



Te Kawa Mataaho and Papa Pounamu

LEADERSHIP

FINALIST



The New Zealand Public Service impacts the wellbeing of every New Zealander and it is the role of Te Kawa Mataaho Public Service Commission to lead the wider public service agencies to ensure they deliver better services and outcomes.

That can only be achieved if people can see themselves and their communities as part of a diverse and inclusive Public Service workforce.

To help achieve that, Papa Pounamu was established in 2017 to bring together diversity and inclusion practices across the Public Service and to support Public Service chief executives to meet their diversity and inclusion obligations and goals.

Led by two chief executives, Commissioner of Inland Revenue Naomi Ferguson and Secretary of Transport Peter Mersi, and in consultation with public service chief executives, Papa Pounamu sets a work programme for the Public Service to consistently grow its diversity and inclusion capability.

Papa Pounamu co-chair Peter Mersi says, “The work we do is for all 58,887 public servants across the Public Service, and for the 5 million New Zealanders we serve. Our D&I programme is driven by what our Public Service needs to be so that it is representative of those New Zealanders and our communities.”

The work requires a collective and distributed leadership approach. While Papa Pounamu leads the overall diversity and inclusion work in the Public Service, it also works with other leadership groups that champion and lead work in specific areas, such as the Rainbow CEs group and Disability Leads through the Ministry of Social Development. The co-chairs meet monthly and invite others to contribute to the system-level leadership as required.

“This signals the strong leadership commitment that our Public Service has to this mahi”

Papa Pounamu has set a work programme to create aspirational, but achievable, change within every single Public Service agency. The programme has five priority areas that have been made mandatory by all 39 chief executives.

“This signals the strong leadership commitment that our Public Service has to this mahi,” says Deputy Commissioner of Leadership, Diversity and Inclusion Heather Baggott.

The priority areas include; addressing bias, cultural competence, inclusive leadership, building relationships, and employee networks.

“Te Kawa Mataaho and Papa Pounamu have worked collaboratively with agencies to develop the tools and resources that agencies need. These have been published on our website and are available alongside advice and support for agencies as they are now implementing these with their people.”

THE AIM

As a strategic cross-agency programme, Papa Pounamu supports leaders across the Public Service to lead the way in prioritising and progressing the diversity and inclusivity of their workplaces, reflecting the communities they serve.



STRATEGIES FOR SUCCESS

To best support Papa Pounamu to oversee and lead the diversity and inclusion programme of work Te Kawa Mataaho Public Service Commission has:

- Appointed Functional Co-Leads of Diversity and Inclusion to lead the diversity and inclusion work programme across the whole of the Public Service
- Created a dedicated Deputy Commissioner, Leadership, Diversity and Inclusion role within Te Kawa Mataaho to lead diversity and inclusion activities across the system and to support Papa Pounamu
- Strengthened the performance expectations of chief executives by setting specific expectations of each of them in relation to diversity and inclusion
- Required all Public Service agencies to publish diversity and inclusion plans and to publicly report progress against them in their annual reports
- All public service agencies must deliver on five mandatory requirements:
 - Addressing bias: bias training for all employees, at all levels, and changing structural systems to reduce bias/discrimination occurring
 - Cultural competence: cultural competence training to all staff at all levels
 - Inclusive Leadership: all managers undertaking some form of inclusive leadership training
 - Building relationships: inclusivity tools and resources to be used by all people leaders to build effective and inclusive relationships with their direct reports
 - Employee networks: support and resourcing for, and engagement with, employee-led networks

RESULTS AND BENEFITS

- The number of women in senior management roles is 53.2% (June 2020) up from 49.6% the previous year.
- The gender pay gap for the top three tiers of leadership has decreased and is 5.7%, the lowest gap in 20 years. The overall gender pay gap is 9.6% (June 2020), the lowest since measurement began in 2000, and down from 12.5% in 2017.
- New recruits are more ethnically diverse than the existing Public Service workforce. Māori (15.9%) and Pacific (9.7%) representation is higher than the overall New Zealand workforce.
- The Positive Workplace Cultures work programme provides practical ideas and support to agencies to improve their workplace cultures.
- An improved understanding of diverse communities has been achieved by setting guidance on best practice measurement for gender, ethnicity and disability and by closing information gaps.
- Diversity of talent pipeline through a range of initiatives such as the Pacific Mentoring pilot programme, early in career programmes for Māori public servants and the year-on-year increases of Pacific interns in the Public Service through the Tupu Tai programme.

KEY LEARNING

Ehara taku toa i te toa takitahi ēngari he toa takitini – success is not the work of one, but the work of many.

**DO WORKPLACE DIVERSITY AND INCLUSION WELL
AND DO WELL BECAUSE OF IT.**

Visit diversityworks.nz or call 0800 DIVERSITY (0800 348 377)