

Kia Toipoto Action Plan

April 2023



Kia Toipoto

Kia Toipoto is the Public Service's action plan for closing gender, Māori, Pacific, and ethnic pay gaps. Its three year goals for 2021-24 are:

1. Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
2. Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities.
3. Creating fairer workplaces for all, including disabled people and members of rainbow communities.

About us

The Broadcasting Standards Authority | Te Mana Whanonga Kaipāho is a small, independent Crown entity set up under the Broadcasting Act 1989. Our key function is to provide the public with a free, independent complaints service for programmes broadcast on TV and radio.

We are governed by an Authority board made up of four members, and have a small staff of nine who support the Authority members and run our office services, with the majority based in our Wellington office.

Kia Toipoto focus areas

1. Te Pono – Transparency
2. Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes
3. Te whai kanohi i ngā taumata katoa - Leadership and representation
4. Te Whakawhanaketanga i te Aramahi - Effective career and leadership development
5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination
6. Te Taunoa o te Mahi Pīngore - Flexible-work-by-default

Our people

As at 30 June 2022 we had nine permanent staff. Our workforce profile tells us:

- Our people are 66% women.
- Our people are 78% Pākehā, 11% Māori, 11% Middle Eastern
- No staff members have reported having a disability
- 22% of our people are over 40, with 78% under 40

Our Action Plan 2023

We are committed to being an inclusive workplace and to meeting the requirements of Kia Toipoto: we know we do our best when our team reflects the diverse communities we serve. We recognise the importance of building a representative public service workforce and leadership through recruiting and retaining diverse talent, for example Māori, Pacific and disabled people, and people from ethnic and rainbow communities.

As at the time of publishing:

- We have nine staff members, two of whom work remotely
- Five of our employees are in unique roles with their own pay bands. We also have two legal advisers and two senior legal advisers

- Of the two management roles at the BSA, both are women (including the Chief Executive)
- We have a good spread of genders across most pay bands

Our small size means we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics. Changes in our staffing - even small changes - can impact significantly on our pay gap statistics and make our figures volatile. However, we remain mindful of the effect bias can have on recruitment, promotion and salary decision-making and committed to further implementing the requirements of Kia Toipoto in 2023 through the actions set out in our pay gaps action plan.

As part of our actions under Kia Toipoto so far, we have:

- Amended our policies to minimise the risk of bias being a factor in starting salaries
- Undertaken a review of salaries for the same or similar roles against bias-free criteria to ensure bias is not a factor

As set out in our action plan for 2023 below, we are aiming to implement a number of actions in our entity to work towards meeting Kia Toipoto's three year goals and contribute to building a more representative public service. Our overriding five-year goal is to increase ethnic diversity, particularly for Māori and Pasifika people. Key actions to help us achieve this include:

- Developing an annual staff survey to seek staff feedback on key areas, including diversity and inclusion, to be used to inform future action plans.
- Reviewing and amending our human resources policies to reduce the risk of bias and discrimination by ensuring they are in line with the Public Service Commission's 'Recruitment Guidance – Implementing the Gender Pay Principles and removing gender bias in recruitment processes,' 'