Diversity and Inclusion Strategy

2018-2028

NEW ZEALAND
FOREIGN AFFAIRS & TRADE

Message from the Chief Executive

I am delighted to endorse the Ministry's first ever Diversity and Inclusion Strategy.

The Strategy realises the diversity and inclusion pillar of the People Strategy, breathing life into our One Ministry aspirations — a happy, healthy and high performing community, for all. It builds upon initiatives that emerged from the Career Ministry process.

As we celebrate the 75th anniversary of the Ministry, we find ourselves operating in an increasingly complex and challenging global environment. I have no doubt that valuing and utilising diverse and inclusive thinking, people and behaviours will strengthen our ability to navigate these uncertain times and changing world. In turn, this will help the Ministry make New Zealand safer and more prosperous.

Diversity allows us to be more innovative in the way we act, enhancing the quality of our advice and improving the efficiency and quality of our services.

Inclusion is the key to unlocking the potential of our diversity. When people feel that they belong to a workplace, we see higher employee engagement, improved performance, retention of talent, improved staff wellbeing and lower levels of unacceptable behaviour.

By focusing on diversity and inclusion we challenge ourselves to reflect on our behaviours, blind spots, assumptions, unconscious biases and perceptions of ourselves. We are trying to change our language and how we act to make sure that all staff, no matter job family or location, feel like they belong.

Our Values are deeply relevant to our diversity and inclusion aspirations. They will drive the behaviours we need to grow the diversity of our workforce and inclusiveness of our workplace.

Kotahitanga — We draw strength from our diversity

Courage — We do the right thing

Manaakitanga — We honour and respect others

Impact — We achieve for New Zealand, every day, every where

The Ministry is not the first government agency or foreign service to grapple with diversity and inclusion. In some areas we're doing well; in other ways we have a long way to go. This strategy draws on best practice and lessons learned from world-leading organisations. It builds on what we have already done and sets ambitious goals for what we need to do over the next 10 years. It's a start, not an end.

The To Do List is long; it won't all happen overnight. However, there are things we can do immediately that will make our Ministry a more diverse and inclusive place to work.

This strategy is of fundamental importance to the character and effectiveness of the Ministry, today and in years to come. It's an investment by us, in us. The Senior Leadership Team is fully committed to it and we want all Ministry leaders and staff to share in the commitment, and the journey.

Brook Barrington

Brook Barrington

Chief Executive

Our Aspiration

We aspire to be a workplace that values and utilises diverse and inclusive thinking, people and behaviours. This means that our staff reflect the diversity of New Zealand and the countries we work in, and that the contributions of staff with diverse backgrounds, experiences, skills and perspectives are valued and respected. It is important that staff see themselves included and represented across the Ministry.

This strategy sets out over a ten year timeframe a range of goals and targeted measures designed to deliver a more diverse workforce and inclusive workplace. At the core of our ambition is a focus on leadership, talent, training and development, and flexible work options.

We believe that leadership matters. We need leaders who embrace diverse thinking, people and behaviours. We want our leaders to openly demonstrate that they care about people and appreciate their contribution. We want them to lead by example and understand and demonstrate the importance of diversity and inclusion.

We will improve the quality of the Ministry's performance through our ability to attract, develop and retain diverse talent and to develop our staff in a way that sees diversity as a strength and competitive advantage. Ultimately we want to unlock the value that diversity brings to the Ministry. To do so we need to invest in our people and adopt flexible work practices.

We aim to be a recognised leader in inclusion and diversity. We want to be a public sector frontrunner in New Zealand and an exemplar offshore.

We want to demonstrate to our global partners and to New Zealanders that the Ministry represents the aspirations of the country we represent: a tolerant, diverse, inclusive and welcoming society.

These goals can only be achieved by putting diversity and inclusion at the heart of all that we do and seek to achieve. To achieve this we must endorse and accept a range of general principles:

- acknowledge Te Tiriti o Waitangi as New Zealand's founding document, recognise the continuing partnership it established between the Crown and Māori and do our part to deliver on the Crown's commitments to Māori under Te Tiriti,

- shift our culture towards ways of working that address the needs of a contemporary and highly international workforce,

- encourage collaboration, flexibility and fairness to enable individuals to contribute to their full potential,

- create a workplace characterised by inclusive practices and behaviours for the benefit of all staff,

- ensure diversity and inclusion is embedded in the policies, processes and systems of the Ministry,

- align our diversity and inclusion goals with our strategic goals, and

- establish an explicit understanding of the rationale or business case for the strategy where goals can be measured and our ambitions and commitments lead to a quantifiable difference.

Acceptance of these principles will help realise our One Ministry: a happy, healthy and high-performing community, for all.

Diversity is being invited to the party; inclusion is being asked to dance.
Verna Myers

We want to be a Ministry that celebrates diverse thinking, skills and behaviour.

Our Starting Point

The broader context

There have been a significant number of studies over the years that have established the strong business case for diversity and inclusion within organisations.

