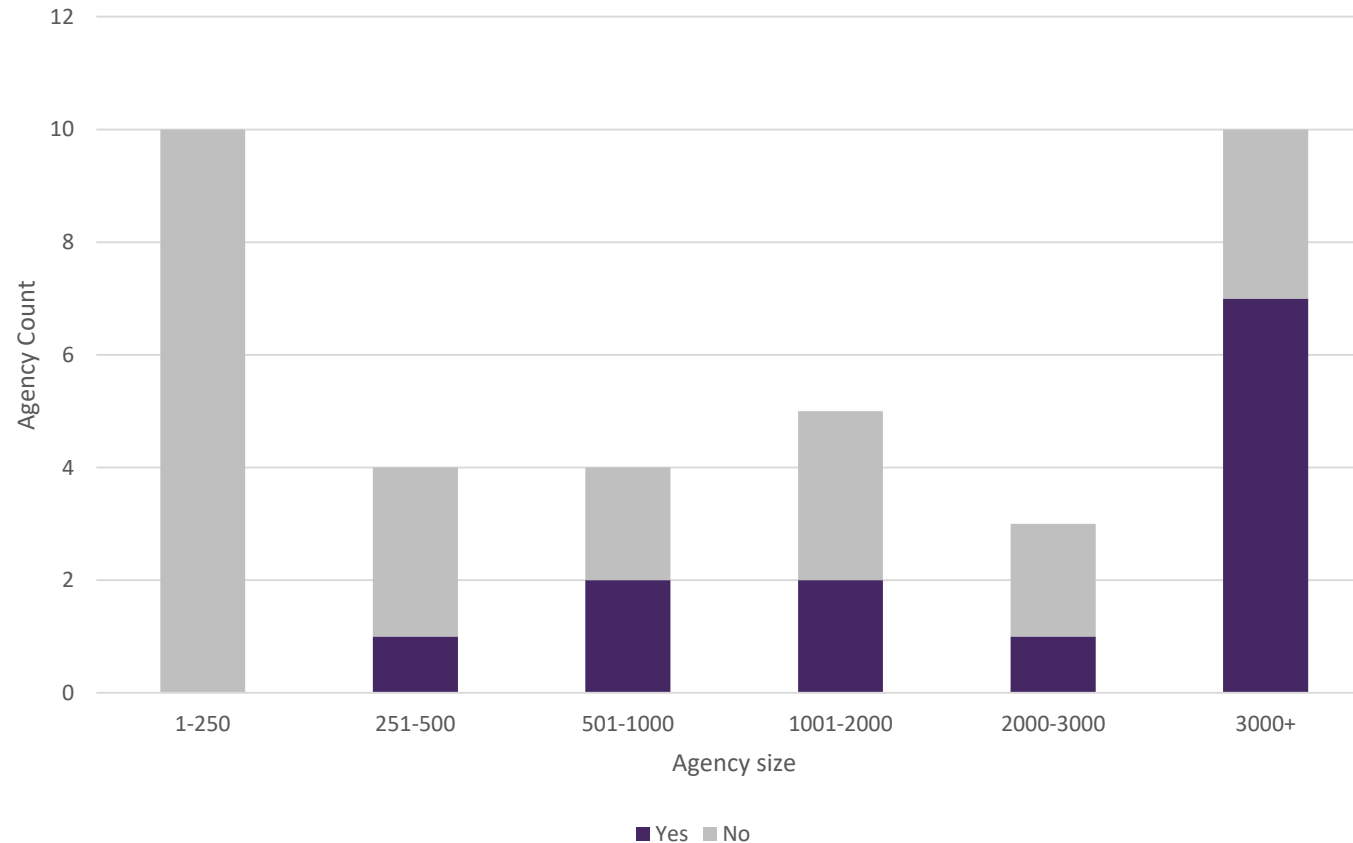
Employee Networks that support diversity & inclusion

- 83% of agencies have employee networks



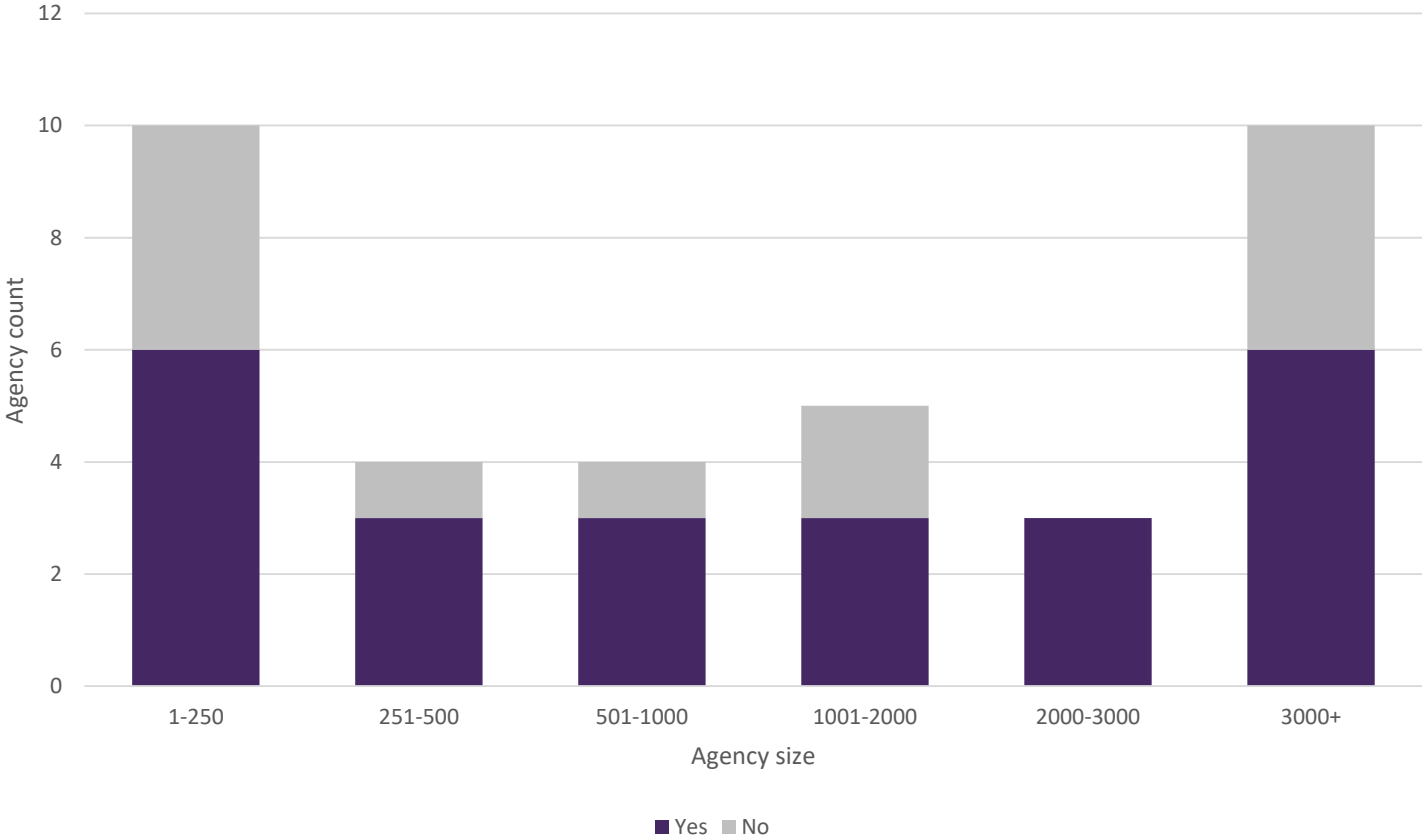
Support inclusion of LGBTQI+ community

- 36% are active in supporting inclusion of the LGBTQI+ or Rainbow community



Unconscious bias training

- 67% of agencies are committed to making unconscious bias training available to staff



