

Diversity, equity and inclusion plan 2024

November 2024





About us

We want to drive continuous improvement across the oranga tamariki system for tamariki, rangatahi and whānau. We need diverse thinking, backgrounds and experiences to support our mahi. We also need an inclusive culture where people are valued, respected and supported to reach their potential and fully contribute to our mahi.

Our role is to check that organisations supporting and working with tamariki, rangatahi, and their whānau who have come to the attention of Oranga Tamariki, are meeting their needs, delivering services effectively, and improving outcomes.

We monitor compliance with the Oranga Tamariki Act and the associated regulations, including the National Care Standards. We also look at how the wider system (such as early intervention) is supporting tamariki and rangatahi under the Oversight of the Oranga Tamariki System Act.

Aroturuki Tamariki - Independent Children's Monitor has been an independent departmental agency since May 2023. As a departmental agency we are hosted by the Education Review Office (ERO) who provide us with back-office functions in payroll, finance and IT. We have our own offices and operate independently with our own Chief Executive.



Our values

Our values influence how we engage with each other and those we work with. They underpin our approach to diversity, equity and inclusion.

Kia Māia – Courageous

We are brave, bold, capable and confident. This means we stand up for what is right and tell the truth, even when it isn't popular.

Manaaki – Respectful

We show respect and care for others. This means we respect diversity of thought, action and culture and we look out for each other and make work a safe place for our colleagues. This is also important for those in the community that we engage with through our monitoring visits.

Kia Pono, Kia Tika – Trustworthy

We are honest and genuine and do the right thing. This means we do what we say we will do.

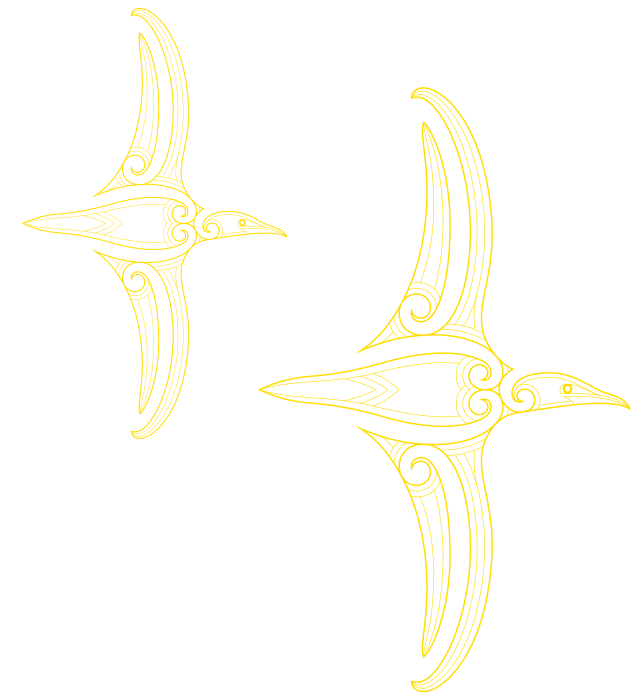
Kia Huritao – Reflective

We are considered and reflective. This means we learn from experience, value feedback, and always look for opportunities to improve. We take the necessary time to make the best decisions we can and never assume we know what is best.

Developing our plan

This is our first Diversity Equity and Inclusion (DEI) plan. We have chosen to publish our own DEI plan because we are operationally separate from our host agency, and our workforce profile and potential candidates are different. Therefore, any challenges to achieving the goals of Kia Toipoto (Public Service Gender Pay Gap Action Plan) and Papa Pounamu (Public Service diversity and inclusion work programme) requires a unique response.

We invited people from across our organisation to contribute to this plan, and have had representation from the rainbow community, PSA members, and Māori, Pacific and female employees involved in the development of this plan. Everyone across the organisation was given the opportunity to provide feedback.



66.7%

female employees

26.3%

Māori employees

12.3%

Pacific employees



Our current environment

Overall, we are satisfied with the gender and ethnic diversity and equity across our employee population, but we are always looking for opportunities to improve. As at 30 June 2024, we had 57 employees and 55.6 FTE. Our workforce is predominantly female (66.7%). Around half (52.6%) of our employees are New Zealand European, 26.3% identify as Māori and 12.3% identify with Pacific ethnic groups.

We have employees who identify with Asian as well as Middle Eastern, Latin American or African (MELAA) ethnic groups, but because of small numbers we have not reported percentages to protect privacy.

The average age of our employees is 41.8 years old.

