2024-25

Kia Toipoto, Papa Pounamu

MSD plan for addressing pay gaps, and raising diversity, equity and inclusion in the workplace

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Contents

Glossary of terms

ethnic pay gap (EPG)[1]

Ethnic pay gaps are calculated as the difference between the average or median nominal salary for an ethnic group and the average or median nominal salary of all those not in that ethnic group, expressed as a percentage of the average or median nominal salary of those not in the ethnic group.

gender-ethnic pay gap (GEPG)

Gender-ethnic pay gaps are calculated as the difference between the average or median nominal salary for females of an ethnic group (e.g. wāhine Māori) and the average or median nominal salary of all males at MSD, expressed as a percentage of the average or median nominal salary of all males at MSD.

gender pay gap (GPG)

Gender pay gap is calculated as the difference between the average or median nominal salary for females and the average or median nominal salary of all males at MSD, expressed as a percentage of the average or median nominal salary of all males at MSD.

occupational segregation

When one demographic group is over- or under-represented, in a certain job category. In Aotearoa New Zealand, women are more likely to be employed in a narrow range of occupations and at the bottom or middle levels of an organisation. Māori and Pacific women are more concentrated in lower-paid occupations than European women or Māori or Pacific men.

New Zealand's high level of occupational segregation by gender, has a significant impact on women's pay and lifetime earnings (Pay gaps and pay equity – Te Kawa Mataaho Public Service Commission).

intersectionality

Intersectionality refers to the interconnected relationship between demographic characteristics (such as gender, ethnicity, sexual orientation, disability, etc) within an individual or group, and how they interact to create unique experiences of privilege or disadvantage. When someone belongs to multiple non-dominant or marginalised groups, they can face compounded inequities and an experience of disadvantage that's distinct (Intersectionality – Diversity Works New Zealand (diversityworksnz.org.nz)).

minimum sample size

Where there are less than 20 staff within any comparator group, MSD has considered this too small for statistical comparison, and omitted any gender or ethnic pay-gap calculation.

same or similar roles

For the purposes of comparing same or similar roles, MSD has used pay groups and bands.

1 For the purposes of our pay gap calculations, we use nominal salary whereas Te Kawa Mataaho | Public Service Commission uses nominal plus any relevant allowances, such as higher duties allowance
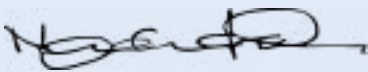
Executive summary

At Te Manatū Whakahiato Ora, Ministry of Social Development (MSD), our ongoing commitment to fostering an inclusive and diverse workplace is more important than ever, especially as we navigate significant changes both within our organisation and across the wider public sector. We remain focused on creating an environment where everyone feels valued, respected and confident to bring their best self to work, while adapting to new challenges and opportunities brought on by these changes.

Over 70 percent of MSD employees are female, and Māori, Pacific and Asian representation in MSD is higher than across the New Zealand Public Service as a whole. The diversity of our workforce is a real strength when it comes to meeting the needs of our clients, but it does create challenges when it comes to pay gaps as we have higher proportions of women and ethnic minorities in our lower paid roles.

In 2024 we have continued to make progress in closing gender and ethnic pay gaps. Since 2017, MSD has been dedicated to addressing these gaps through initiatives such as role reviews, living wage adjustments and introducing new pay-and-progression frameworks. While these pay gaps have plateaued slightly, we continue our focussed efforts on further addressing pay gaps. Our gender pay gap sits at 9.7%. Our ethnic pay gaps, which ranged from 8.7% to 17.4% in 2018, have been reduced to between 1.8% and 11.4% as of June 2024.

In a challenging year, our focus is on our changing recruitment landscape on recruitment, remuneration and leadership development. These areas are central to our efforts to create a more inclusive MSD, where all kaimahi, regardless of gender, ethnicity or background, have the opportunity to reach their full potential. As we look ahead, I'm confident that with the actions in place, including our robust programme of work for 2024/25 we'll continue to make meaningful progress.

In summary, MSD remains steadfast in its commitment to building a diverse, equitable and inclusive workplace. We will continue to ensure that every person, regardless of role or background, feels valued and supported in contributing their best to the communities we serve.

Nadine Kilmister

Deputy Chief Executive, People and Capability

The Context

Who we are

MSD helps New Zealanders to be safe, strong and independent. We work to provide employment; income support and superannuation services; funding to community-service providers; and student allowances and loans. We work to contribute to the wellbeing of people today and in the future.

Helping people, whānau, families and communities is at the centre of what we do. We have around 8,900 kaimahi and a presence in almost every part of New Zealand.

Our work, together with that of our social sector partners, is essential to achieving a sustainable and prosperous future in which all New Zealanders can take responsibility for themselves, be successful in their lives and participate positively in their communities.

Organisational context

MSD has begun work on Te Pae Tawhiti is MSD's multi-year transformation. Transformation would change the way MSD delivers services as well as delivering a modern technology environment. It will transform MSD's underlying business processes, technology, and payments engine to enable a fit for purpose service model. It's an ambitious programme that will involve significant changes to underlying systems and introduce simpler processes and redesigned services that put people first.

This year MSD has undergone several changes to its workforce. We have reduced the size of our workforce to meet fiscal sustainability commitments and ensure we're managing within the funding baseline. We have done this through a combination of voluntary redundancies, attrition, and fixed-term roles coming to an end. We are closely monitoring all cessations to understand whether there have been any clear trends of demographics leaving MSD.

In September 2024 MSD took over responsibility for Disability Support Services from Whaikaha. This important work means we are responsible for providing essential support to around 50,000 disabled people and their whānau, as well as equipment and modification services for approximately 100,000 New Zealanders. Attracting and retaining people with a knowledge and understanding of the disabled community remains key, including addressing pay gaps for people with disabilities. In addition, the People and Capability group is working closely with the Digital Accessibility teams to understand how to ensure an inclusive and mana enhancing transition for our Whaikaha colleagues moving to MSD.

MSD closely monitors it's like-for-like pay gaps and we know that our pay frameworks ensure that this is not an area of concern. Instead, where we do tend to see gaps is from occupational segregation. We have engaged directly with our people to gather insights that will help shape where we need to focus our efforts to ensure we create clear pathways that address occupational segregation. This will include looking at our talent, succession and development approaches. As well as creating transparency around our employee experience data.

With all of this in mind and looking ahead at the horizon of our transformation, this plan is broken into three sections. The first section is the narrative, where you will find MSD's commitments and partnerships guided by the voice of our people and the journey of our organisation's development. The second section highlights the supporting data for this action plan, exploring not only our immediate pay gaps but also MSD's occupational segregation. The third section is the actions register, outlining the individual actions we'll be focusing on.

We're mapping these actions to a maturity framework, which enables us to have a higher-level view of our actions and the success measures. Our aim is that this will make a more sustainable to enable us to track our actions over a longer-term view.

Figure 1 MSD's guiding strategies and values

Te Pae Tawhiti

Our Future signals the organisational shifts needed to achieve better outcomes for all New Zealanders. We want MSD to be a trusted and proactive organisation, connecting clients to all the support and services that are right for them and improving the social and economic wellbeing of New Zealanders.

He korowai Manaaki

Our People Strategy describes the people-related actions we will carry out to deliver on our purpose of helping New Zealanders to be safe, strong and independent. It provides a 'whole-of-MSD' view on what is needed to be successful in an ever-changing environment, how we might work in new and different ways, and what we want it to be like (the experience) to work and lead people at MSD.

Our purpose

Manaaki tangata, manaaki whānau
We help New Zealanders to be safe, strong and independent.

Te Pae Tata

Maori Strategy and Action plan, Te Pae Tata Māori Strategy and Action Plan shows MSD's commitment to do better for Māori whānau, hapū, iwi and hāpori. Te Pae Tata supports our Te Pae Tawhiti strategy.

Pacific Prosperity

Pacific Prosperity places our Pacific peoples, families and communities at the heart of the development, thinking and decision making.

Whānau
We are inclusive and build belonging

Manaaki
We care about the wellbeing and success of people

Mahi tahi
We work together, making a difference for communities

Tika me te pono
We do the right thing, with integrity

In the past we have called this document 'MSD's Gender and Ethnic Pay Gap Action Plan'. This year we're reframing our context and the language and naming it, in alignment with Te Kawa Mataaho | Publuc Service Commission guidance, 'Kia Toipoto and Papa Pounamu'. Kia Toipoto comes from the saying "Waiho i te toipoto, kaua i te toiroa – let us be united, not wide apart". The name speaks to closing gaps and creating unity and fairness for all peoples. Papa Pounamu relates to "Te whakapai ake i te kanorau me te whai wāhitanga i roto i te Ratonga Tūmatanui – Improving diversity and inclusion across the Public Service". We continue to focus on an integrated Kia Toipoto and Papa Pounamu plan, covering off our initiatives to close pay gaps and uplift diversity, equity and inclusion in the workplace.

MSD's commitment to Māori

We are committed to delivering better for Māori, and MSD kaimahi have a key role in this. He Korowai Manaaki supports Te Pae Tata's mission to embed a Māori world view into our organisation and our thinking that honours our commitment as a Te Tiriti o Waitangi partner.

Our kaimahi are key to ensuring that we achieve our core purpose and service to New Zealanders, including iwi and individual Māori, and meet our organisational commitments to Te Tiriti o Waitangi.

MSD has focused on building capability to ensure that MSD can confidently and appropriately engage with Māori. We are committed to implementing Whāinga Amorangi Phase One through our Māori cultural capability work.

Our te ao Māori capability dashboard tracks the uptake and completion of development opportunities. This provides us with an organisation-wide view of the progress we continue to make and helps us to determine where we should focus our efforts for supporting our people.

In 2023/24, 31 percent of our kaimahi participated in these development opportunities, with almost 1,500 courses completed (now over 5,500 since 2018). We have continued to prioritise capability building across MSD in New Zealand history, Te Tiriti O Waitangi, tikanga, kawa and te reo Māori.

- See Appendix 1 for further information on MSD's commitment to Māori
- See page 14 for our Māori pay gap data
- See the kotahitanga symbol on our actions register for actions that support Māori capability across MSD.

MSD's commitment to Pacific Prosperity

MSD's Pacific strategy, 'Pacific Prosperity', aims to uplift MSD's delivery and engagement of services for Pacific peoples, families, and communities. 'Pacific Prosperity' is underpinned by the foundational principles of cultural acceptance, leadership, spirituality, family, integrity, love, excellence, and partnership. These principles, along with continued partnership with the Pacific and Community Capability Programmes team and Pacific peoples, continue to guide this action plan.

- See page 14 for Pacific pay gap data

- See page 27 for Pacific specific actions MSD's commitment to Pacific Prosperity

MSD's commitment to Rainbow communities (LGBTQI+)

In line with the Te Kawa Mataaho | Public Service Comission guidance 'Foundational four-point plan to embed opportunities for Rainbow people in the Public Service', MSD has continued its efforts in this space. To increase visibility of and information about Rainbow people at MSD, we have set up a Rainbow self-identifier button in the HR system. This data is kept safe and will allow us to better understand the experience of our rainbow kaimahi.

We have committed to the Pride Pledge to ensure we are a more attractive employer to Rainbow communities – lifting the number of Rainbow people in the public service at all levels. We'll use these efforts to promote greater inclusion and remove barriers to inclusion and identify/close inequities such as pay gaps for Rainbow kaimahi.

- See page 12 for Rainbow pay gap data

- See page 29 for our actions supporting the Rainbow community

MSD's commitment to tāngata whaikaha Māori and disabled people

Guided by the Te Kawa Mataaho guidance 'Foundational four-point plan to embed opportunities for tāngata whaikaha Māori and disabled people in the Public Service'. A major focus for MSD this year is to increase the visibility and information about our people with disabilities at MSD through our people data. With our Whaikaha colleagues moving to MSD, the number of people with disabilities has increased at MSD, and work is under way to ensure that we create inclusive, accessible workplaces to ensure a positive experience.
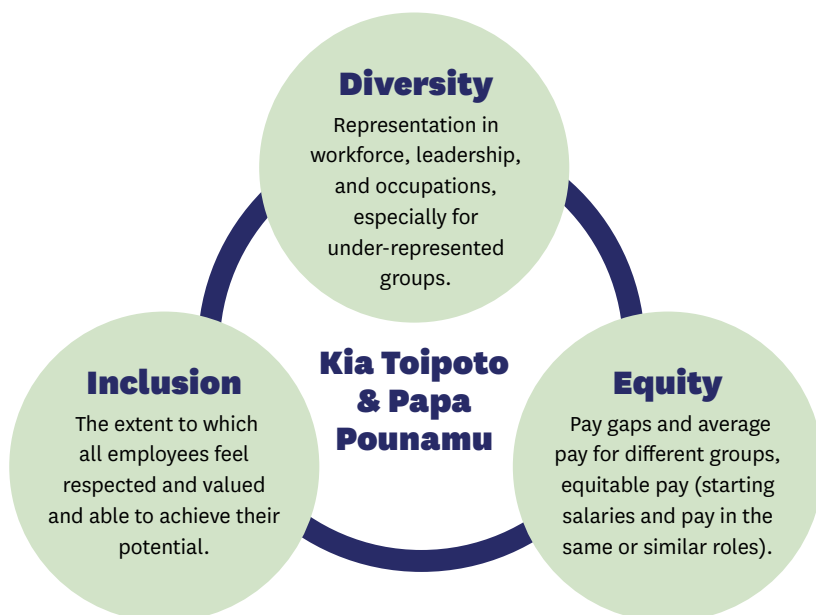
- See page 12 for Disability pay gap data

- See page 28 or our actions supporting the disabled community

MSD's commitment to employee-led networks

MSD's People and Capability Group continues to support the thriving employee-led networks (ELNs) across MSD –36 networks across the motu, involving more than 2,000 members. The networks cover a diversity of communities such as Māori, Rainbow, Disability, Neurodivergence, Pan-Asian, Pacific, Islam, Carers, Women, Wellbeing and Workplace Culture. There are also regional and national ELNs.

- See Appendix 2 for a full and comprehensive list of our ELNs and our funding breakdown

Figure 2 MSD's commitment to Diversity, Equity and Inclusion

Diversity
Representation in workforce, leadership, and occupations, especially for under-represented groups.

Kia Toipoto & Papa Pounamu

Inclusion
The extent to which all employees feel respected and valued and able to achieve their potential.

Equity
Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles).

Papa Pounamu is Te Kawa Mataaho | The Public Service Commission's diversity, equity and inclusion (DEI) strategy for the public service. Guided by these principals and in conjunction with the DEI Steering Group, MSD has developed an internal DEI strategy. The cross functional DEI Steering Group provides advice, direction, and practical recommendations to help shape MSD's DEI work programme and priorities. They provide diverse voices from across the organisation covering a wide range of perspectives and expertise to the DEI programme and other related initiatives. The group has representation from Māori, Community and Partnerships, Principal Disability Advisor, employee-led networks, HR Business Partnership, Communications, Learning & Capability, PSA and People Experience (DEI Lead).

Developing our 2024/25 plan

A working group was set up to develop our 2024/25 Kia Toipoto plan. The group met with leaders and action owners from our previous action plan to understand progress and the impact of various initiatives, and to assess where we might add further focus.

The 2024/25 actions have been guided by the voice of our people. We engaged with all of MSD through internal communications and targeted messages to our people via our Diversity, Equity and Inclusion Steering Group, Toa Group (a safe place for Māori staff to share their voice and connect with each other), ELNs and the Public Service Association (PSA). We have also created a set of questions that we will ask year on year, to give us a better standardised approach to compare the trends over time.
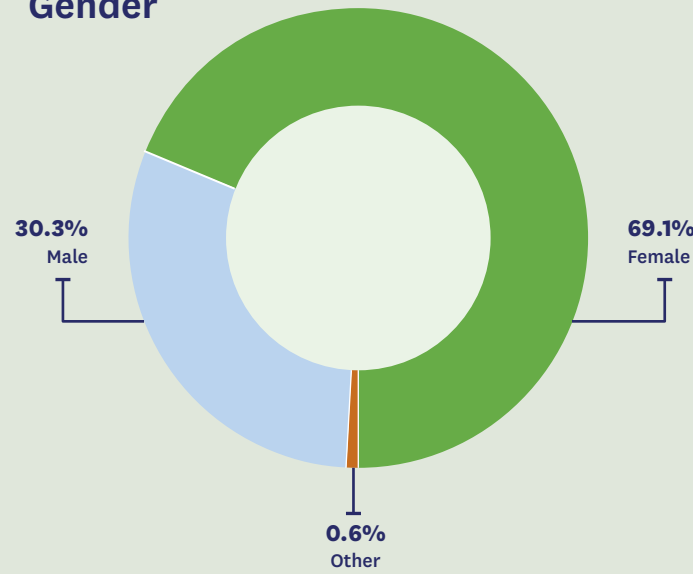
Who we are

Figure 3 Who we are graphic

Employees

8,934
Headcount

8,697
Permanent

237
Fixed term

8,808
Full time

8,567
Permanent

231
Fixed term

4.1%
Disability

1.7%
Rainbow

Gender

30.3%
Male

69.1%
Female

0.6%
Other

Age

21%
40-50

27%
30-40

21%
50-60

13%
60+

17%
20-30

0.3%
<20

Length of service

20+ years	**16%**	1,409 people
10-20 years	**17%**	1,477 people
5-10 years	**15%**	1,379 people
2-5 years	**26%**	2,313 people
1-2 years	**14%**	1,289 people
Less than 1 year	**12%**	1,067 people

Region

Northland **399**
Auckland **2211**
Waikato **603**
Taranaki **112**
Bay of Plenty **447**
Gisborne **47**
Hawkes Bay **273**
Manawatu-Whanganui **513**
Tasman **33**
Marlborough **29**
Nelson **68**
Westland **31**
Wellington **3272**
Canterbury **586**
Otago **244**
Southland **66**

Ethnicity

57%
European

24%
Māori

19%
Pacific

19%
Asian

2%
MELAA

4%
Unknown

Pay gap data

MSD has been formally addressing the internal gender pay gap since 2017 and tracking the gender-ethnic pay gap since 2018.

Since 2018, several things have contributed to the decline in pay gaps, specifically in core roles. These include increasing the pay of lower-paid kaimahi through role reviews, living wage adjustments and new pay-and-progression approaches. Pay gaps still exist between genders or ethnicities in some areas. We continue to address any gaps as they are identified by undertaking work of comparable value. There have been no large-scale remuneration changes we have been able to implement this year. So the data tables below are updates from last year as we have not seen any major shifts.

As MSD is currently undergoing a large-scale change process, as part of our commitment to fiscal sustainability, and we may not fully understand the impact of these changes on our pay gaps for some time. Due to the fiscal constraints, contracts ending, voluntary redundancy and the change process, we are tracking our cessations internally and will continue to track any potential effects of these. With these changes under way, MSD has also seen a reduction in career development opportunities. Secondment opportunities have halved, and there has been less movement across the organisation due to current job-market constraints in Aotearoa.

Note: Gender diversity is covered at a high level in this the data section to ensure that no identifying descriptors are given. While MSD does gather data on our 'gender diverse' or 'another gender', the sample size is too small. As a result, this action plan often refers to gender in the traditionally binary categories of female and male.

Note: The plan covers disability at a high level to ensure that no identifying descriptors are given. MSD does not have complete data on kaimahi with disabilities. However, we have a strong focus on uplifting this data over the next 12 months and predict this may look different with significant Whaikaha teams moving over to MSD.

Analysis methods

For the purposes of our pay gap calculations we use nominal salary, whereas Te Kawa Mataaho | Public Service Commission use nominal plus any relevant allowances, such as higher duties allowance. We have calculated our pay gaps in this way since 2017, so to ensure we can monitor trends over time, we have kept our analysis method the same.

Representation

Disability data

MSD does not have complete data on our disabled community. What we do know is that our HR system shows around 4.1% of our people self-identifying as having a disability. And around 20% have self-identified that they do not have a disability. We know this is inconsistent with data in the 2021 Te Taunaki Public Service Census told us that roughly 20 percent of our workforce identified with having a disability. While we have done some initial analysis, we know we need to address the way we gather disability data to produce something meaningful. A key focus for 2024/25 is to improve the way we collect data on our people with disabilities.

Rainbow data

MSD gathers data on gender diversity as a part of our commitment to the Rainbow four-point plan. In October 2023 we let people confidentially self-identify as a part of the Rainbow communities, through our HR system. While we have begun gathering this data, it will take time to build an accurate representation of our people. We want to ensure people feel safe and understand the reasons for – and benefits of – collecting this data. This will continue to be a focus throughout 24/25.

Gender

Note: Since October 2023, the HR system has been updated to replace the option 'Gender Diverse' with 'Another Gender'. Going forward, we will only have the option for 'Another Gender'. However we will continue to include those who had previously identified as 'Gender Diverse'.

Table 1 Gender representation across, MSD, Public Service, New Zealand's working-age population and MSD senior leaders[2]

Key	Male	Female
MSD	30.3%	69.1%
Public Service	37.2%	61.9%
NZ Working Age Population	49.5%	50.5%
MSD Senior Leader	39.2%	60.8%

2 Senior Managers as defined by Te Kawa Mataaho in the workforce data standards HRC Data Definitions and Codes_2018 (publicservice.govt.nz)
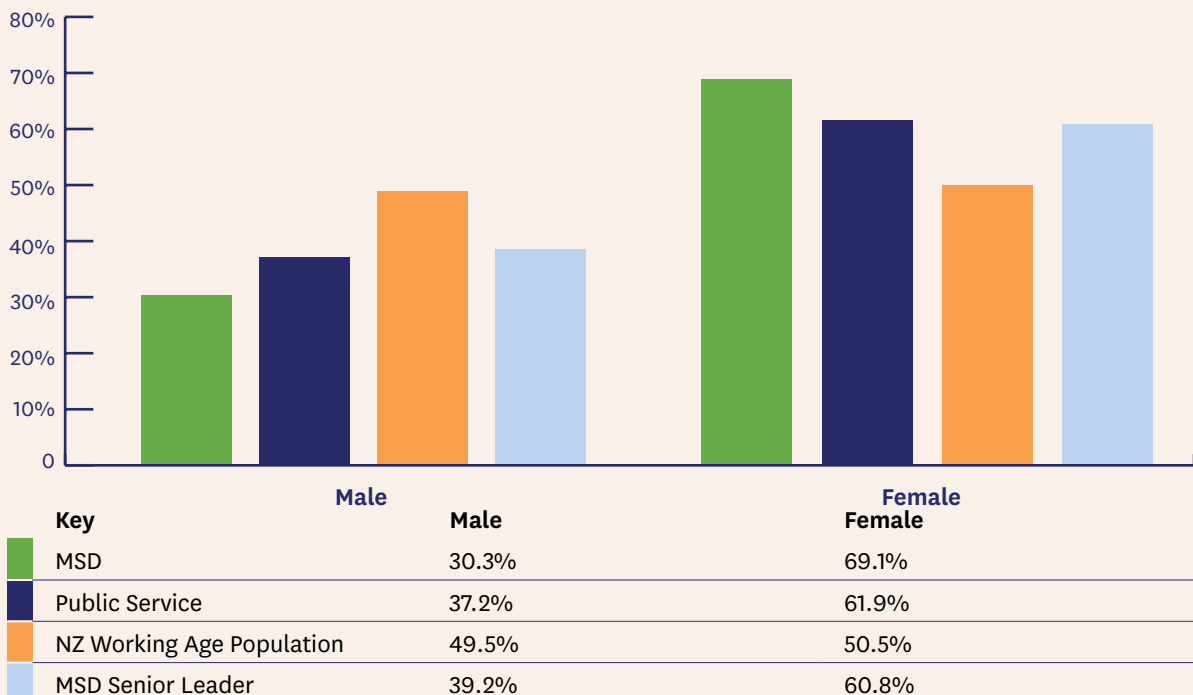
Ethnicity

Note: At MSD, 96 percent of kaimahi have opted to share the ethnicities they identify with. The ethnicity data allows people to self-identify as more than one ethnicity. This means kaimahi may be included in multiple different ethnicity calculations, and ethnicity percentages combined may exceed 100 percent. 'Other ethnicity' refers to those kaimahi who have stated another ethnicity outside of Māori, European, Pacific Peoples, Asian and MELAA (Middle Eastern, Latin American and African).

Table 2 Ethnic demographic breakdown by, MSD, Public Service, New Zealand's working age population, MSD's senior leaders[3]
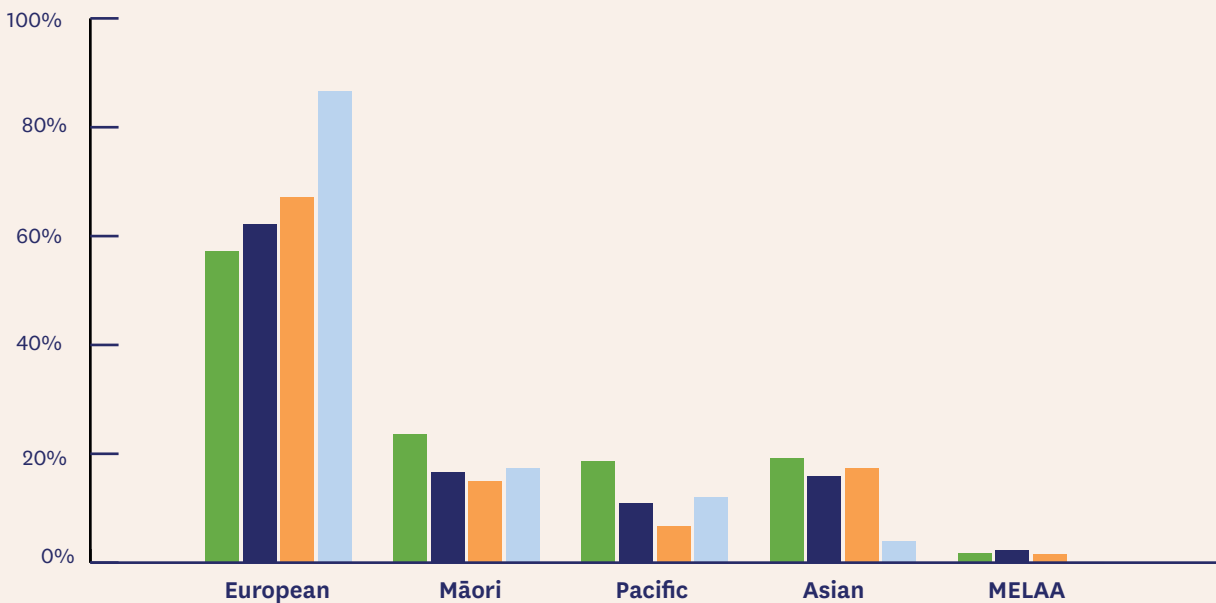
Key	European	Māori	Pacific	Asian	MELAA
MSD	57.3%	23.7%	18.7%	19.2%	1.8%
Public Service	62.2%	16.7%	11.0%	15.9%	2.3%
NZ Working Age Population	67.2%	14.9%	6.7%	17.4%	1.5%
MSD Senior Leader	86.7%	17.3%	12.0%	4.0%	0.0%

3 Senior Managers as defined by Te Kawa Mataaho in the workforce data standards HRC Data Definitions and Codes_2018 (publicservice.govt.nz)

Gender Pay Gap

Our overall gender pay gap has reduced since its peak of 15.1 percent in 2018. However, over the past three years it has plateaued and remained steady at between 9.5 percent and 10 percent (as at 1 October 2024, our gender pay gap was 9.5 percent).

Table 3 MSD's Gender Pay Gap over time

Ethnic pay gap

The current breakdown of each ethnicity (Standards-of-workforce-data.pdf (publicservice.govt.nz)) among MSD kaimahi is:

- New Zealand European 5 percent
- Māori 24 percent
- Pacific 19 percent
- Asian 19 percent
- Middle Eastern, Latin American and African (MELAA) 2 percent
- 'Other ethnicity' 1 percent.

As outlined in the narrative, MSD has been and still is undergoing large-scale change. Due to the current changing landscape, it will take time for us to completely understand the effects these changes will have on our pay gaps – as with other public service agencies.

Table 4 MSD's Ethnic Pay Gap over time
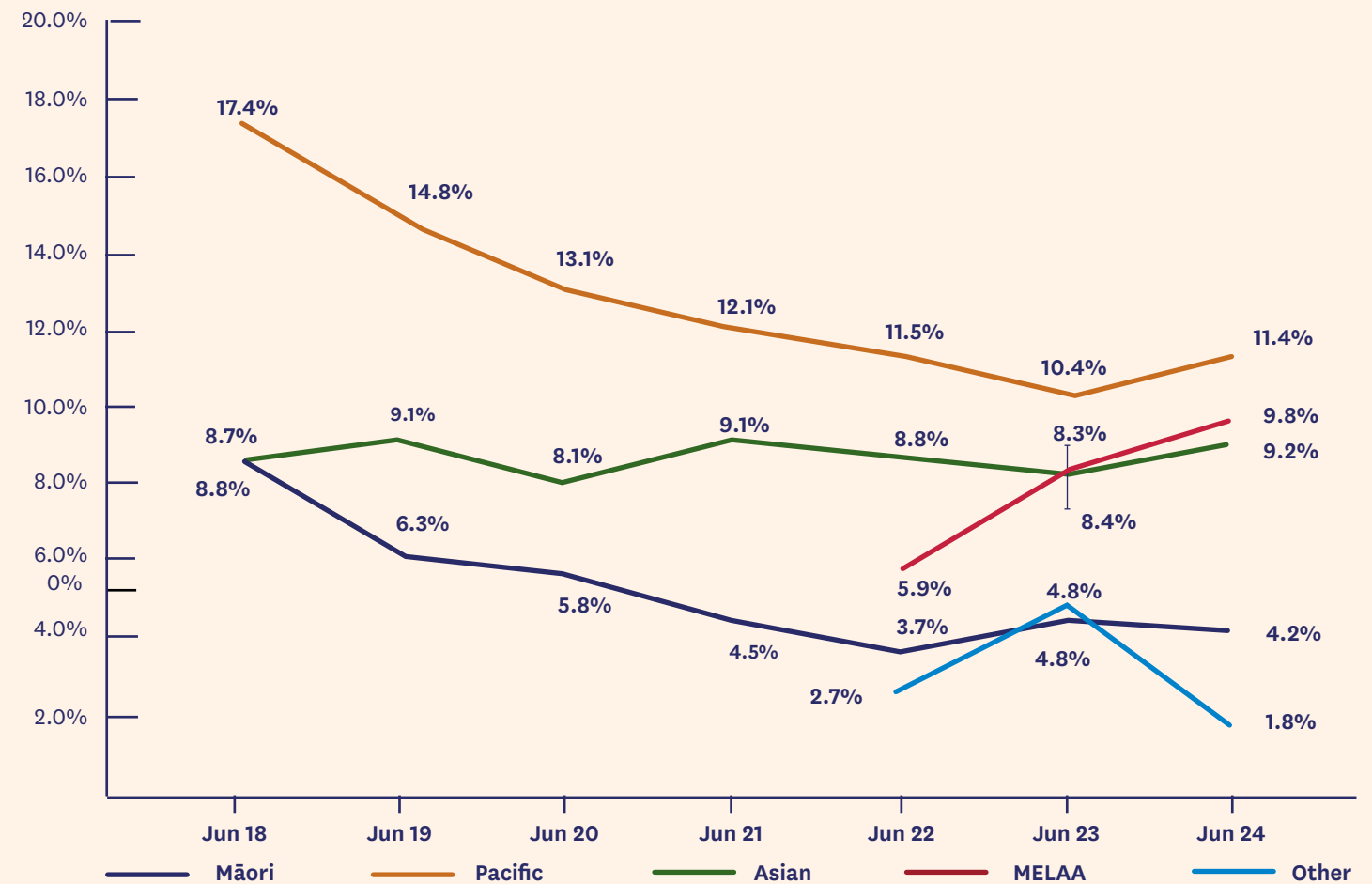
Occupational segregation

Updated tables on our occupational segregation below.

Note: Occupational segregation is where people of different demographic backgrounds within an organisation are unevenly represented in types of job and level of pay.

Occupational segregation is the main driver of vertical pay gaps at MSD. Given the size, structure, and nature of MSD's workforce, as covered in the representation section, this adds to the complexities and challenges of addressing our pay gaps. Addressing occupational segregation means focusing on long-term systemic changes. So, while we haven't seen major shifts in our pay gaps, we're still on track to addressing occupational segregation through our focus on development.

Table 6 shows the total population of MSD people in each remuneration range (Please note, this table excludes any roles that have not been formally sized using the Korn Ferry methodology).

Table 5 Average salaries by gender and ethnicity 2024

European male	Up 5.5% ($5,836) to $102,907
Māori male	Up 5.6% ($4,953) to $93,456
European female	Up 5.7% ($4,993) to $92,081
Pacific male	Up 4.4% ($3,727) to $88,455
Asian male	Up 4.0% ($3,341) to $86,208
Māori female	Up 5.7% ($4,609) to $85,705
Asian female	Up 5.0% ($3,871) to $81,467
Pacific female	Up 4.4% ($3,377) to $79,517

$ $20,000 $40,000 $60,000 $80,000 $100,000
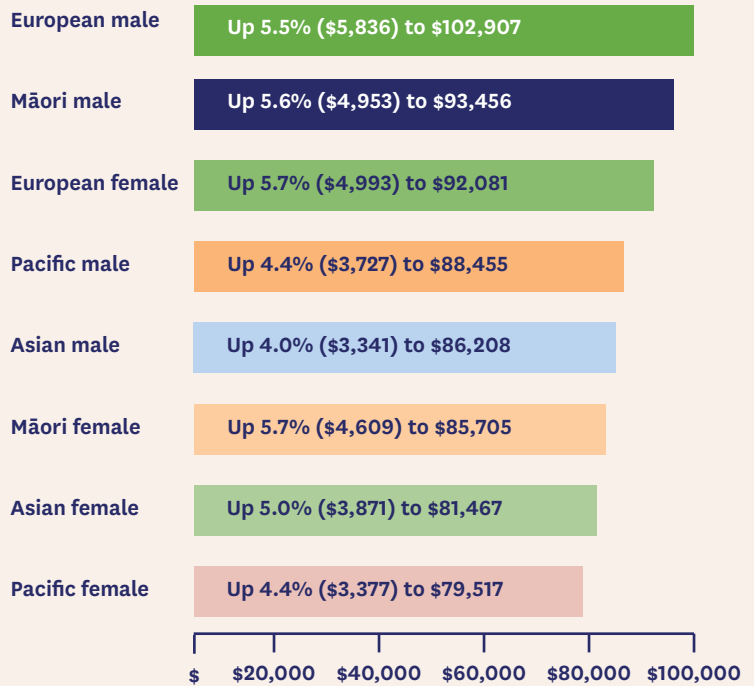
Table 6 Total percentage of MSD people in each remuneration range[4]

- 1.4% Senior managers
- 1.3% Managers and senior specialists IT
- 10.6% Managers and senior specialists (excluding IT)
- 5.4% Premium IT
- 0.6% Premium Policy, Forecasting and Costing
- 80.6% Core
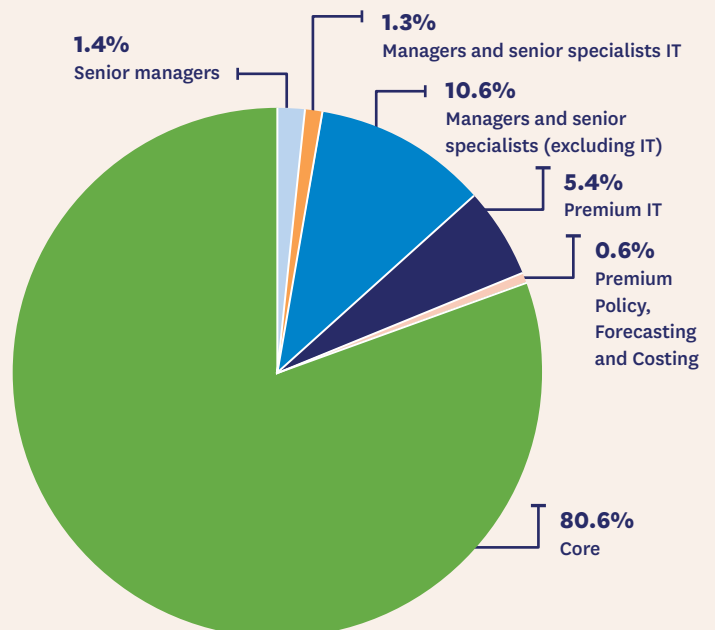
4 Please note this excludes any roles that have not been evaluated using the Korn Ferry Job Evaluation methodology.

Gender

Table 7 Occupational segregation broken down by gender across remuneration ranges
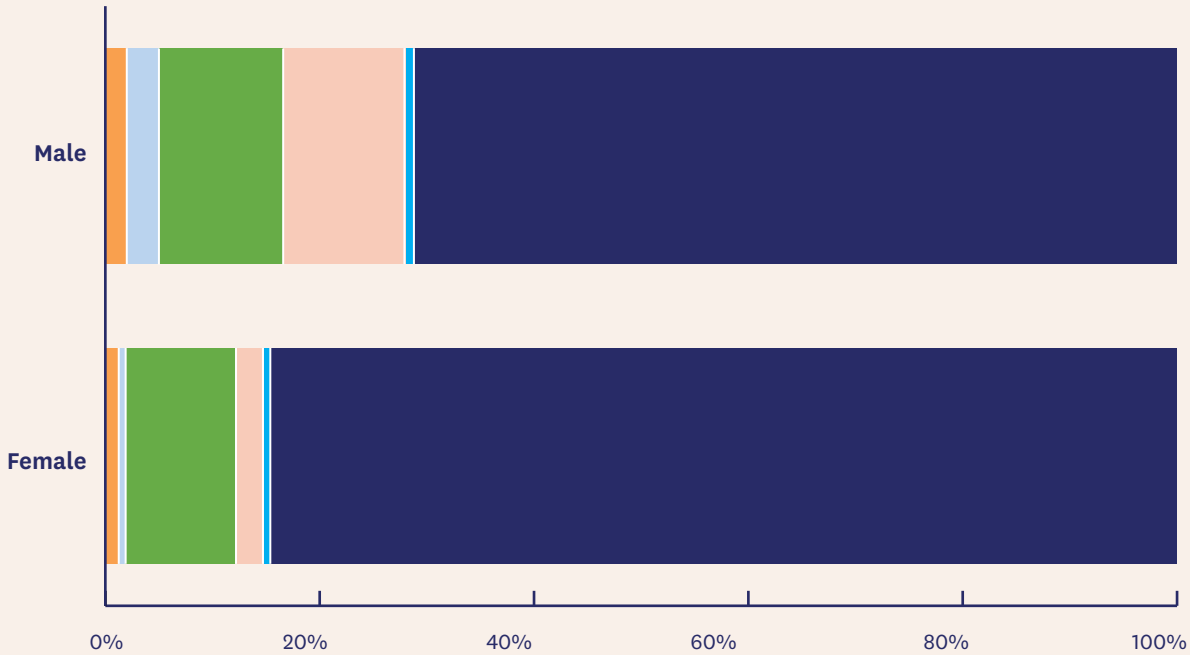
Remuneration range	Male	Female
Senior managers	2.0%	1.2%
IT MSS	3.0%	0.6%
MSS (excluding IT)	11.5%	10.3%
Premium IT	11.5%	2.7%
Premium F&C, Policy	0.7%	0.5%
Core	71.3%	84.7%

Table 8 Occupational segregation broken down by gender within remuneration ranges

Note: due to the small number of individuals who identify as 'another gender' these individuals have been excluded for privacy reasons as therefore some of these figures may not add up to 100 percent.
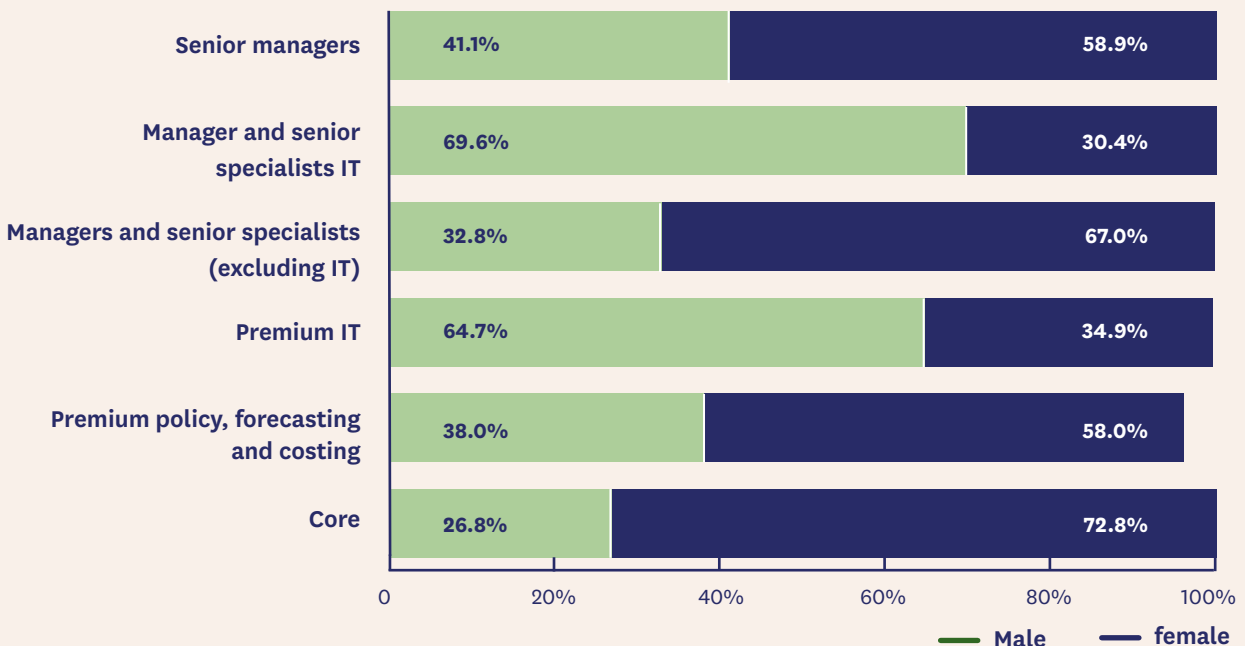
Ethnicity

Table 9 Occupational segregation broken down by ethnic representation within remuneration ranges
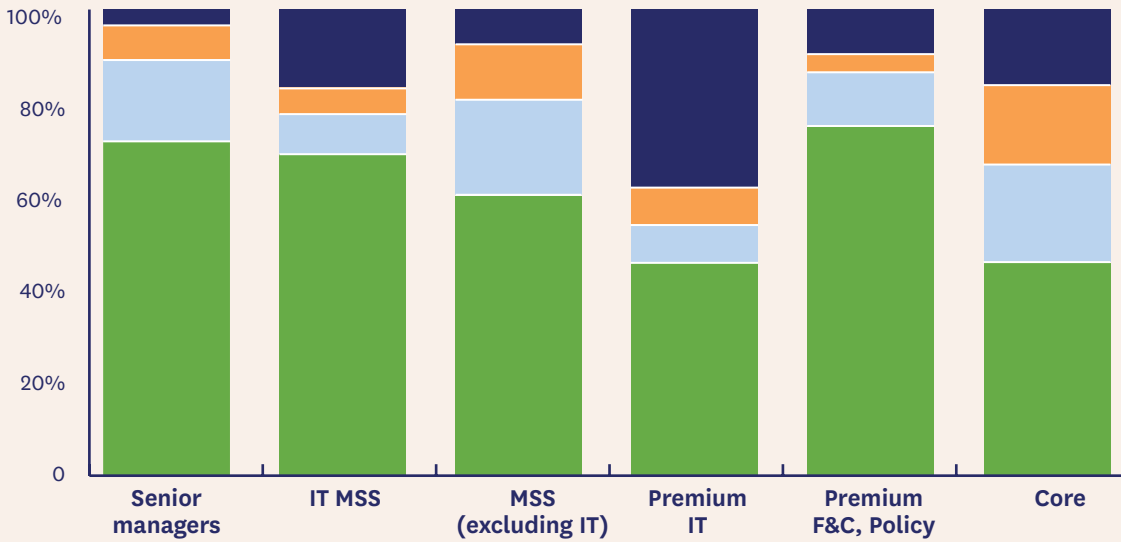
Remuneration range	European	Māori	Pacific	Asian
Senior managers	79.1%	19.4%	7.8%	3.9%
IT MSS	63.8%	7.8%	5.2%	15.5%
MSS (excluding IT)	68.2%	23.2%	13.3%	8.5%
Premium IT	45.2%	8.0%	7.8%	37.9%
Premium F&C, Policy	78.0%	12.0%	4.0%	10.0%
Core	52.9%	24.0%	19.7%	18.7%

Table 10 Occupational segregation broken down by ethnicity across remuneration bands
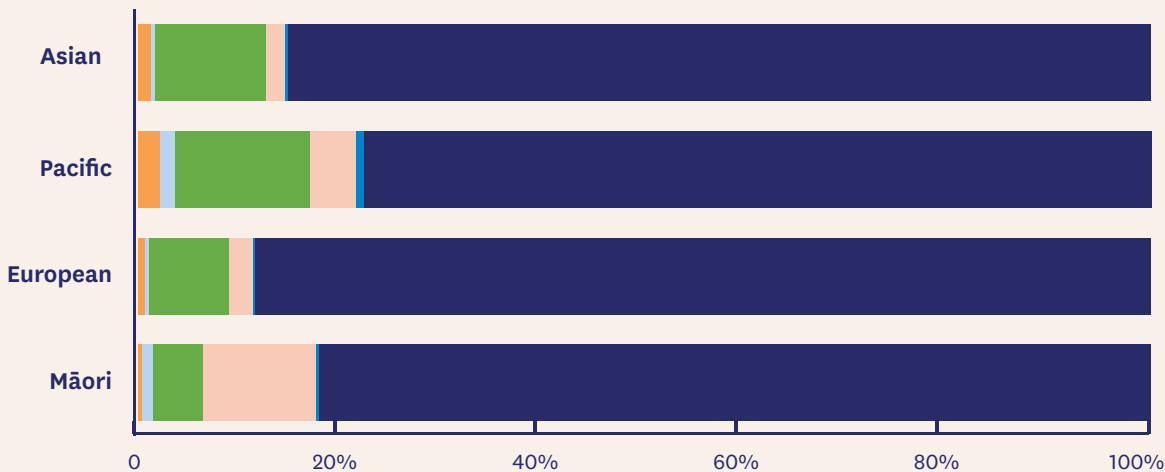
Remuneration range	Māori	European	Pacific	Asian
Senior managers	1.2	2.1	0.6	0.3
IT MSS	0.4	1.5	0.4	1.1
MSS (excluding IT)	10.9	13.3	7.9	4.9
Premium IT	1.9	4.5	2.4	11.2
Premium F&C, Policy	0.3	0.8	0.1	0.3
Core	85.2	77.8	88.5	82.1

The Focus Areas

Focus areas under Kia Toipoto and Papa Pounamu

Combining our six key Kia Toipoto pou (pillars) and our five key Papa Pounamu pou, this year our actions sit under three categories: diversity, equity and inclusion.

Figure 4 Three key pou and their focus areas

Kia Toipoto and Papa Pounamu

Diversity

Representation in workforce, leadership and occupations, especially for under-represented groups

Hautūtanga Kākano Rau Fostering diverse leadership

Te Taunoa o te Mahi Pīngore Flexible-work-by-default

Te whai kanohi i ngā taumata katoa Leadership and representation

Te Whakawhanaketanga i te Aramahi Effective career and leadership development

Equity

Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

Te Pono Transparency

Ngā Hua Tōkeke mō te Utu Equitable pay outcomes

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination

Inclusion

The extent to which all employees feel valued and able to achieve their potential

Ngā tūhononga e kōkiritia ana e ngā kaimahi Employee-led networks

Te Urupare i te Mariu Addressing bias

Hautūtanga Ngākau Tuwhera Inclusive leadership

Te āheinga ā-ahurea Cultural competence

Māori-specific focus areas

There are also seven specific pou that look at uplifting Māori kaimahi as well as Māori capability across MSD. These actions are woven throughout the actions register and signalled with the kotahitanga symbol

Figure 5 Seven Māori specific focus areas

Kia Toipoto will ensure that Māori:

- have career paths that empower them to achieve their career aspirations

- are influential at all levels of the workplace

- participate in action and monitoring

- enhance workplace practices and the mana of Māori and others.

Kia Toipoto will ensure that agencies/ entities:

- work purposefully and with good intentions to achieve equitable pay for Māori

- include data and actions to achieve equitable outcomes for Māori in actions plans

- celebrate tikanga, kawa and matāuranga Māori, and taonga such as te reo Māori.

MSD's maturity framework

Our actions are marked against a maturity framework to ensure their sustainability and longevity.

Kia Toipoto Metrics – MSD Metrics

■ **Whangai – Establishing** | Initial – Started

■ **Whakau – Embedding** | Defined – Have

■ **Whakawhanake – Sustaining** | Functional – Using

■ **Kia rangatia ei te tapu – Excelling** | Effective – see results through measurement

Diversity | Success indicator

Representation in workforce, leadership, and occupations, especially for under-represented groups

Pou/Pillar	Success indicator
Hautūtanga Kākano Rau Fostering diverse leadership	• Our workforce represents the diverse communities we serve. By fostering diverse leadership, our people can see themselves reflected through the organisation into leadership and senior leadership.
Te Taunoa o te Mahi Pīngore Flexible-work-by-default	• Agencies and entities offer equitable access to flexible-by- default working and ensure it does not undermine career progression or pay.
Te whai kanohi i ngā taumata katoa Leadership and representation	• Our people have the opportunity to progress and grow in the organisation (and/or wider government sector). MSD's workforce and leadership are substantially more representative of society.
Te Whakawhanaketanga i te Aramahi Effective career and leadership development	• Have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.

Equity | Success indicator

Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

Pou/Pillar	Success indicator
Te Pono Transparency	• Our policies reflect the diverse nature of our workforce, providing a balanced and transparent approach to a broad range of needs to ensure our kaimahi feel valued, safe and supported.
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	• Our people are fairly and equitably recognised and rewarded for their work irrespective of gender, ethnicity or other disparities. • Leaders are educated and have access to the resources required to fairly and consistently apply policy.
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	• Have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. • Embed and monitor the impact of bias-free HR and remuneration policies and practices. • Ensure leaders and employees learn about and demonstrate cultural competence.

Inclusion | Success indicator

The extent to which all kaimahi feel respected and valued and able to achieve their potential

Pou/Pillar	Success indicator
Ngā tūhononga e kōkiritia ana e ngā kaimahi Employee-led networks	• Having a space to connect with others with shared lived experiences supports people to bring their whole selves to work. • Employee-led networks provide richness to workplaces and contribute valuable subject matter expertise.
Te Urupare i te Mariu Addressing bias	• Leaders are educated and have access to the resources required to fairly and consistently apply policy. • Our leaders have the training they require to cultivate fair, diverse, culturally sensitive, and inclusive teams and work environments that engage our people.
Hautūtanga Ngākau Tuwhera Inclusive leadership	• Our people feel safe and included seeing that our leaders consistently educate, role model and encourage inclusive behaviours. • Our people feel they have a voice and can bring something unique and of value to the Ministry. The Ministry utilises the expertise of our people's collective knowledge and lived experience. The Ministry celebrates the diversity of its people and New Zealand's society. • Our leaders have the training they require to cultivate fair, diverse, culturally sensitive and inclusive teams and work environments that engage our people.
Te āheinga ā-ahurea Cultural competence	• MSD reflects the significance of Māori Crown relationships and building our cultural competence and confidence across a broad range of cultures is integral to ensuring inclusion.

