

NEMA 2024 Kia Toipoto Action Plan

Integrating diversity and inclusion is a key component for our organisational success - it helps NEMA improve our services to the government and people of New Zealand, and to attract and retain talented employees.



Context

- NEMA is the Government lead for emergency management and is a departmental agency hosted by DPMC.
- Since 2019 when NEMA became a departmental agency we have grown exponentially from 56 staff to having a headcount of 162 staff as at September 2023. 151 perm and 11 fixed-term.
- NEMA's gender pay gap has decreased by 4.8% within the last year
 - GPG June 2022: 9.8%
 - GPG June 2023: 5%
- As a public service agency, NEMA values diversity and inclusion and are making intentional actions to make our workforce more reflective of the diversity of Aotearoa New Zealand and the communities we serve.
- NEMA is a small agency where changes in staffing can cause data volatility within grades and across the organisation.
- Key focus areas for NEMA will be increasing the representation of women and ethnic employees in higher pay grades across NEMA through a focus on recruitment, retention and internal progression.
- This is the third year NEMA's data has been reported separately from DPMC.

What does our data tell us?

- NEMA's **gender pay gap has improved** by 4.8% in the last year reflecting the implementation of the 24/7 MAR function which has increased the number of men in lower grade roles (Grade 15 and 17).
- Women are no longer over-represented in lower paid** roles in the organisation and are not **under-represented in higher paid** roles. This is a significant shift.
- The GPG for new starters in 2022-2023 was 12%. However, separating permanent staff onboarding shows this to be neutral with no bias in starting salaries. The difference was driven by the recruitment of 4 fixed term roles (GPG 16.5)
- NEMA currently has **low representation of Māori** relative to the communities that we serve (7% versus 16.5% of the NZ population). We also have low representation of Asian people (2% relative to 15.1% in the population) and other ethnic groups.

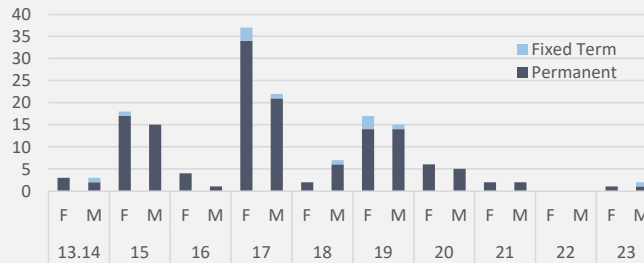
Note: This is the third year DPMC and NEMA data is reported separately, all data is in Total Remuneration.

NEMA Data Summary as at September 2023

GPG Mean: 5%

GPG Median: 3%

NEMA Demographics
Structure of NEMA by grade



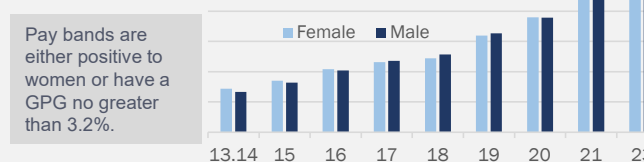
GPG by employee type

Employee Type	Mean Total REM		
	Male \$	Female \$	% Gap
Permanent	\$ 129,552.63	\$ 124,626.89	4%
Fixed Term	\$ 178,562.30	\$ 131,320.14	26%
Total	\$ 132,313.74	\$ 125,147.48	5%

Men are in roles that on average are in higher grades and paid more than women.

Mean total remuneration by pay grade

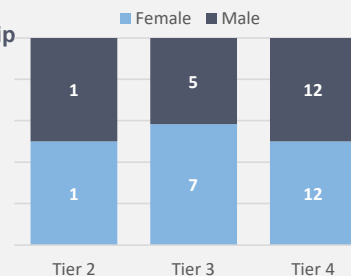
(permanent only)



Gender balanced leadership

Women occupied 53% of all people leader roles (20 of 38) and 54% of T2 and T3.

In 2022-23 women occupied 41% of people leader roles (12 of 29).



Ethnicity

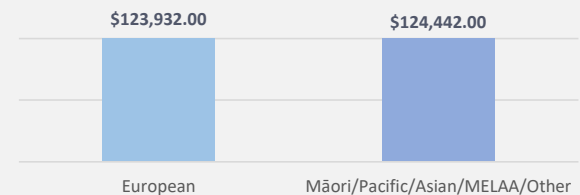
As at September 2023 NEMA has 139 European staff and 34 Māori/ Pacific/ Asian/ MELAA/ Other. NEMA continues to focus on expanding our ethnicity footprint with a key area looking at ways to improve our recruitment and retention of ethnically diverse candidates and staff. While the changes we have made to increasing our attraction of ethnically diverse candidates has improved, our data shows that it is not always flowing through to hire. Understanding and addressing this where possible will be a key focus area in 2024.

Candidate ethnicity – 12 months to September 2023

Ethnicity Type	Applications	Shortlisted/ Interviewed	Offered/ Hired
European	63%	69%	84%
Māori	14%	18%	7%
Asian	12%	7%	2%
Pacific Peoples	3%	1%	0%
MELAA*	3%	2%	4%

Average pay by ethnicity

Mean TR by Ethnic Group



Non-European ethnic groups have low numbers of representation at NEMA, numbers are too small to create robust measures for ethnic pay gaps for all groups. We have calculated a pay gap between European and Māori/ Pacific/ Asian/ MELAA*/ Other which sits at 0.4% a massive improvement from 9.7% in June 2022.

*MELAA: Middle Eastern, Latin American and African

Our Success Looks Like

- All of our people have a sense of belonging and feel valued.
- Our workforce is representative of Aotearoa New Zealand and the communities we serve with a focus on Māori, Pacific and women.
- Diversity and remuneration equity across all levels.
- A culturally confident workforce.