- McKinsey reported a statistically significant relationship between a more diverse leadership team and better financial performance.

- Deloitte's reported an 80 percent improvement in business performance when levels of diversity and inclusion were high.

- A Ministry analysis of the Employee Engagement Survey found that those workgroups that scored high on the Inclusion Index also scored highly on the Engagement Index, demonstrating a strong correlation between inclusion and engagement.

- The American Sociological Association found that for every 1 percent rise in the rate of gender diversity and ethnic diversity in a workforce there is a 3–9 percent rise in sales revenue.

- Tufts University, in an experiment, demonstrated that diverse groups perform better than homogenous groups. This was reinforced by a overseas study that found "ideas from women, people of colour, LGBT and Generation Y's are less likely to win the endorsement they need to go forward because 56 percent of leaders don't value ideas they don't personally see a need for…" The data strongly suggested that homogeneity stifles innovation.

- The book the "Inclusion Imperative" reported that "when gay people remain in the closet, they are 10 percent less productive than when they are able to be themselves."

The Ministry context

Represented in 57 locations and employing staff from a variety of countries, backgrounds and professional skills, the Ministry is a diverse organisation. We are working to grow One Ministry: a happy, healthy, and high-performing community, for all.

In developing our strategy, we recognise that we are not starting from a zero base. The Ministry has been focused on creating a diverse and inclusive organisation for a number of years and has a range of initiatives under way. These include:

- A Senior Leadership Team Diversity Champion
- Support for Staff Networks
- Unconscious bias training
- Flexible work policies and practices
- Closing the Ministry's within band gender pay gap during the 2017 remuneration round
- Pasifika internships over the 2017-18 summer under the Tupu Tai programme
- Anonymous recruitment
- March 2018 SLT Retreat focused on delivering the Māori Engagement Strategy
- Diverse panels for 2018 promotions.

In 2017 the Ministry commissioned an external organisation, Diversitas, to conduct a review of the current state of Diversity and Inclusiveness at the Ministry with a view to assisting the development of a more comprehensive and strategic approach to the issue.

The key findings from the review (and from other Ministry surveying and data) include:

- A strong intent from Ministry leadership to grow diversity and inclusion capability across the organisation and to take a leading position in the public sector on this issue.
- General organisation-wide support for taking a more strategic approach to diversity and inclusion.
- Significant in-roads in developing policy framework, governance structure and diversity and inclusion strategy plan, although further development required.
- Evidence of an overall gender balance, however with male-dominated leadership roles. Diversitas found that barriers to women in leadership need to be removed.
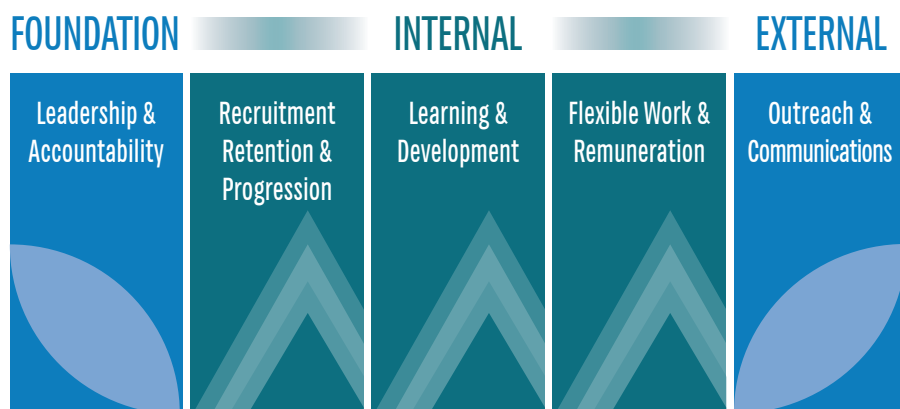
- Ethnically diverse employee population, with slightly lower representation of minority groups relative to public sector average. These minority groups are under-represented in leadership roles in the organisation.
- Around half the workforce perceive the culture to be one of inclusion, where individual differences are valued.
- Perception of legacy culture of "competitiveness" and "elitism" acting as a barrier to inclusion.
- Desire to see specific and separate focus on bi-culturalism.
- Need for training and capability building to be rolled out to support any diversity and inclusion strategy.
- Need for opportunities for locally employed staff to play a more prominent role in leading diversity and inclusion.
- Specialist staff seeking to be more included and their skills valued.
- Around half the workforce believe that the Ministry is fully supportive of flexible working, despite policies that provide for flexible work options.
- Desire to see flexible working formalised and more widely embedded in the Ministry.
- A gender pay gap of 15.3 percent (reduced by 2 percent as a result of efforts to close the within band gap in 2017).
- Women score lower on most dimensions in the Employee Engagement Survey.

Because it's about people. He tangata, he tangata, he tangata.

Our Approach

We have been guided and influenced by the work of many sector-leading organisations as we have developed the Ministry's Diversity and Inclusion Strategy. We developed our strategy and supporting initiatives based on five key pillars of diversity and inclusion.

Diversity and Inclusion Implementation Pillars

FOUNDATION	INTERNAL		EXTERNAL
Leadership & Accountability	Recruitment Retention & Progression	Learning & Development	Flexible Work & Remuneration
			Outreach & Communications

Leadership and Accountability

The extent to which organisational leaders take responsibility for shaping, guiding, and supporting the organisation's diversity and inclusion initiatives is an important part of their roles. The accountability and sponsorship of implementing diversity and inclusion is both explicit and measurable.

The Ministry's vision and approach to diversity and inclusion is embedded in the business through policy, practice and plans.

Recruitment, Retention and Progression

The Ministry ensures the recruitment and selection processes support the strategy of identifying and selecting the best talent from the most diverse applicant pools to have people in the Ministry who look, think and act differently. This will include the extent to which "targeted" recruitment campaigns exist, and how diversity is represented on recruitment panels and the guidance panels receive for conducting interviews. The Ministry will need to manage how turnover of under-represented groups is addressed and how talent from groups of diverse staff is identified, supported and accelerated. The organisation will also need to measure the extent to which criteria and weightings are developed to remove barriers for the advancement of groups of diverse staff.

Learning and Development

The extent to which learning and development meets the needs of a diverse workforce.

Flexible Work and Remuneration

The design of jobs, Ministry work practices, remuneration and incentives is designed to accommodate the different needs of staff. The construction of work and individual jobs maximises the ability of people from diverse populations to contribute and be successful.

Outreach and Communications

The extent the Ministry is sensitive to the diverse needs of its staff, partners, stakeholders and the people we represent. How diversity is articulated and promoted through internal and external communications. New Zealanders view the Ministry as an inclusive employer with a workforce they can identify with.

Diversity: the art of thinking independently together.

Malcolm Forbes

We're all different...

1 Leadership and Accountability

Our leaders will grow diversity, foster an inclusive workplace where all staff are treated fairly and with respect and will be celebrated for doing so. By being able to bring their whole selves to work, all staff will be able to contribute their best to organisational success.

Our Goals

Under Senior Leadership Team (SLT) guidance, the Ministry embraces diversity and inclusion and takes action to address inequalities by recognising that all staff have unique skills and talents.

The Ministry works to support and develop staff to maximise their contribution and personal satisfaction through organisational initiatives.

The Ministry develops a strong rationale to support its diversity and inclusion vision and strategy and aligns it to organisational goals, four-year objectives and operational plans. Successes and failures against the strategy's goals are openly shared.

The Ministry develops practices and strategies to equip all managers with the ability to promote diversity, institutionalise a culture of inclusion, measure results and refine approaches to adjust to changing needs.

Leaders at all levels are held accountable for executing the Diversity and Inclusion Strategy, promoting the strategy's vision, setting goals, achieving results, being role models and providing dedicated support and budget provision to effectively implement diversity and inclusion.

Everybody has a leadership role to play.

How will we do this?

1.1   SLT (and leaders at all levels) lead the promotion of an inclusive workplace.

1.2   SLT (and leaders at all levels) lead the identification and removal of any institutional discrimination against groups of diverse staff in respect of recruitment, placement, remuneration talent and performance management.

1.3 Improve the collection and analysis of Ministry diversity data, while maintaining privacy. Work will be split over multiple phases.

1.4 Establish and provide regular diversity and inclusion reporting to appropriate Ministry governance committees.

1.5 Undertake every four years a diversity and inclusion stocktake to ensure delivery against the implementation plan, goals and targets. Feed stocktake outcomes into updates of the Diversity and Inclusion Strategy and revisions of the Implementation Plan.

1.6 Establish and report on an Inclusion Index as part of the Employee Engagement Survey.

1.7 Add additional demographic questions to the Employee Engagement Survey.

1.8 Include managing diversity and inclusion as an essential leadership competency and assess people leaders against it.

1.9 Tie people leader performance outcomes and incentives to meeting diversity and inclusion goals.

1.10 Add diversity and inclusion goals to all Heads of Mission (HOM) Letters of Expectation and manager inductions.

1.11 Require all people leaders to participate in diversity and inclusion training (e.g. unconscious bias training) and make the training available to all staff.

1.12 SLT (and leaders at all levels) recognises that diversity of thought can improve the quality of policy making and takes steps to encourage divergent points of view in their meetings and documentation.

1.13 Staff are encouraged to think diversely and are recognised through the performance assessment and remuneration process for courageously considering issues from differing perspectives.

1.14 Require every post without a Dependent Employment Agreement (DEA), or with a dated one, to add negotiation of a DEA to its Operational Plan, or register with Human Resources Group (HRG) the reason for not doing so.

1.15 The Ministry has zero tolerance to unacceptable behaviour (harassment, sexual harassment, bullying, victimisation). The Ministry aims to create a safe environment where all staff feel safe to speak up in the event they are subject to, or observe, unacceptable behaviour.