Women hold 81.8% of our tier three leadership roles, and 100% of our tier two leadership roles. Of our tier three leadership roles, 33% are held by Māori and 11% by Pacific employees.

Most of our employees work full-time, but four (6.9%) work part-time.

We have a small percentage of people who have let us know they have a disability and have not shared the figure to protect privacy. We do not ask our employees if they identify as a member of the rainbow community.

-6.9%

median gender pay gap
(in favour of women)

-12.2%

mean gender pay gap
(in favour of women)



Pay gaps

Gender pay gap

On average, the women in our organisation are paid more than men.

Our gender pay gap is -6.9% calculated based on median FTE salary for men compared to median FTE salary for women, and -12.2% calculated based on mean FTE salary for men compared to mean FTE salary for women.

Our gender pay gap is largely due to women having strong representation in senior roles (that have higher salary bands) within our organisation.

We use structured remuneration ranges, and steps within these ranges to help ensure we pay our employees in a fair and transparent way.

We recognise that our size means that our gender pay gap can be volatile, with a small number of changes potentially having a significant impact.

Ethnic pay gap

Our size means we do not meet the threshold to produce meaningful ethnic pay gap statistics for the standard ethnic groups. We have fewer than 20 employees in all but one section of our analysis (employees who identify as European).

Focus area: Know your workforce and identify where representation could be strengthened

Our current state

- We regularly do basic measurements and analysis of our workforce.
- As a small agency, targets are difficult to set and achieve because changes of a small number of people can have a significant impact.

Planned actions - 2025

- Ask our people for diversity data where it is missing in our records.
- Actively look for ways to attract Māori and Pacific candidates, particularly to leadership roles.
- Actively look for ways to attract candidates from the disability community.

Success indicators

- Complete workforce data.
- More Māori and Pacific candidates express interest and apply for available roles.
- More candidates from the disability community express interest and apply for available roles.

Focus area: Ensure there is no bias or discrimination in our recruitment policies and practices

Our current state

- We use te reo Māori and accessible text in our job advertisements and job descriptions.
- We are intentional about ensuring appropriate gender and ethnic representation on interview panels.
- Our Equal Employment Opportunities commitments are published within our Equal Employment Opportunities policy on our intranet.

Planned actions - 2025

- Update our Reasonable Accommodations policy to cover asking candidates if we can support any accommodations for them during the recruitment process, for example making adjustments that would make an interview more comfortable.
- Clearly offer support options for interviews, for example a support person at the interview, or access support for interviewees with disability.

Success indicators

- Feedback through onboarding check-ins shows that all candidates have the support they need throughout the recruitment process.

Focus area: Effective career and leadership development to foster diverse leadership

Our current state

- We actively look for ways to develop and retain Māori and Pacific leaders, e.g. encouraging and supporting applications for the Te Aratitia Leadership Programme for aspiring Māori and Pacific leaders.
- We have a Progression policy which clearly details the process for progressing to senior monitoring and senior data and insight analyst roles, published on our intranet.
- We regularly offer acting-up opportunities when managers go on leave. We have a Secondments and acting positions policy to ensure a clear, robust process for these opportunities published on our intranet.

Planned actions - 2025

- Monitor diversity in leadership roles.
- Proactively promote leadership development opportunities to all our people, and specifically make sure that appropriate opportunities are offered to Māori, and Pacific employees.

Success indicators

- Positive feedback on leadership development programmes.
- A greater proportion of Māori, and Pacific employees in our leadership roles.

Focus area: Ensure starting salaries for the same or similar roles are equitable

Our current state

- Salary bands are published on all job advertisements.
- We do not ask candidates to share their current salary.
- Appointment salaries require sign-off by General Manager / Chief Monitor or higher.

Planned actions - 2025

- Ensure starting salary decisions are made by groups rather than individually – discussed by the interview panel (which we ensure is diverse) and with HR. This reduces the risk of bias and ‘group think’. Cover this in our Remuneration policy.
- Share starting salary information of other recent starters in the same or similar roles with hiring managers.

Success indicators

- Reviews of starting salaries for the same or similar roles show they are equitable.

Focus area: Ensure salaries for the same or similar roles are equitable

Our current state

- We have a step-based remuneration system. Our salary ranges and steps are published on our intranet.
- We use a total remuneration approach.

Planned actions - 2025

- Review the salaries of all employees individually and ensure salary inequities are addressed via an out-of-cycle review.
- Ensure salary increase decisions are made in consultation with HR, direct manager and senior leadership to ensure consistency.