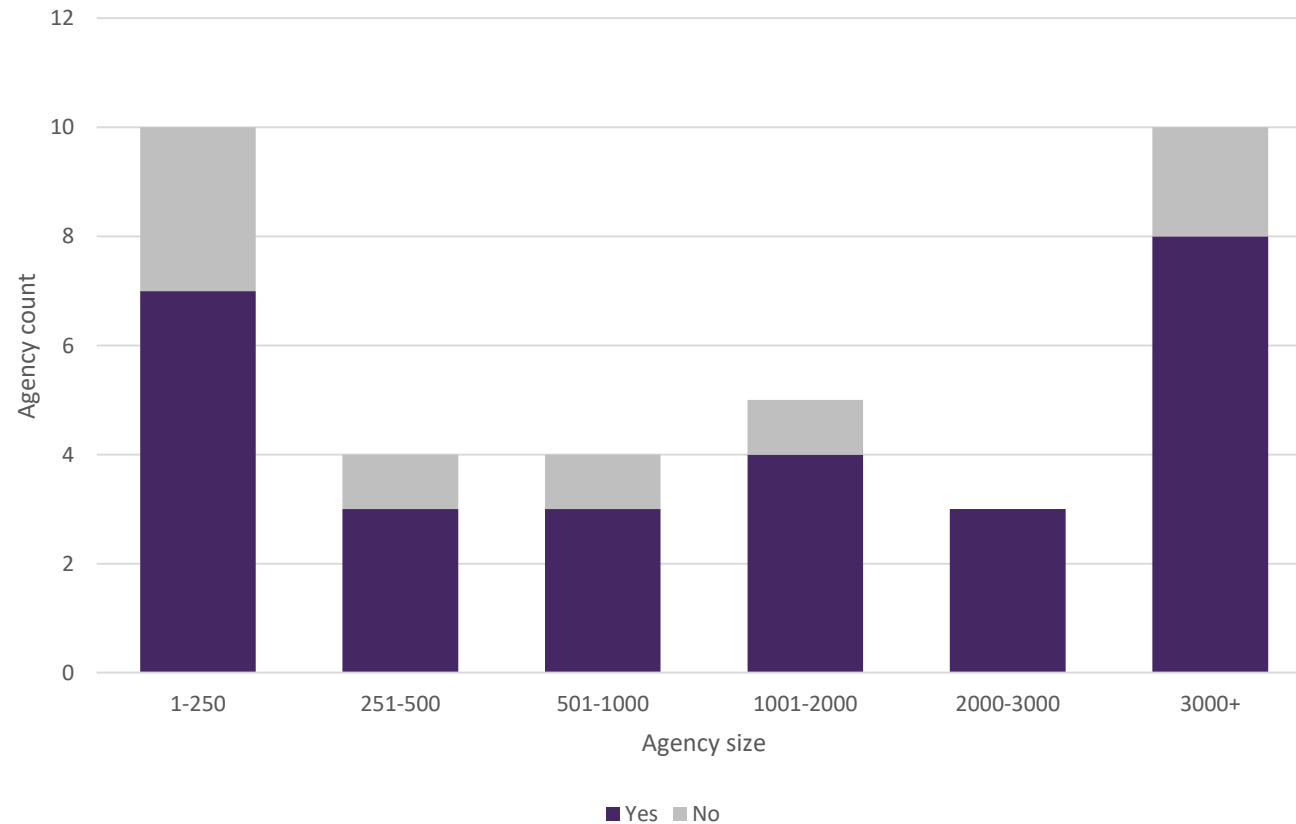
Process to measure inclusion in the workforce