Kia Toipoto actions in 2024

Our work follows the requirements set by Te Kawa Mataaho Public Service Commission for all agencies. In 2024 we are focusing efforts on key areas to make the most difference to gender and ethnic representation and pay gaps. These efforts also align with the feedback from our people through our Kōrero Mai staff survey. This plan gives detail on our ongoing activities in all six Kia Toipoto areas.



Topic and milestones	2024 actions
<p>Te whai kanoahi i ngā taumata katoa Leadership and representation</p> <p>By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</p> <p>By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.</p>	<p>Focus for 2024</p> <ul style="list-style-type: none"> • Implement the Māori recruitment process being developed by Public Service Commission. • Updating success measures and targets in our workforce strategy and action plan to keep focus on the issues of leadership and representation. • Review our recruitment practices and implement changes to ensure we are attracting and enabling diversity and demonstrating inclusive behaviours, for example: vacancy pages, interview practices, targeted attraction techniques. <p>Ongoing activity</p> <ul style="list-style-type: none"> • Ethnicity data tracking across our entire workforce and leadership group. • Discussions with the Culture and Engagement Network about recruitment and retention. • Promotion of career development and promotion processes with the whole workforce, and with all leaders. • Implementing, monitoring and reporting on our action plans; diversity and inclusion, Whāinga Amorangi, te reo Māori. • Maintain a 40:40:20 leadership balance. • Improving diversity in our workforce, particularly in response to the Royal Commission of Inquiry recommendations, by linking with other national security agencies.
<p>Te Whakawhanaketanga i te Aramahi Effective career and leadership development</p> <p>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.</p>	<p>Focus for 2024</p> <ul style="list-style-type: none"> • Improve attraction and retention of ethnic and gender diversity in our national security workforce by engaging with other national security agencies on the development of mentoring support. • Building on improvements in our progression and promotion processes we will review current learning/career pathways and opportunities over the next two years. This includes looking at application of these processes beyond national security and emergency management to ensure they are available equitably across the workforce. • Use of development maps for clear and consistent conversations on career/learning pathways. • To enable stronger growth opportunities for our staff we will trial running internal expressions of interest, in the first instance, for Principal roles. <p>Ongoing activity</p> <ul style="list-style-type: none"> • All promotion processes use the same transparent approach based on the Public Service Commission guidance. Rounds are communicated on the intranet including explicit messaging on key issues e.g. promotion is available for fulltime and part-time staff, permanent and fixed-term staff. • All new people leaders are enrolled in an appropriate Leadership Development Course to continue to develop individuals and support the talent pipeline. • Support people leaders with resources and advice to have quality conversations with their people and ensure everyone has a good development and career plan in place. • Improving diversity in our workforce, particularly in response to the Royal Commission of Inquiry recommendations, by linking with other national security agencies.

The Kia Toipoto plan needs to be read in conjunction with our diversity and inclusion plan (which aligns to Papa Pounamu), our Whāinga Amorangi plan, and te reo Māori plan.

Kia Toipoto actions in 2024



Topic and milestones	2024 actions
<p>Ngā Hua Tōkeke mō te Utu Equitable pay outcomes</p> <p>By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</p> <p>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</p>	<p><u>Ongoing activity</u></p> <ul style="list-style-type: none"> Review same and similar roles no less than annually and address issues if present. Continue to support the pay equity process in our roles.
<p>Te Taunoa o te Mahi Pīngore Flexible-work-by-default</p> <p>By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>	<p><u>Ongoing activity</u></p> <ul style="list-style-type: none"> Flexible-work-by-default remains embedded through ongoing actions such as: <ul style="list-style-type: none"> Monitoring effectiveness and application, including using Te Taunaki data. Providing support and advice to hiring people leaders and new staff about our policy and approach. Being explicit about part-time roles being included in flexible-work-by-default.
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p> <p>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p> <p>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<p><u>Ongoing activity</u></p> <ul style="list-style-type: none"> HR policies are in an ongoing review cycle and include opportunities for staff to comment. Encourage people, on an annual basis, to provide us with demographic data (e.g. gender, ethnicity, disability) by explaining how it helps us identify issues and monitor progress. Bias training is offered to all staff and required for people on recruitment panels. Cultural competence (te ao Māori, and diversity and inclusion) is a core, ongoing part of our workforce development.
<p>Te Pono Transparency</p> <p>Agencies and entities publish annual actions plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<p><u>Ongoing activity</u></p> <ul style="list-style-type: none"> Kia Toipoto and diversity and inclusion action plans are developed every year, shared with the workforce, and published on our website. All HR policies, remuneration information and resources, including salary bands, are available in the intranet.



Kia Toipoto progress in 2023

Our work in 2023 made progress towards reducing gender and ethnic pay gaps and increasing representation. It was done alongside activities across the organisation being led from the diversity and inclusion action plan and te ao Māori capability activities.



**National Emergency
Management Agency**
Te Rākau Whakamarumarū

Achievements

- Shared stories of success with our staff using people from within our workforce and externally, including through our employee-led networks, to build awareness, knowledge and inspiration.
- New development guidance completed and shared, supporting equitable identification and access to development opportunities.
- Further improvements made to the progression process and its transparency, with an updated progression and promotion process. The 2023 round progressed six people – five were women and one was from a non-dominant ethnic background.
- Increasing representation of women in management and leadership roles, and in higher pay grades.
- All HR policies meet Te Kawa Mataaho guidance.
- Development of people leaders and facilitated discussions on inclusive leadership skills.
- Delivered on actions in our plans for diversity and inclusion and te ao Māori capability.
- Implemented new internal communications channels to ensure we cater for a range of styles, backgrounds and communication preferences.
- Established a women in emergency management network.