Success indicators

- Reviews of salaries for the same or similar roles show they are equitable.

Focus area: Provide development opportunities and support to all employees

Our current state

- Whakapuāwai (meaning to blossom, develop, flourish, prosper, or thrive) is our development framework for all employees. This gives opportunities for our people to talk through their aspirations, performance in their role, how they can develop, and any additional skills they might need to progress further, for example acting opportunities.

Planned actions - 2025

- A range of learning and development activities are scheduled for all employees, as well as role specific learning.

Success indicators

- All employees have development plans in place.

Focus area: Implement robust, equitable, and accessible policies and processes for recruitment and review of appointments

Our current state

- We have updated our Recruitment Appointment policy and processes according to the new guidance from Public Service Commission this year (awaiting sign off).

Planned actions - 2025

- Socialise our updated Recruitment Appointment policy once signed off and published.

Success indicators

- Our Recruitment and appointment policy is aligned with the updated guidance and published.

Focus area: Equal access to HR and remuneration policies, including salary bands

Our current state

- HR and remuneration policies, including salary bands, are easily accessible to all our employees on our intranet.
- We use accessible text.

Planned actions - 2025

- Regularly review HR and remuneration policies to ensure they are inclusive, equitable and reflect best practice.
- Identify and address any bias found in our HR remuneration policies and practices.

Success indicators

- HR and remuneration policies, including salary bands, remain accessible to our people.
- We don't get questions from people who can't find what they need.

Focus area: Transparency around our diversity data and DEI action planning

Our current state

- First DEI plan developed and published.

Planned actions - 2025

- Ensure we stay up to date with the PSC DEI guidance and monitor and adapt our plan each year.
- Publish our plan annually, according to the guidance.

Success indicators

- DEI plan is published within required timeframe.

Focus area: Promote family-friendly policies

Our current state

- All of our employees have the opportunity to work flexibly, for example earlier starts or later finishes and flexible leave options.
- If an employee resigns to care for pre-school children, they will have preference for re-employment if they re-apply for a position within four years of the date of resignation or five years from the date of taking parental leave.
- We pay an ex-gratia payment to primary carers who return to work after taking primary carer and/or extended leave.
- Our employees receive up to 10 days' dependant leave per year.

Planned actions - 2025

- Ask our people what new family-friendly initiatives they would value.

Success indicators

- Primary carers return to work with us following taking primary carer and/or extended leave.
- Implementation of a new family-friendly initiative.

Focus area: Equitable access to flexible working arrangements

Our current state

- We have normalised flexible working arrangements for all employees.
- We have a Life / work balance policy which supports this and makes it clear that working flexibly does not undermine career or pay progression.

Planned actions - 2025

- Review and update our Life / work balance policy.

Success indicators

- Publish our updated Life / work balance policy.

Focus area: Build a positive working environment and address any bias and discrimination

Our current state

- Unconscious bias training has been delivered to new employees as part of our induction since becoming a departmental agency (and existing employees who transitioned from MSD completed Understanding Unconscious Bias learning modules as part of their onboarding).
- All employees have access to a new unconscious bias online learning module.
- Our Positive Behaviour in the Workplace policy outlines the workplace behaviours, expectations, and responsibilities for our people. It also outlines the support and options available for dealing with inappropriate behaviour (such as bullying, discrimination, and all forms of harassment).

Planned actions - 2025

- Ensure new employees complete unconscious bias training.
- Encourage all of our people to complete the Public Service Census.

Success indicators

- Everyone has completed unconscious bias training.
- Feedback from Public Service Census shows that our people feel safe and supported at work.

Focus area: Encourage and support employee-led networks

Our current state

Our current employee-led networks are:

- Te Rōpū Māori
- Pacific Collective
- Rōpū te Taiao (Our environmental group).

Further details on our employee-led networks can be found on page 22

Planned actions - 2025

- Continue to support our employee-led networks with hosting events, celebrating language weeks, presenting at conferences and other activities.

Success indicators

- Our employee-led networks are achieving their goals.
- There are regular opportunities for our Māori and Pacific employees to promote and celebrate their cultures.

Focus area: Build an affinity and understanding of Te ao Māori and other cultural values and competencies

Our current state

- We provide te reo Māori lessons, offered online via an external provider at four different levels.
- Informal team sessions to improve employee's skills in te reo Māori including practising karakia, waiata, and everyday reo take place regularly.
- We provide a reo Māori allowance that recognises employees who contribute their knowledge of reo Māori and tikanga to support the organisation.
- Employees attend an annual Noho Marae visit.

Planned actions - 2025

Embed our newly developed Aro Mārama, Aro Pono framework, which provides pathways to training in various Māori capability areas, including te reo Māori, through:

- in-person group tuition sessions, designed to lift all of our employees to at least a foundational level
- organisational support to pursue additional reo Māori study / training as identified via our professional development process
- development of a resource hub on our intranet containing links and access to various external self-paced resources.

Success indicators

- All employees reach the competency level required for their role.

Focus area: Rainbow visibility and inclusion

Our current state

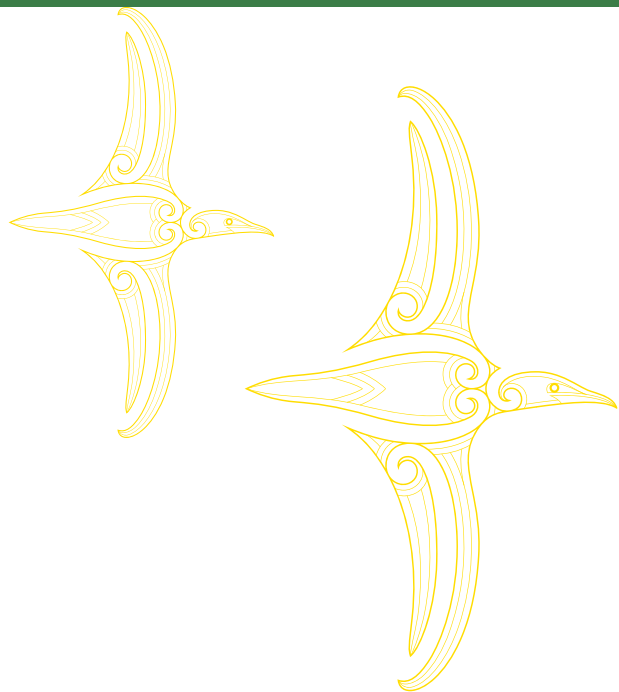
- A Senior Monitor held presentations across the agency introducing LGBTQAI+ identities, such as sexuality and gender, and general and culturally specific terms, such as pronouns and takatāpui. The presentation included the findings of the *Making Ourselves Visible* report commissioned by Oranga Tamariki on the experiences of takatāpui and rainbow rangatahi in care and connected to our monitoring framework.

Planned actions - 2025

- Development of a practice tool for monitoring employees to use when preparing for engagements, and future presentations to enhance LGBTQAI+ understanding and awareness.
- Investigate joining the Cross Agency Rainbow Network (we do not have our own network).

Success indicators

- Increased LGBTQAI+ understanding and awareness.
- The opportunity to be part of a network for our rainbow employees.



Te Rōpū Māori

Te Rōpū Māori is an internal group of employees Māori and was established in 2022 to give members a place of shared connection (whakawhanaungatanga) and to provide support (hei taitūara) to each other and the organisation as a whole. Te Rōpū Māori provides a range of views (collective and individual) through a unique Māori lens. It provides advice and guidance that will support us to meet our legislative obligations, develop tools and monitoring approaches that incorporates a tikanga Māori approach, support monitors to engage effectively with tamariki Māori, whānau, hapū, and iwi.

Pacific Collective

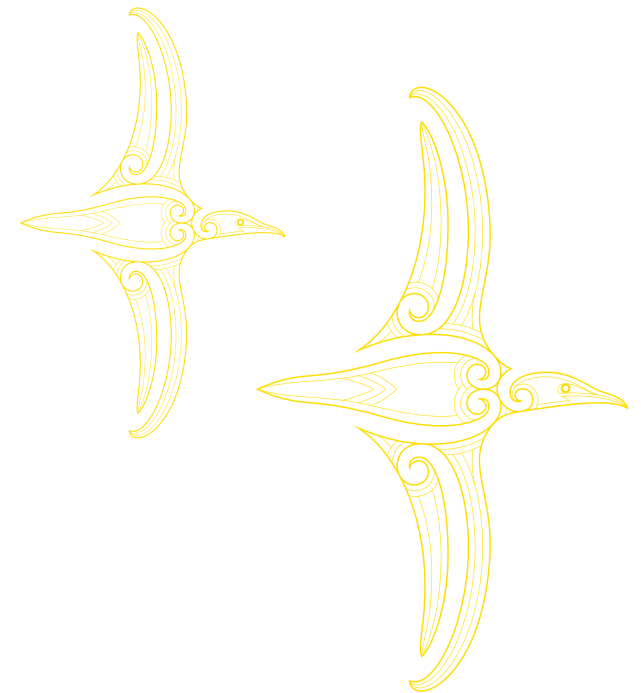
The Pacific Collective was established in March 2023. This is a space for Pacific employees to strengthen Pacific voice across our work, develop tools and monitoring approaches that incorporates a Pacific approach, engage effectively with Pacific children, young people, their aiga, kāinga and anau.