- 56% have a process to measure the level of inclusion in their workforce



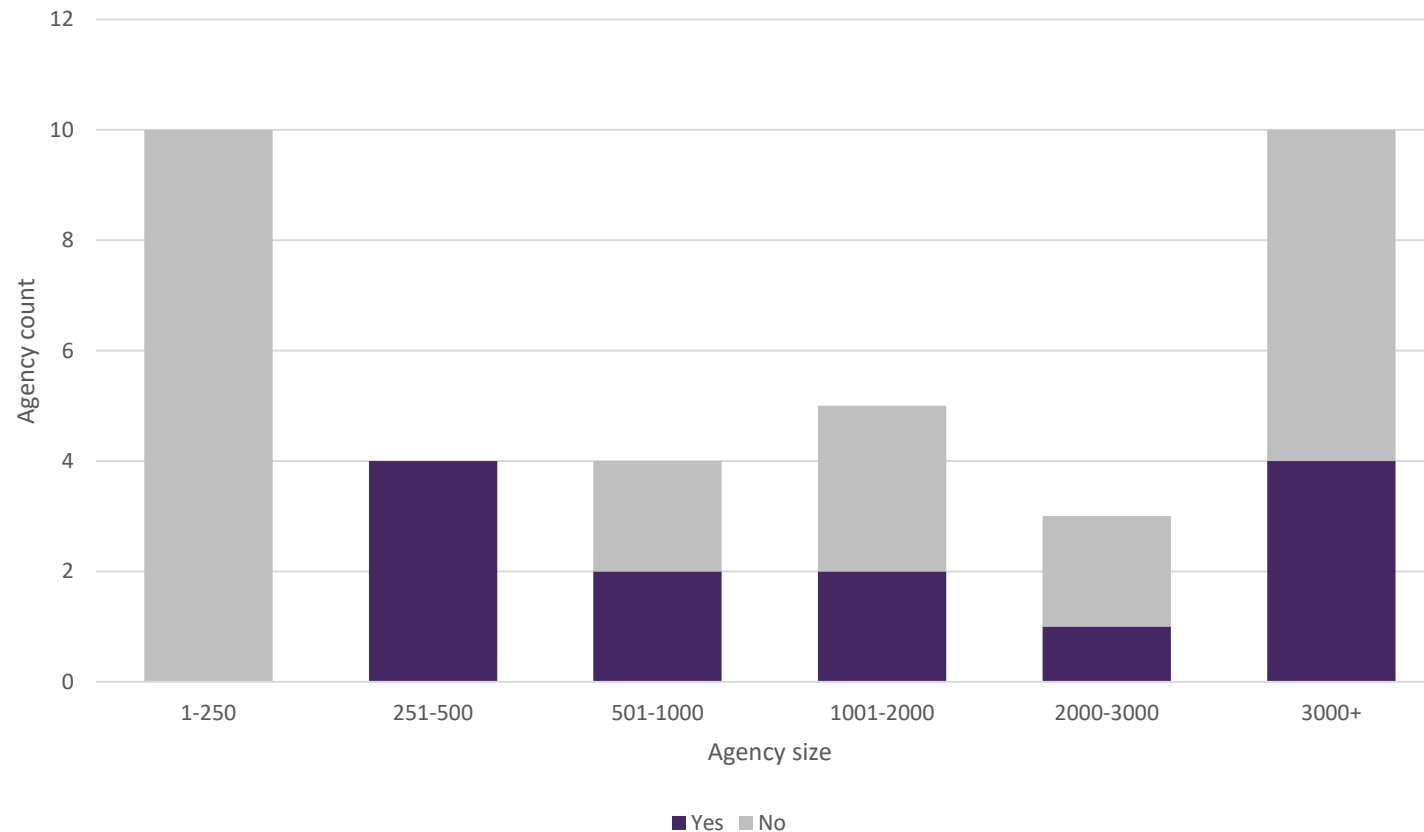
Analysing / tracking recruitment application and hiring statistics