1.16 Maintain support for the Ministry's Staff Networks and encourage staff employed at posts to participate.

1.17 Utilise SLT post engagement visits to engage with offshore staff on the diversity and inclusion work programme.

1.18 Establish a Māori Advisory Board and appoint a Ministry Kaumatua to provide direct advice to the Chief Executive.

1.19 Invite the chair/coordinator of each Staff Network at least once a year to attend an SLT Board meeting to discuss their diversity and inclusion issues and opportunities.

1.20 Redesign the Performance Management system to recognise diversity and inclusion contribution.

We are all different, which is great because we are all unique. Without diversity life would be very boring.

Catherine Pulsifer

It's about the little things we do every day to make the Ministry happy, healthy and high performing.

How will we know we have been successful?

- Diversity and Inclusion Strategy is successfully launched in 2018 and resources to implement 2018/19 Implementation Plan (and out-years) are secured.

- Employee Engagement Survey results related to leadership actions in promoting diversity and inclusion show a sustained upward trend.

- The Inclusion Index, which is a wider measure of how included and valued staff feel, increases year-on-year to an organisational average of 90 percent by 2028 and shows no differentiation by groups of diverse staff.

- SLT (and leaders at all levels) in its composition increasingly reflects the gender, bicultural, ethnic and cultural diversity make up of New Zealand.

- SLT positions are held and maintained in a 45 : 45 : 10 ratio of male : female : male/female/any gender by 2025.

- Percentage of women and gender diverse staff in above-the-line positions (offshore and onshore) are in line with New Zealand national workforce percentages by 2025.

- Percentage of Māori staff in above-the-line positions are in line with New Zealand workforce national percentages by 2025.

- Percentage of Pasifika, Asian and other ethnic minority staff in above-the-line positions are in line with New Zealand workforce national percentages by 2025.

- Overall Employee Engagement Survey results show no statistically significant difference between Ministry averages and diverse staff groups.

- All people leaders have completed diversity and inclusion training (e.g. unconscious bias training) by 2020. After 2020 all people leaders will have completed training within one year of assuming their role.

Leadership

High Commissioner to London Jerry Mateparae reflects on his experience in supporting a staff member – Kristin Green – transition in the workplace and the importance of diversity and inclusion.

"We are who we are, we have similar aspirations for ourselves and for New Zealand and therefore we all have a stake in making our work successful. The Māori whakatauki- 'He waka eke noa' – we are all in the waka together, captures that sentiment.

"I believe Kristen's transition was a first for the Ministry. It pushed the boundaries, extended our perceptions, improved our efforts and drew much positive commentary. That's why diversity and inclusiveness is good. It brings out the best of our people and our teams. We are all in this waka together, paddling hard for New Zealand.

"Diversity and inclusion cuts to the core of how our teams can work more efficiently and effectively. I have written to all our staff to outline my expectations around ensuring that we have a healthy, safe, respectful and professional working environment and where we can work with assurance and the confidence that everyone is able to express their views, insights, concerns and opinions candidly and yet thoughtfully."

Leadership and Accountability

How can I demonstrate my commitment to the leadership pillar?

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What is my role in making sure everyone in my team feels included and able to participate fully?

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2 Recruitment, Retention and Progression

We use recruitment and promotion processes as key levers to build and retain a talented workforce which reflects the diversity of the communities we represent and the countries we work in.

Our Goals

Our workforce employed in New Zealand, at all levels and in all job families, reflects the New Zealand communities we represent. Our staff employed at posts reflect both New Zealand and the countries in which we serve.

To establish a public sector standard on recruitment and selection practice that results in the attraction, selection and retention of the best qualified and diverse applicants.

Improve the quality of the Ministry's performance through our ability to attract diverse talent and to develop our staff in a way that realises _Kotahitanga: we draw strength from our diversity._

Improve employment and career development opportunities for diverse staff who are under-represented at specific levels in our workforce through specific programmes and initiatives, ensuring that everybody is able to be successful and reach their potential.

Recognise that all job families contribute to achieving the Ministry's goals by ensuring development or progression opportunities are available and relevant to all staff, regardless of job family.

O le tele o sulu e maua ai figota, e māmā se avega pe a ta amo fa'atasi.
My strength does not come from me alone but from many.

SAMOAN PROVERB

How will we do this?

2.1 Collect and analyse recently employed staff data for the Ministry's workforce on an annual basis to inform and guide recruitment efforts and selection practices.

2.2 Regularly conduct analysis to ensure any diversity biases are continuously reduced in recruitment, performance, promotion, rotation and posting processes.

2.3 Recruitment advertising is targeted to diverse people to attract the best possible range of applicants.

2.4 Recruitment firms we engage are required to provide diverse candidates in their recommended shortlist and embrace diversity and inclusion themselves.

2.5 Our recruitment panels are diverse and representative.

2.6 All members of recruitment and shortlisting panels are required to have undertaken diversity and inclusion training (e.g. unconscious bias training) within the previous three years, or be briefed by HRG on best practice.

2.7 Diversity and inclusion is mainstreamed as one of the criteria for performance, promotion and progression decisions, including in the capability framework.

2.8 Specific targets are set for the recruitment and retention of Māori (in line with the Ministry's Te Tiriti o Waitangi obligations), Pasifika, Asian and other minority ethnic groups. This is reviewed and recalibrated annually.

2.9 Internships and scholarships used as a tool to encourage diversity.

2.10 Implement secondment programme for mid-level staff who have been in the organisation between 5-10 years to provide an opportunity to gain insights and experiences into how other organisations and leadership styles operate.

2.11 As part of our wider Corporate Social Responsibility Agenda, implement a programme to employ people via Workbridge/ Mainstream or other similar programmes. Explore different forms of delivery of some Ministry services to open up opportunities to employ people from such programmes.

2.12 Learn best practice from divisions and posts that have a proven record in leading inclusive teams.

2.13 Annual compensation gap analyses are conducted and disseminated to confirm that biases based on gender, ethnicity, sexual orientation, age, disability, function, and other potential equity issues, are dealt with appropriately.

2.14 Develop an integrated Ministry-wide approach for outreach that identifies sources of potential diverse candidates for recruitment purposes.

2.15 All new hires from diverse backgrounds are offered an internal mentor; all staff leaving will participate in exit interviews that include questions on diversity and inclusion

2.16 Formalise the role of the Career Advisors in engaging staff returning from parental leave to ensure they successfully re-enter the workforce.

2.17 Consistently use our own diverse staff in the recruitment process to understand and help connect with diverse recruits and recognise this contribution.

2.18 Conduct analysis on barriers to groups of diverse staff progression/ leadership positions.

2.19 Establish and publicise a formal point of contact for former Ministry staff to be able to ask about avenues for returning to the Ministry.

2.20 Drawing on the work of the Career Ministry, hold a Ministry-wide consultation programme on specialists, including a discussion forum, diagnosis and endorsed programme of work

One person to do the right thing.

How will we know we have been successful?

- Increased diversity in applications produces a workforce that is representative of New Zealand by 2028.
- By 2023 percentage of Māori, Pasifika, Asian and other ethnic minorities among staff employed in New Zealand[1] is within [± 6%] of national percentages.
- By 2028 percentage of Māori, Pasifika, Asian and other ethnic minorities among staff employed in New Zealand[2] is within [± 3%] of national percentages.
- By 2028 we have employed 20 staff via Mainstream/Workbridge or other similar programmes.
- By 2023 the talent management map has identified enough 'ready now' diverse candidates to fill any above the line roles.
- From 2019 percentage of staff from diverse groups identified in the talent management map successfully progress to the next level at the same or faster rate than the average.
- From 2019 promotion and posting rate is no lower for groups of diverse staff.
- Voluntary termination rate is not higher for groups of diverse staff.

[1] Subject to Section 61A of the State Sector Act.
[2] Subject to Section 61A of the State Sector Act.

Anonymous recruitment

Anonymous Recruitment is a method used in recruitment to try and improve diversity in the workplace by minimising opportunities for racial, gender or other biases to be introduced.

As in many organisations trying to grow the diversity of their workforce, the Ministry trialled the use of anonymous recruitment in 2017 for the annual Foreign Policy and Development round. Shortlisting assessors were provided with job applications that excluded certain information — for example, gender, ethnicity and university transcripts. This enabled assessors to focus on other components of the candidate's application, such the long answers to policy questions. An analysis of the impact of Anonymous Recruitment in the Ministry will be undertaken following the 2018 recruitment round.

We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color.

Maya Angelou

All of us have a role to play.

Recruitment, Retention and Progression

How can we best reflect the diversity of New Zealand and the countries we work in?

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What do I need to be conscious of when I am involved in recruitment and promotion activity?

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3 Learning and Development

We recognise that building the capability of all our staff to operate in a diverse and inclusive workplace is important in sustaining a diverse and inclusive organisation.

Our Goals

The Ministry's Learning and Development programme provides training that supports our diversity and inclusion goals.

Discussion and consideration of diversity and inclusion issues are integrated into all learning and development programmes and events. Programmes may focus on either general diversity and inclusion principles or specific dimensions of diversity. Staff throughout the Ministry receive diversity and inclusion training.

Our leaders have the skills and knowledge to lead a diverse workforce and demonstrate their commitment to building a diverse and inclusive organisation.

Diversity and inclusion learning and education is an on-going, multi-year, developmental curriculum that takes individuals through graduated stages of learning.

Diversity and inclusion professionals, experts in learning methods and cross-cultural education, and organisational leaders are involved in the development, delivery and reinforcement of diversity and inclusion learning and education.

How will we do this?

3.1 Incentivise participation in diversity and inclusion training (e.g. unconscious bias training) for all staff.

3.2 Design, develop and implement diversity and inclusion training (including Unconscious Bias training) for all leaders and staff.

3.3 Develop and/or seek access to external programmes that support, in particular, women, Māori, Pasifika and Asian staff into leadership positions, particularly in those job families affected by a diversity imbalance.

3.4 Implement a mentoring programme that maximises performance and develops advanced careers from groups of diverse staff, makes available external mentors for senior leaders and includes upward mentoring for senior leaders.

3.5 Extend study leave and assistance to staff employed at post.

3.6 Ensure learning and development opportunities for staff offshore are increased in line with onshore opportunities by designing and developing a variety of learning opportunities.

3.7 Develop a process and system to capture data on learning and development uptake by groups of diverse staff.

3.8 Review participation in leadership and development programmes to ensure that they draw from all groups of diverse staff and job families.

3.9 Establish a comprehensive Māori cultural competence programme aligned to the Capability Framework and to the recommendations of the Māori Engagement Strategy.

3.10 Reward participation in the Māori Policy Unit's (MPU) Introductory Module (basic te reo Māori, tikanga and kawa for engagement work) and support use of the Te Ao Māori app.[3]

3.11 Provide Staff Networks and other groups of staff with resources and support to run diversity awareness-raising initiatives.

3.12 Staff and, as appropriate, their dependants receive cultural competency training and other support when being posted or travelling to challenging locations.

3.13 Develop and implement Staff Employed at Post and Leading Staff Employed at Post toolkit.

[3] The Māori Engagement Strategy, published in 2017, has a number of other capability initiatives consistent with the intent of this strategy.

How will we know we have been successful?

- Rate of staff completing diversity and inclusion training increases year-on-year and gets to within 100 percent by 2028.

- Participation rates in management and leadership development initiatives for diverse staff is not lower than Ministry averages.

- Evidence that training, mentoring and coaching of diverse staff is growing a diverse organisation, including at the leadership level.

- Determine an appropriate benchmark for learning and development spend on diversity and inclusion, and meet or exceed that by 2023.

- Percentage of learning and development spend on staff from diverse groups and staff employed at post increases in line with their percentage representation in the organisation.

- Evidence that staff participation in Māori language and cultural offerings increase their understanding of Te Ao Māori.

- Staff agree that "The work I do makes full use of my knowledge and skills" in the Employee Engagement Survey has no differentiation based on demographic variable.

We have the Internet of Everything but not the inclusion of everyone.

Ajaypal Singh Banga

Inclusion promotes belonging, purpose, and wellbeing.

Learning and Development

What learning and development opportunities are available to support my team to achieve our diversity and inclusion goals?

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What learning and development support do I need to understand and embrace diversity and inclusion?

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4 Flexible Work and Remuneration

The Ministry will provide a workplace that is accommodating of diverse and changing life situations and enables staff to manage their work and their lives. The Ministry will pay staff based on what they do, not who they are.

Our Goals

Flexible working options are actively promoted and accepted in the organisation. Flexible working is recognised as enhancing productivity and engagement.

No gender pay gap within bands. The Ministry is a public sector leader in reducing the gender pay gap overall.

Accommodations for groups of diverse staff, including those with religious, ethnic, or disability needs, are achieved with care and go beyond legal requirements.

The Ministry systematically reviews job requirements, offer documentation, and language bias job descriptions for any adverse impact.

Position descriptions and role requirements are clear and designed to balance flexible work arrangements with organisational needs, and start from the default position of why they are possible. A range of different flexible work arrangements will be considered possible and beneficial to overall productivity.

Ministry work practices will shift to take actively into account a diversity of work arrangements, including better using technology to communicate with staff regardless of location.

How will we do this?

4.1 SLT affirms that flexible working options should be made the default setting for all jobs and we start from the position of "how can we?" rather than "can we?"

4.2 Set up a review process for any staff member who has requested a flexible work arrangement and feels it has been unfairly declined.

4.3 Publicise, promote, consistently apply and keep under review the Ministry's flexible and part-time work policy.

4.4 Add flexible work status to self-declared diversity data in the HR Kiosk.

4.5 Support a wide range of flexible work practices, to be developed though a cross-Ministry consultation process starting in 2018.

4.6 Provide options as part of Total Fixed Remuneration that include flexible work options (e.g. purchasing additional leave).

4.7 Review the design of "above the line" roles to ensure that they are designed to be consistent with flexible work practice principles.

4.8 Put in place policies to ensure that flexible workers are not discriminated against.

4.9 Continue to use the annual performance and remuneration round to ensure the within-band gender pay gap remains at zero.

4.10 Undertake an analysis on any ethnic pay gap by 2020, drawing on the work under way by the State Services Commission. Use the annual performance and remuneration round to reduce any ethnic in-band pay gap.

4.11 Examine and identify workplace design and practice that create a greater sense of inclusion in the workplace.

How will we know we have been successful?