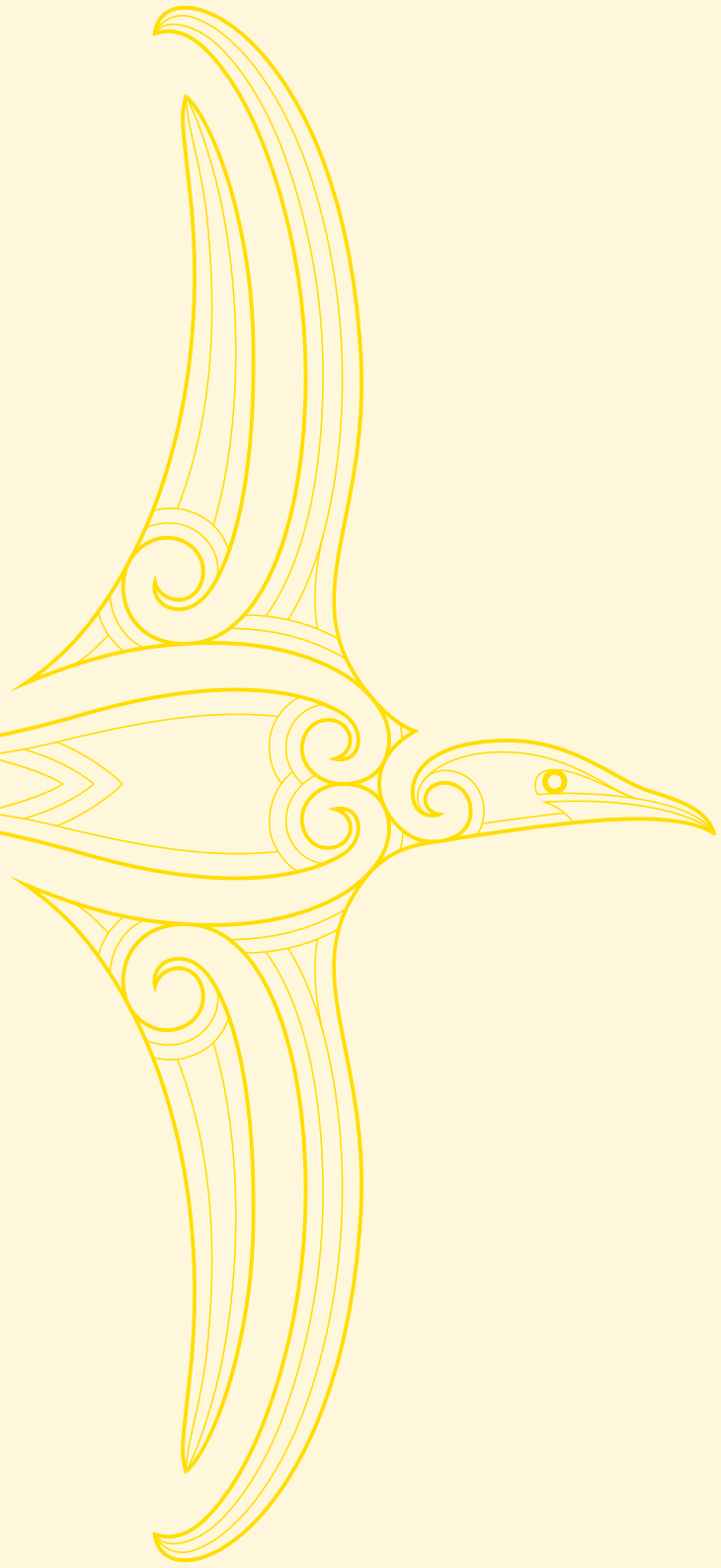




Rōpū te Taiao

Our environmental group, Rōpū te Taiao, meets every two months to explore ways the organisation can reduce its carbon footprint, and how individual employees can be better caretakers of our planet. The group promotes environmental action across the wider organisation, including 'meatless Monday' events, e-bike promotions, and regular updates on how to reduce our organisational and personal carbon emissions.





**Aroturuki
Tamariki** | Independent
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