The Actions

Kia Toipoto Metrics – MSD Metrics

■ **Whangai – Establishing** | Initial – Started ■ **Whakau – Embedding** | Defined – Have ■ **Whakawhanake – Sustaining** | Functional – Using ■ **Kia rangatia ei te tapu – Excelling** | Effective – see results through measurement

Diversity

Representation in workforce, leadership, and occupations, especially for under-represented groups

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Fostering Diverse Leadership and Māori are influential at all levels of the workplace	• Ran two Te Aratiatia programmes in 2024. • Communities of practice established for participants and graduates. • Te Aratiatia coaching sessions. • Embedded the Wayfinding Leadership model into Emerging Leaders and Te Aratiatia. • Te Aratiatia Governance Group – developed new application form / re-branding – developed a mid-programme survey of support for Te Aratiatia participants and managers. • Te Aratiatia/ELP Alumni project – increased Māori and Pacific staff in Policy Team / improved Policy Team understanding of Māori and Pacific kaimahi needs. • Developed accessible application forms for Emerging Leaders (ELP) and Te Aratiatia programmes.	› Te Aratiatia will return to one programme a year to ensure that there are sufficient progression opportunities for those graduating (noting that the Emerging Leader Programme continues to run and is open to all staff). We are committed to meet internal demand for new team managers, which is key outcome of our emerging leader programmes. › Continuous improvement with application, selection, promotion, course content, facilitation, evaluation and reporting for all learning programmes. (See Appendix 1 for more information)	
Fostering Diverse Leadership	• Emerging Leaders Programme, with a diverse group of participants (open to all people including Māori and Pacific). • Communities of practice established in 2023 for participants and graduates. • Emerging Leaders coaching sessions. • Embedded the Wayfinding Leadership model into Emerging Leaders and Te Aratiatia. • Developed accessible application forms for Emerging Leaders (ELP) and Te Aratiatia programmes.	› Develop a new application form/re-branding/developed a mid-programme survey of support for Te Aratiatia participants and managers. › Emerging Leaders Programme.	
Fostering Diverse Leadership and Māori are influential at all levels of the workplace	• Te Aka Matua.	› Enhance the accessibility of leadership and qualifications programmes.Continuing this programme. (See Appendix 1 for more information)	
Fostering Diverse Leadership and Māori are influential at all levels of the workplace	• Toa monthly online hui. • Delivered a Career Development session for Māori staff at Toa. • Regularly update Toa members with roles that are available and/or secondments.	› Continuing this programme. (See Appendix 1 for more information)	

Kia Toipoto Metrics – MSD Metrics

🟦 **Whangai – Establishing** | Initial – Started   🟩 **Whakau – Embedding** | Defined – Have   🟥 **Whakawhanake – Sustaining** | Functional – Using   🟧 **Kia rangatia ei te tapu – Excelling** | Effective – see results through measurement

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Eliminating bias and discrimination from recruitment policies and practices	• Te Ao Māori Work programme – Recruitment. • Have worked with the recruitment team to build more practical elements into the Te Aratiatia career development session, such as workshops with the recruitment team.	› Socialising work programme and deliverables with teams across MSD. › Updating and refining work programme based on feedback.	🟧
Effective career and leadership development and Māori have career pathways that empower them to achieve their career aspirations	• Provide career development advice for Māori staff as requested. • Seven new career journeys from Māori and Pasifika staff across MSD loaded onto the intranet. • Have reviewed many CVs for Māori staff and provide recommendations to enhance this. • Continuing MSD's mentoring programme, specifically support and resourcing of Māori ELN Utaina Mai with mentoring resources. • Building on the maturity of our 31 ELNs. • Continuing regional hui for all Māori kaimahi. • Continuing regional fono for all Pacific kaimahi.	› Continue to build on what we have in place and ensure we regularly promote what we have and what we can provide as a team. › Digitalising the mentoring programme. (See Appendix 1 for more information)	🟧

Effective career and leadership development	• Strengthening our career development opportunities.	› Strengthen MSD's existing talent, development (Te ara piki) and succession practices through the implementation of the SAP Succession and Development module.
		› Ensure that our kaimahi are capable, encouraged and supported to take ownership, grow and develop by providing:
		  » clarity around expectations and capabilities required in their role
		  » visibility around career and learning pathways
		  » more control over their goals and development and
		  » online mentoring with easy access to mentors from across MSD.
		› Provide leaders with the tools and systems to grow their people, understand capability and potential across their teams, create succession plans for critical roles and manage retention risks.
		› Integrate our Learning Management System with Development Planning so our staff can directly access the relevant learnings mapped to their roles and development priorities.
		› Enable our kaimahi to create individualised career plan and pathway that align with their aspirations.
		› Provide MSD-wide view of capability and capability gaps informing strategic workforce planning, succession and risk management, and supporting organisational performance outcomes.
			🟧

Cultural competency	• See Appendix 1 for more information.	› Cultural Capability team to focus on partnering with stakeholders to design, develop and implement initiatives that build cultural capability across MSD. › Continue the work on honouring our commitment as a Te Tiriti o Waitangi partner and prioritises the outcomes of Te Pae Tawhiti, Te Pae Tata, Pacific Prosperity, and He Korowai Manaaki.	🟥
Flexible work by default	• A flexible working policy that was established in 2021, based on and aligned to the principles of the flexible-by-default and gender and ethnic pay gap in the Public Service principles. • The flexible working policy is currently widely understood and engaged with but there is always more work to be done.	› Refresh flexible working guidance and update the procedures document to support effective policy application. › Enhance our flexible working practices to support talent development and succession by making flexibility available within our organisational development plans and talent management processes. › Leverage the flexible working group to identify challenges and develop solutions to enhance the practices and resources of flexible working at MSD, ensuring thorough engagement and effective problem-solving.	🟥

Kia Toipoto Metrics – MSD Metrics

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Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Effective career and leadership development	• Over the past 12 months, we've begun a process to create an MSD-wide picture of talent and succession as it relates to our people leaders. We've also enhanced the tools and resources available to support effective talent-and-succession planning and leadership rhythms.	› Grow maturity of talent-and-succession practices.	■ (orange)
Workforce and leadership representation and fostering diverse leadership and inclusive leadership	• Over the Past 12 months we have undertaken work to: » create an agreed-on MSD leadership framework identifying the key areas of focus to grow transformational leadership at MSD. » define what leadership looks like at MSD, with a te ao Māori lens. » define key expectations and behaviours for people leaders at MSD.	› Embed an MSD-wide understanding of leadership.	■ (orange)
Effective career and leadership development	• All our leadership development opportunities are continuously reviewed and enhanced to keep up with ongoing change. New workshops and programmes are developed to meet ongoing leadership needs e.g., systemic team coaching, and emotional intelligence for leadership teams and/or individual leaders.	› Continuous evolution of leadership development opportunities.	■ (green)
Diversity – eliminating bias and discrimination from recruitment policies and practices & four-point disability plan	• The Recruitment team has been running webinars for kaimahi on CV and Cover Letter Writing and Interview Skills, which have had good attendance. They also ran these sessions specifically through our change process to support kaimahi. • The team also ran these sessions for the Te Aratiatia and Emerging Leader programmes. When developing these resources, we had input from the Digital Accessibility team and had them reviewed from a te ao Māori perspective.	› Create accessible guidance on interview techniques and CV writing for our kaimahi. › We will continue running these monthly in 2025 and will record the sessions so kaimahi can access them 'as needed'. › Employee Value Proposition refreshed and released 2025.	■ (green)

Equity

Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Agencies work purposefully and with good intentions to achieve equitable pay for Māori	• Toa Hui – Provided discussion on pay and remuneration for Māori staff.	› Continue to provide these types of session for Māori staff when needed. › Maintain the relationship with the ER team and share updates with Toa members.	■ (red)
Agencies work purposefully and with good intentions to achieve equitable pay for Māori and Eliminating bias and discrimination from remuneration policies and practices	• Starting salary guidance and policy has been implemented. • Review the Starting Salary Guidance, Higher Duties Allowance Guidance and Special Duties Allowance Guidance to strengthen our ability to measure and address any gaps in both salaries and allowances. • Completed implementing the policy for translating job-sizing outcomes to a different band/salary range level. The aim is for translations to higher bands to be on a point-to-point basis (but this is not always appropriate). The policy does allow for other translation methods to be agreed on. We continue to monitor this closely.	› Continue to review our policies and guidance to ensure compliance and opportunities to minimise/remove bias and inequity. › Specifically monitor starting salaries, allowances and pay gaps quarterly, and develop processes to ensure action is taken where issues are identified. › The Starting Salary Policy and Guidance are specifically targeted at ensuring that pay gaps do not occur at appointment.	■ (green)

Kia Toipoto Metrics – MSD Metrics

Whangai – Establishing | Initial – Started   **Whakau – Embedding** | Defined – Have   **Whakawhanake – Sustaining** | Functional – Using   **Kia rangatia ei te tapu – Excelling** | Effective – see results through measurement