- Number of flexible workers increases according to HR Kiosk data.
- Number of flexible workers in above-the-line positions increases.
- Requests for flexible work arrangements are fairly considered against a consistent policy across the Ministry.
- Within-band gender pay gap remains at zero percent as quantified by Human Resources Group statistics.
- Annual reduction in the vertical gender pay gap to zero percent by 2028 as quantified by Human Resources Group statistics.
- Evidence that diversity and inclusion issues are included as a factor in MFAT's Workplace Strategy.

Gender Pay Gap Reduction

In 2017 the Ministry took steps to close the gender pay gap, then at 17.19 percent. The gap is largely due to having more men than women in management positions (vertical segregation). But in the 2017 performance round that gap was reduced to 15.13 percent by targeting pay differences within job bands. 300 out of 458 women received an adjustment to their pay rate specifically to address gender pay differences within band. As a result almost 100 percent of the gender differences within pay bands were closed. This means that we can start to focus on vertical segregation.

We have also put in place new policies and processes to ensure that the gains we have made in 2017 are not inadvertently eroded over time. Employees, of any gender, on parental leave without pay are now entitled to an annual performance review (previously they were not eligibile until they had been back at work for three months.) Furher, HR Group's remuneration specialist now advises on all employment offers at management levels to ensure there is equity between male and female starting rates. This strategy sets out ambitious goals to achieve full gender pay equity.

Flexible Work and Remuneration

Who in my team has an interest in working more flexibly?

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What can we do as a team to make that work well for everyone?

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5   Outreach and Communications

The way we communicate with each other affects whether staff feel included. The way we communicate with others affects whether the Ministry is seen as a diverse and inclusive organisation. The Ministry aspires to be seen as a public sector leader and champion of diversity and inclusion.

Our Goals

Staff communicate with each other in a manner that is consistent with the Ministry's diversity and inclusion vision and goals.

Diversity and inclusion-related communication is easily accessible and available in multiple formats and languages. Information is thorough, regularly updated and contributes to an enhanced Ministry reputation.

Progress on reaching diversity and inclusion goals and targets is reported publicly and regularly, including in the Ministry's Annual Report and other publications.

There is increased staff confidence to draw on matauranga Māori and te reo Māori when representing New Zealand and delivering MFAT's work programme onshore and offshore. Ministry communications use more te reo Māori.

The Ministry fosters positive relationships with local communities, including tangata whenua and iwi networks, Pasifika and Asian communities.

Our stakeholders and partners view us as diverse and inclusive.

How will we do this?

5.1 Consultation on changing the term "Locally Engaged Staff" to "Staff Employed at Post". The outcome of this consultation to go to SLT for a formal decision.

5.2 Initiate a project specifically to assess barriers to inclusion of Staff Employed at Post with the aim of a consistent approach across business owners to minimise these.

5.3 Provide resources to Staff Networks for significant events.

5.4 Establish a Ministry Facebook Workplace group to allow staff to exchange and register views and feedback on diversity and inclusion.

5.5 Include volunteer work and community engagement as an optional but valued activity in staff performance processes.

5.6 Leaders share diversity and inclusion information with stakeholders, including survey results and successes and failures.

5.7 Website and communications update to reinforce diversity and inclusion messages.

5.8 Become Rainbow Tick certified (rainbowtick.co.nz).

5.9 Report annually on progress against this Strategy's goals.

5.10 Develop and implement a diversity and inclusion Speaker Series.

How will we know we have been successful?

- Communications campaign on the importance of diversity and inclusion for Ministry effectiveness includes testimony from leaders and staff.

- Consultation process on terminology for Staff Employed at Post/ Locally Engaged Staff and project to increase inclusion improves the way that staff work together.

- Increased use of "staff" as our starting point in communications and reduced unnecessary labelling and segmentation in the way we describe ourselves.

- Staff employed in New Zealand work together in the context of a "One Ministry" model.

- Evidence of greater use of te reo Māori in Ministry communications.

- Improved perception of the Ministry by local communities, other stakeholders and partners (as recorded in stakeholder surveys).

- Ministry is Rainbow Tick certified by June 2020.

- Increased visibility of the Ministry through community engagement and volunteering (as recorded in stakeholder surveys).

- By 2023 the Ministry is recognised for diversity and inclusion efforts through external awards.

He waka eke noa
We are all in the same
canoe together.

MĀORI PROVERB

Be that one person.

Outreach and Communications

How can I ensure my interactions with others make them feel more included?

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How can we better use diversity and inclusion to bolster our employer brand, our engagement with New Zealand stakeholders and partners, and our relationships with international partners?

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Our Language

Diversity

Diversity means all the ways we differ. It includes everyone.

Diversity is about the unique blend of knowledge, skills, perspectives and thoughts people bring to the workplace. Diversity can include characteristics such as gender, being Māori, ethnicity, cultural and socio-economic background, age, disability, sexual orientation, religious belief, language, education, family status and neuro-diversity. Diversity also includes characteristics such as professional competencies, working style, job family, location and life experiences.

Inclusion

An inclusive workplace is one where everyone feels valued and respected and able to contribute. It is about removing barriers to make sure everyone can fully participate in the workplace and have equal access to opportunities. Inclusion is about empowering staff to contribute their skills and perspectives for the benefit of organisational performance and achieving our strategic objectives.

Diverse staff

Individual staff members who self-identify as being diverse.

Groups of diverse staff

Diverse populations or demographic segments of our workforce.

Staff

All staff.

Staff employed in New Zealand

Staff employed under New Zealand law, including staff based in Wellington and Auckland and staff seconded offshore at post.

Staff employed at post

Staff employed offshore at post under local law (also known as Locally Engaged Staff).
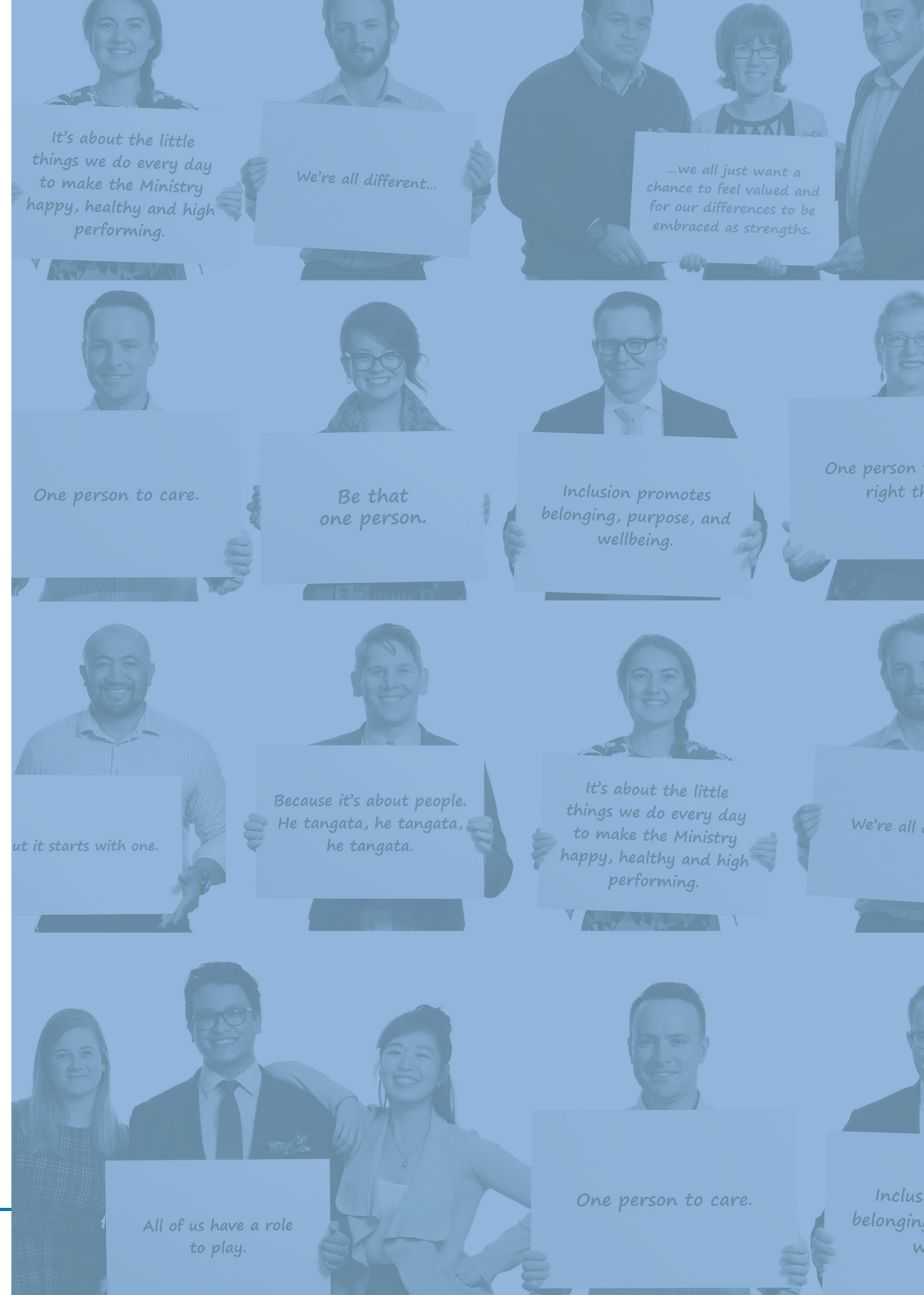
Staff at post

Staff employed in New Zealand seconded to post and staff employed at post.

Gender diverse staff

Staff who don't identify as exclusively male or female or their assigned birth gender.

Flexible workers

Staff who have a diversity of working arrangements, including different hours or locations of work (e.g. from home).