- 78% analyse or track recruitment application and hiring statistics



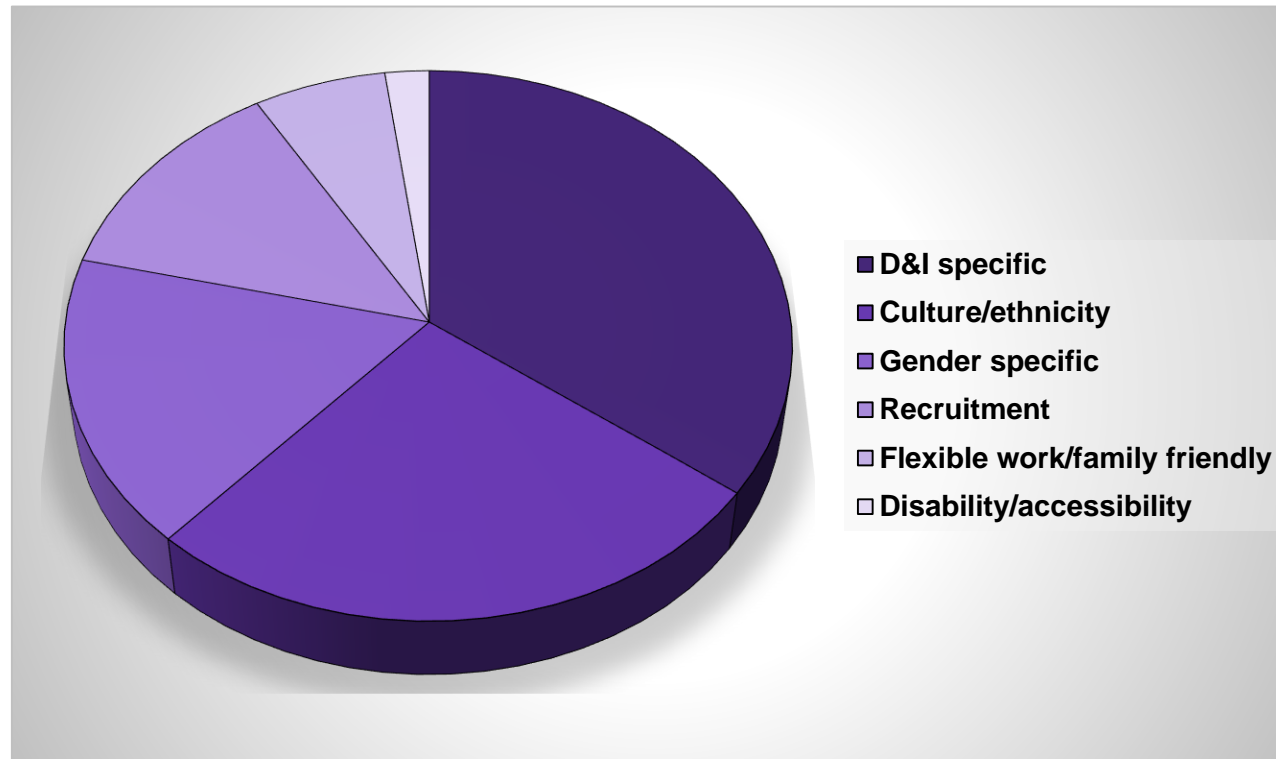
Tracking retention rates / career progression of diverse groups

- 36% of agencies track retention rates and/or career progression of diverse groups



D&I initiatives agencies are most proud of

- 83% of agencies stated they had initiatives they were proud of
- 53% evaluate these initiatives



Panel discussion

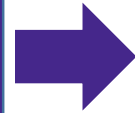
- **Dubravka Kralj**, National Manager Organisational Development, (Acting), Department of Corrections
- **Liz Chin**, Interim Programme Director, Government Women's Network
- **Jane Hopkirk**, Manager Organisation Development, NZ Customs Service
- **Lurna Munro**, Programme Manager Diversity and Inclusion, Ministry of Business, Innovation and Employment



Approaching D&I with CEs

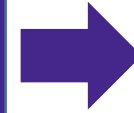
Bottom line

- Chief Executive statement of commitment
- Identification of priorities and a D&I strategy
- Clear objectives
- Action plan to close the gender pay gap
- Involvement of your people
- Measurements to track D&I progress
- Communication with staff and stakeholders