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Eliminating bias and discrimination from remuneration policies and practices	• Build on our people leaders' capability and raise awareness about bias that leads to pay gaps – the Remuneration team have worked closely with the Recruitment Partners, HR Business Partners and HR Advisory to upskill them in this area.	› Ongoing work – the Starting Salary Policy and Guidance are specifically targeted at ensuring that pay gaps do not occur at appointment. › Implement Korn Ferry Architect to remove subjectivity and ensure consistency and fairness in developing position descriptions and in the job-evaluation embedding process.	(green)
Agencies work purposefully and with good intentions to achieve equitable pay for Māori and eliminating bias and discrimination from remuneration policies and practices	• Continued to work with Te Kawa Mataaho and PSA to support the pay-equity claim process for two current claims. We will review and assess the impacts of the outcomes for these two claims. • There were no pay equity outcomes for MSD. So that was very good news and demonstrates how far we have come with role reviews, job-sizing uplifts and implementing the Staff Pay and Progression framework.	› Completed.	(orange)
Transparency	• Te Taunaki (Public Service Census). • Regularly updated MSD's Organisational Health Committee, governance team on the pay gap data.	› Engage our people with Te Taunaki › Publish results transparently. › Work through the results to find actions for key focus areas that arise from Te Taunaki. › Engage with each Deputy Chief Executive office on the pay gap data.	(red)
Eliminating bias and discrimination from remuneration policies and practices	• Conduct a Gender Pay Gap/Ethnic Pay Gap audit of Manager Senior Specialist (MSS) salaries as part of building and implementing the ongoing MSS Pay and Progression Review Project. We have run the initial data cleanse and have developed the process for measuring how long someone is in a band. Some final testing is needed. We aim to restart work on this with 1 October 2024 data and run a trial audit in October. Our plan is to take the findings to People Group's Leadership Team in November, with remediation options and cost estimates.	› Senior Manager Remuneration Framework Review – develop a fit-for-purpose remuneration framework for the Senior Manager group (excluding Deputy Chief Executives, who will need something different as dictated by Te Kawa Mataaho). This will include a review of identified anomaly roles in the Senior Manager group, which is currently being established.	(red)
Eliminating bias and discrimination from remuneration policies and practices	• Rollout of finalised remuneration policies and procedures has been completed.	› Implement decisions related to the salary audit outcomes. › Pay Gap Review (more than just Gender Ethnic Pay Gap) – we have completed the audit of salaries, identification of anomalies and remediation. The aim is to complete this work in 2024/25 and set a solid baseline for the future.	(orange)
Eliminating bias and discrimination from remuneration policies and practices	• Recruiters are having ongoing conversations with managers about this – i.e. encouraging managers to look at all the experience people bring to a role, including any gained in non-paid work.	› Encouraging hiring managers to think more holistically about pay.	(green)
Agencies work purposefully with good intentions to achieve equitable pay for Māori	• The recruitment team has reviewed the recruitment process through a te ao Māori lens, especially considering how to embed the value of manaaki into the process. • This value was chosen because we see it as the cornerstone to other values. Our conclusion is that the Recruitment team – and to a large degree our managers – are doing this well.	› Embedding a te ao Māori lens into recruitment practices.	(green)

Kia Toipoto Metrics – MSD Metrics

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Inclusion

The extent to which all employees feel respected and valued and able to achieve their potential

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Māori participate in action and monitoring	• The primary role of Te Ao Māori Capability Oversight Group is to share information and initiatives that strengthen the organisation's te ao Māori capability. It consists of members of the Māori Communities and Partnership (MCP) group and key stakeholders from across the organisation. • Te Ao Māori Development Dashboard – sent out quarterly to key stakeholders and loaded onto the intranet for everyone to view. • Toa Hui and Te Aka Matua communities of practice have regular updates on what's happening in the cultural capability space.	› Continue to participate in, facilitate, communicate and promote what we have and what we can do. Listen to our people and make improvements where we can.	🟩
Inclusive leadership	• Define what leadership looks like at MSD, within a te ao Māori frame. • Define key expectations and behaviours for people leaders at MSD.	› Support the six traits of inclusive leadership within our leadership expectations and development opportunities	🟩
Inclusive leadership	• Participants in the Leading People Programme (LPP) participate in peer learning groups alongside the programme, where they bring real business challenges and coach and support each other in their learning. • All graduates of the Multipliers Leadership Programme participate in the Multipliers Communities of Practice sessions where they continue to learn from each other and apply Multiplier practices to their work. • Our MSD Coaching Community is made up of leaders from across MSD. They participate in COP sessions where they coach and learn from each other around their challenges.	› Increase opportunities for leaders to connect and learn from each other. › Embed an MSD-wide understanding of leadership. › A continuous evolution of leadership development opportunities. › Design support for leaders to improve their ability to foster participation (e.g. facilitation and group work skills). › Support the integration of Communities of Practice within MSD's future operating model.	🟩
Addressing bias	• Establish connections with people leaders about Kia Toipoto and Papa Pounamu.	› Ongoing.	🟥
Addressing bias	• Interview our people to understand their experience of developmental secondments.	› Create a roadmap for developmental secondments (2023).	🟥
Addressing bias and agencies enhancing workplace practices and the mana of Māori and others	• The recruitment team addresses bias in the way we coach and mentor hiring managers throughout the process, particularly as it pertains to the composition of their panel, how they shortlist and what they offer. Hiring manager training usually includes a section on unconscious bias also. • In terms of 'workplace practices and the mana of Māori and others', we have changed our interview template to guide managers to create a mana-enhancing experience for candidates. In addition, our move to expand the use of Assessment Centres/Group Wananga for Case Management recruitment across the country supports this approach, in which candidates complete practical exercises in addition to an interview. This makes the approach more inclusive of cultural differences, and people have more opportunities to show their capabilities and why they may be a good fit for the role.	› Upskill hiring managers to empower people to bring their whole selves to interviews.	🟩

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Pacific

Pacific Prosperity places our Pacific peoples, families and communities at the heart of the development, thinking and decision-making

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Pacific Prosperity	• Enhance current organisational policies and processes to reflect Pacific voices in decision-making through authentic and meaningful relationships with Pacific communities (including Pacific Reference Group and Pacific Leaders Forum). • Te Pae Tata and Pacific Prosperity teams are working more closely together to understand how the two programmes can align further for better outcomes.	› Ongoing work.	🟩
Pacific Prosperity	• Support Pacific employee-led networks to be sustainable and support staff health and wellbeing through locally led, regionally enabled and nationally supported action plans	› Ongoing work.	🟥
Pacific Prosperity	• Provide choice of opportunities for career advancement, including leadership opportunities, to build staff capability through Organisational Development and Learning (ODL).	› Ongoing work.	🟩
Pacific Prosperity	• Provide guidance and training on how to deliver a culturally responsive service to MSD clients through Pacific cultural-learning opportunities.	› Ongoing work.	🟩

Kia Toipoto Metrics – MSD Metrics

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Disability

Foundational four-point plan to embed opportunities for tāngata whaikaha Māori and disabled people in the Public Service

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
The number of tāngata whaikaha Māori and disabled people has increased across the Public Service	• A disability inclusive MSD - Doogle (ssi.govt.nz) • Reasonable Accommodation training package for managers has begun.	› Reasonable Accommodation Policy and Guidelines update. › Reasonable Accommodation training package for managers completed and in alignment with Policy and Guidelines refresh.	🟩
The visibility of and information about, tāngata whaikaha Māori and disabled people in the Public Service has increased in the two years to July 2025	• Collate and identify the gaps in our existing HR data and reporting.	› Better data on our people with disabilities.	🟥
Accessibility is improved for tāngata whaikaha Māori and disabled people in the Public Service	(New action)	› Managing change for our Whaikaha employees who have transitioned to MSD from Disability Support Services (DSS). › Managing change for our neurodivergent kaimahi.	🟧
Inequities have been identified and closed (e.g. pay gaps) as measurement allows for tāngata whaikaha Māori and disabled people in the Public Service	• Working with Disabled Advisors / Disabled employee-led network (ELN) to deepen both parties' understanding of opportunities, challenges, myths and realities within options. • Developed accessible application forms for Emerging Leaders (ELP) and Te Aratiatia programmes. • Briefed the Disabled ELN on ELP. • Offered programme of online workshops to the Disabled ELN on leadership, to increase confidence and challenge myths or misunderstandings. • Developing best-practice guidelines for supporting disabled staff on leadership programmes.	› Continue to engage with the Disabled ELN.	🟥

Kia Toipoto Metrics – MSD Metrics

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Rainbow

Foundational four-point plan to embed opportunities for Rainbow people in the Public Service

Pou/focus alignment	Achievements over the past 12 months	Actions 24/25	Maturity
Identify opportunities to promote greater inclusion and remove barriers to inclusion for Rainbow public servants	• Committed to the Pride Pledge.	› Complete the Pride Pledge. › Follow up actions from of the Pride Pledge.	🟩
Increase visibility of and information about Rainbow people in the Public Service	• Collate and understand the data that we do have access to. • Better the process of collecting Rainbow data. • Engage with our Proud@MSD employee-led network on why we collect Rainbow data and what we do with it.	› Review the Rainbow self-identifier button in our HR systems. › Campaign to collect better Rainbow data.	🟦
Lift the number of Rainbow people in the Public Service at all levels, so the Public Service reflects all of society in Aotearoa New Zealand	• Continue to engage with the Proud@MSD (MSD's Rainbow employee-led network).	› Ongoing work.	🟥
Identify and close inequities (e.g. pay gaps), as measurement allows, for Rainbow public servants	• This will be a future focus once we have completed the Pride Pledge and have better data on our Rainbow kaimahi.	› Monitoring this with the limited data we have.	🟦

Appendix 1: Māori capability

Over the last year 2023/2024 we have invested in the following initiatives to support growing Māori capability across MSD to better provide services for all our clients including whānau, hapū and iwi:

Working with our MSD kaimahi – What we do

He Matapihi ki Te Ao Māori is MSD's Cultural Capability Framework to build awareness, confidence, and familiarity in bringing Te Reo Māori and tikanga into our everyday conversations and our way of work. Our benchmark expectation is for all MSD people to be capable at the first competency level, He Marotiritiri: Level One – Appreciating and Discovering. The four learning levels to this framework are:

- He Marotiritiri – Appreciating and discovery
- Te Rito Puāwai – Growing and learning
- Awhi Rito – Living and connecting
- Te Kōrari – Leading and guiding

Working with our MSD Leadership Team (LT): The Māori, Communities and Partnership team have been working with our leadership team to grow their confidence in using te reo Māori, demonstrate our MSD values and participate confidently in hui where tikanga is used. The LT l has grown in their understanding in aspects of tikanga, using waiata and karakia in meetings, tikanga for hosting guests, iwi groups, Minister visits, and Government officials in our buildings, including online via Teams and when hui have been held on marae and in the community.

Te ao Māori Events: Our staff participate in nationally led celebrations of Māori events (such as Waitangi Day, Matariki and Te Wiki o te reo Māori), supported by our Corporate Communications Team. Staff were also invited to use the resources produced by Te Taura Whiri I te Reo for the Olympic Games.

This year our staff will be getting behind Te Taura Whiri I Te Reo activities for Te Wiki o Te Reo including volunteering for the parade along the Wellington harbour waterfront.

Our people and teams across the Ministry regularly utilise karakia, waiata and tikanga as part of their daily practice – to welcome people into their workplaces and bring te ao Māori to life. We also know that teams are working hard to develop and maintain relationships with mana whenua and iwi. Informally we know teams have set up te reo lunchtime meet-ups, where those who want to practice the language only speak in te reo.

