
A large, light grey fingerprint graphic is positioned on the left side of the page, partially overlapping the text.A vertical bar on the right side of the page is divided into four colored segments: light blue at the top, red, orange, and green at the bottom.

Te Papa Kia Toipoto Gender and Ethnicity Pay Gap Action Plan

April 2023

Kia Toipoto Action Plan

April 2023

Kia Toipoto focus area	Current Status	Planned actions for the coming year	How we will measure success
<p>Te Pono – Transparency</p> <ul style="list-style-type: none"> Entities publish annual action plans based on gender and ethnicity data and union/employee feedback. 	<ul style="list-style-type: none"> We publish our Pay Gap data on the Te Papa website and in our annual report. Our HR policies, including remuneration policy, pay bands, and pay ranges, are available on our intranet (Kupenga). The Collective Employment Agreement (CEA) and Individual Employment Agreement (IEA) are published on our intranet (Kupenga). 	<p>We will continue to:</p> <ul style="list-style-type: none"> Update and publish our Pay Gap data on the Te Papa website and in our annual report. Develop action plans annually using the guidance and in consultation with kaimahi/union feedback. Ensure our HR policies, including remuneration policy, pay bands, and pay ranges, are available on our intranet (Kupenga). Publish the Collective Employment Agreement (CEA) and Individual Employment Agreement (IEA) on our intranet (Kupenga). Improve the collection of ethnicity data within our payroll system for reporting. 	<p>The importance of transparency is embedded in our current remuneration project and outcomes.</p> <p>Our employment agreements, HR policies, remuneration bands and pay ranges are communicated to all kaimahi through our intranet (Kupenga).</p> <p>Our action plan is developed annually in consultation with kaimahi using up to date data.</p>
<p>Ngā Hua Tōkeke mō te Utu - Equitable pay Outcomes</p> <ul style="list-style-type: none"> By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias. 	<ul style="list-style-type: none"> Current practices and policies for all recruitment include: <ul style="list-style-type: none"> Salary comparisons to provide impact advice to Managers. Approving Manager informed of that impact prior to approval. Remuneration reviews have prioritised lower pay bands, including compression effecting women and ethnicities who are overrepresented in this area. Out of cycle remuneration reviews and salary band checks occur to ensure there are no significant differences 	<ul style="list-style-type: none"> We will: <ul style="list-style-type: none"> Regularly review starting salaries and salaries for same or similar roles for pay gaps for all working arrangements. Continue to address the lower pay bands in our remuneration reviews. Increase our monitoring and analysis of starting salaries for Women, Māori, Pacific People and Asian ethnicities. 	<p>People managers are aware of and follow policies.</p> <p>Reporting on starting salaries does not show any unjustifiable pay gaps for same or similar roles.</p>

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<p>Te whai kanoahi i ngā taumata katoa - Leadership and representation</p> <ul style="list-style-type: none"> By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their leadership. 	<ul style="list-style-type: none"> Te Papa has good representation of women at all levels across the organisation. The Executive Leadership Team is 67% female and the Board is 63% female. Our quarterly monitoring indicates an increase in our ethnic representation 	<ul style="list-style-type: none"> Te Papa has set the goal for its kaimahi to reflect the New Zealand population. Progress is monitored quarterly and changes are explored and mitigated. Review and implement any changes to the attraction and recruitment process in line with Kia Toipoto guidance. Ensure the development of our new remuneration system develops and enhances our diverse ethnic kaimahi. Within recruitment we will continue to advertise via varying platforms, utilising ethnic specific recruitment sites and encouraging networking from existing kaimahi. For identified positions that require cultural skills, we will deliberately seek to attract and appoint diverse talent. Advertisements will clearly identify the diversity sought and seek to ensure no bias in the wording exists. We will continue to build cultural competency reflected through Te Rautaki o Te Papa (our Enduring Strategy) and Te Reo skills . We will continue to enable flexible working and career development through training and secondment opportunities. 	<p>At least 50% women in Tier 2 and 3 leadership positions will be maintained.</p> <p>In five years our ethnic representation will more closely reflect the New Zealand population.</p> <p>Our recruitment processes are reviewed and in line with Kia Toipoto guidance.</p> <p>Our new remuneration system is developed encompassing our diverse gender and ethnic kaimahi.</p>

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<p>Te Whakawhanaketanga i te Aramahi - Effective career and leadership development</p> <ul style="list-style-type: none"> By mid-2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations. 	<ul style="list-style-type: none"> Our current Competency Frameworks for staff and leaders provide a clear career path for those staff keen to progress into management. Our People, Performance Process (PPP) provides an environment where all kaimahi can achieve, realise their full work potential We offer a programme for emerging leaders to support development to a manager, specialist or thought leader position. We celebrate internal promotions, movements and progress in a bimonthly panui to all staff 	<ul style="list-style-type: none"> We will continue to encourage and support managers to ensure kaimahi engage in the PPP process, with development plans in place. We will continue to promote development and career opportunities internally, including training courses, online modules and secondments. Continuing to share to all organisation a People and Development Panui which celebrates movement into new or temporary roles. Continuing to offer more tailored career pathways development 	<p>All individual PPP (People, Performance Process) documentation is filed in personal files</p> <p>Uptake and completion rates of courses and modules increase.</p> <p>Secondment opportunities continue to be a part of development for kaimahi.</p>
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> By the end of 2023, entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. 	<ul style="list-style-type: none"> We are currently developing a new remuneration system, ensuring it is in line with our Kia Toipoto Action Plan Gender neutral job descriptions and advertisements are used Job Evaluation is used extensively to ensure objectivity and reduce bias We are starting to include Māori and Pacific languages in our job advertisements Flexible work policies and guidelines are in place and assessed on a case by case basis. This includes both flexi time and place working. 	<ul style="list-style-type: none"> We will continue to review our HR Policies with a focus on removing bias and discrimination. Targeted recruitment support and materials to address unconscious bias and cultural diversity. 	<p>Our HR Policies and procedures enable decisions to be made free of any type of bias.</p> <p>There is transparency within the decision making process.</p>