Five key elements

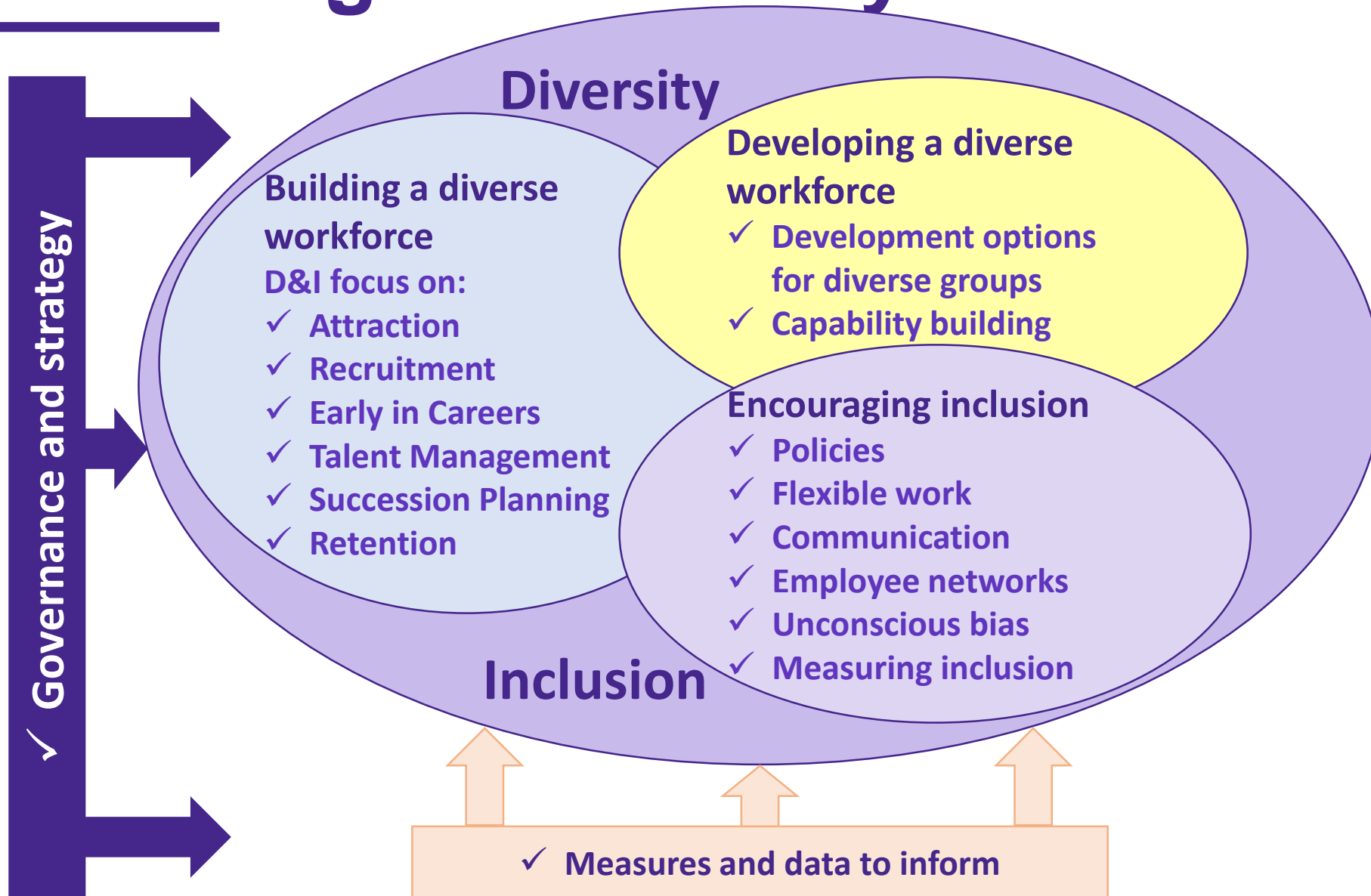
- Leadership commitment: setting the course
- Capacity: teaming up
- Action: making change happen
- Communication: telling our story
- Learning: continuous improvement



Top line

- A wholly inclusive organisation that is fully representative of the diverse communities it serves.
- D&I is core to the business and integrated into the way things are done.

Approaching D&I within your workforce



Your reflections

What is one action you will commit to, to make a difference in the D&I space when you get back to your agency?