Joint work programme agreed annually with the Māori, Communities and Partnership team and the Organisational Development and Learning team, which describes the focus areas and activity that will be delivered in 2023/24 and how we will work in partnership to build the Māori capability of our workforce.

Te Ao Māori Capability Oversight Group: Its primary role is to share information and initiatives that strengthen the Ministry's te ao Māori capability.

Regional Māori Hui: Regional hui are available to all Māori staff across MSD. Hui are held at different marae around the country. They are an opportunity for staff to reconnect with marae life and to learn about the associated iwi and marae histories and focus on their individual personal/career development and cultural needs.

Toa Hui: Held every month, for one hour, online. It's for Māori and by Māori – a safe place for Māori staff to share their voice and connect with each other. It is a meeting place for Māori and a means of communicating mahi that is important for Māori staff to hear about and contribute to.

Toa – To be victorious, win, brave, bold, victorious, experienced, accomplished, adept, competent, skilful, capable

Toa have had eight hui so far this year:

- How are people experiencing the change in government and work? (February)
- Cultural Capability Work Programme (March)
- Managing change as we reduce our MSD workforce (April)
- Navigating change with gratitude and affirmations (April)
- Matariki (June)
- Maramataka, planning in the new year and Language Plans (July)
- Staying well during times of change (August)
- Making connections: Kōrero card set activity – Mental Health Awareness Week (September).

Where did Toa come from?

Toa was generated from MSD's interest in building Māori capability and conversations the Organisational Development and Learning Team had with Māori staff in mid-2022. Up to 50 people attend, and the distribution list contains 300-plus staff.

When do Toa people meet?

Toa people meet once a month, on Teams, for an hour. All people on the distribution list receive the minutes and resources we share with attendees.

Whakanuia Te Ao Māori is our quarterly blog that celebrates all things te ao Māori. The blog focusses on:

- sharing stories about our people and their te ao Māori journey
- how our Māori learning programmes are going
- sharing new stuff
- providing easy access to our resources.

Te Pātaka regularly communicated and promoted Te Pātaka, meaning 'The Storehouse', is available on Doogle, MSD's intranet. Te Pātaka is full of information, resources and learning programmes to help people build their capability.

Te Reo Allowance: This is based on the level of certification a person hold. It is determined by the Level Finder Examination (LFE) given by Te Taura Whiri i Te Reo Māori (The Māori Language Commission). Te Taura Whiri delivers the assessment and provides the certificate to the participant. MSD then recognises the certificate and administers payment appropriate to the level the certificate states.

Translations: MSD has access to translation experts who have experience of the MSD context. We use this service for all external-facing media and publications. We have also engaged our translators with two phases of MSD job-title translations.

Te Aratiatia: This is our leadership programme for Māori and Pacific people who aspire to become great leaders within MSD and/or the wider public sector and provide service to our people, clients and communities. In 2023 we delivered two programmes, with a total of 36 staff.

Te Aka Matua: This is a senior leadership programme for Māori and Pacific managers within the Ministry who show potential to lead and manage at a senior management level. We currently have four people studying. And we have monthly community-of-practice hui to bring graduates and participants together to talk and share their experience.

Wall Walk: This is a facilitated, interactive presentation that examines Aotearoa's history through time. By unveiling the milestones that shaped our history, it respectfully reveals the stories of both Māori and the Crown.

Waiwhetū | A Connection with Culture – A Window into Te Ao Māori: This is online module learning. It offers our people a view into marae and how these connects you to who and where you are, to tangata whenua and to the wisdom you can draw on now and in the future.

Te Ara a Tāne (delivered by Māori, Communities and Partnership): This is both our wānanga and the method. Wānanga are available for all MSD staff working on advice for policy, proposals or memos. Initially we're prioritising Leadership Team papers. But if you have ideas and are wanting a place to share them, you are welcome.

Te Ao Māori Development Dashboard: The Organisational Development and Learning team provides a te ao Māori Development Dashboard each quarter. This captures participation and completion rates for our te ao Māori programmes that sit within MSD's learning management system (LMS) and happen across the organisation.

MSD Style Guide: Guiding people in how to use te reo Māori together with English in MSD communications.

Promoting the use of te reo Māori in internal communications: This includes greetings; learning of new words, phrases and whakatauki; and access to learning resources, digital signage and wallpapers.

Cultural Capability Team: They sit in the OD&L People Group space, and partner with stakeholders to design, develop and implement initiatives that build cultural capability across MSD. Cultural capability refers to the skills, knowledge, behaviours and people systems required to deliver services in a culturally respectful manner that honours our commitment as a Te Tiriti o Waitangi partner and prioritises the outcomes of Te Pae Tawhiti, Te Pae Tata, Pacific Prosperity and He Korowai Manaaki – Our People Strategy.

Working with our MSD kaimahi – What's new

National Office Pōhiri: In September 2023, MSD introduced monthly pōhiri to welcome new staff at national office. All management tiers support and attend these pōhiri to recognise their staff and to practise reo through mihimihi and pepeha. Staff experience tikanga related to welcoming people.

Pool of suppliers: In November 2023, we procured a pool of 12 expert te reo, tikanga and Te Tiriti o Waitangi suppliers for our people to use across all of MSD. This approach supports our people to have the tools and capability to do their best for whānau, hapū and iwi, and helps us think differently about the way we work. We continue to work across MSD, promoting this approach and guiding people in how to use suppliers.

Environmental Scan: To gauge our progress, MSD sought to understand how other organisations are meeting their commitment to Māori. We approached four public sector and four private organisations to see how we measured up. We identified several organisational factors necessary to support the embedding of te ao Māori in a work environment. We then used these factors to interview organisations. As a result, when compared with other organisations, MSD ranks highly when looking at resources in place to support staff to meet our commitment to Māori. We also used the knowledge gained to inform the joint work programme with Māori, Communities and Partnership to determine our mahi for 2024.

Pulse Change Survey: Implemented in November 2023, this included a section outlining where staff thought their individual and team te ao Māori capability was at. The results indicated that most of the 1000 staff rated themselves an average of 2.5 out of 5 (1 started learning to 5 very capable).

Te Ao Māori Recruitment Work Programme: The Recruitment team has been working closely with Cultural Capability to develop a work programme that aims to embed te ao Māori into recruitment practices and build a more diverse, inclusive workforce. The joint work programme is currently being socialised across the Recruitment Team and includes actions that have already been implemented.

Te Reo Language Plans: This was soft-launched in April 2024. Language planning is driven by Karangahia te Haeata – MSD's Māori Language Policy. It aligns with Te Pae Tata and the actions identified for whānau, hapū, staff and people who work with the Ministry. Great language planning will support us to create environments that are warm, welcoming and safe, form relationships and genuine partnerships, build capability (as individuals and as communities), and integrate Māori customary

concepts and language into day-to-day operations. Our intention over time is to roll up all the plans nationally which helps us with MSD's external reporting accountabilities, and to help celebrate success.

Te Pātaka drop-in sessions: These attracted 130 kaimahi, helping them to understand and find support for building their te ao Māori capability

New Te Pātaka pages

- **Matariki:** This page was set up to provide information about Matariki and allow all of us to share our Matariki stories.

- **Pōhiri and whakawhanaungatanga:** This page supports our new pōhiri process as part of the induction programme for new kaimahi at MSD National Office. It has links to the LMS for where people can register, as well as guidelines for managers and staff.

- **Te Rito:** This is an online programme that educates us on the history of Aotearoa New Zealand and helps us weave kaupapa Māori into our mahi.

- **Te ao Māori NZQA qualifications:** This page was set up to support and share some te ao Māori NZQA qualifications that people can study while working.

- **Te Wiki o Te Reo Māori:** The Māori Language Week provides resources to kickstart people's te reo journey.

Appendix 2: Details on MSD's employee-led networks

2.1 ELN list and location

Regionally based Māori ELNs

Network name	Location
Te Pae Āwhā	Invercargill
Te Hui Hui ō Matariki	Southern
Nga Hua Kotuku	Nelson, Marlborough, West Coast, Kaikoura
Korowai	Canterbury
Utaina Mai	Auckland
Te Tini ō te Raurearea	National Office
Ngā Tae o te Rāwhiti	East Coast
Te Ara Wai o Waikato	Waikato
Central	Central
Taranaki	Taranaki

Regionally based Pacific ELNs

Network name	Location
Leo Tanoa	Auckland
Niu Horizon	National Office
Mana Pasifika	Waikato
Moana Pasifika	Waikato
SoutherNesian	Dunedin
Orama	Canterbury
Mana Pasifika	Palmerston North
Mahi Ora	Palmerston North, Hastings
Moana Nui	Hawkes Bay - Napier, Hastings, Taradale, Flaxmere, CSU
Tokelau Group	All of MSD
IIC Tautua	Lower Hutt
Te Reo Manea (Kuki Airani)	Auckland
Niue	All of MSD
Fanau Pasifika	Taranaki
Tuvaluan Group	Nelson, Marlborough, West Coast
Te Kupega	Rotorua Centralised Services
Polyfusion Tupuaga	Nelson, Marlborough, West Coast, Kaikoura

Community-specific ELNs

Network name	Location
Awhi Rito	Centralised Services
MENAAS Network	Canterbury
Pan-Asian Staff Network	All of MSD
Proud@MSD	Canterbury
All of MSD	Auckland
Womens Network	All of MSD
Disabled Network	All of MSD
Neurodiversity Network	All of MSD
Carers Network	All of MSD
PEACE Muslim Network	All of MSD

2.2 Employee-led network funding approach and breakdown

Our allocation approach covers:

- **Days of significance** – communities celebrating events such as language weeks, cultural and religious celebrations, and international days.

- **Network-specific activities** – opportunities for the network to build connections across their membership such as quiz nights, family days and cultural performances.

- **Planning days for networks** – refer and refresh terms of reference collectively, and understand what events they will be celebrating for the calendar year.

- **Educational sessions/workshops** – raising awareness of kaupapa, bringing in SMEs to talk about topics and building capability.

- **Collateral, resources and gifts** – uniforms, logos, koha, resources to promote specific events within their site/region (e.g. language weeks) or linked to strategic direction in alignment with organisational strategies (He Korowai Manaaki, Pacific Prosperity, Te Pae Tata, Te Pae Tawhiti).

Of the total number of funding requests approved in the financial year 2023/24:

- **43%** was allocated towards specific days of significance

- **16%** was allocated towards network-specific activities and connections

- **9%** was allocated towards planning days for networks

- **11%** was allocated towards educational sessions/workshops

- **21%** was allocated towards collateral, resources and gifts.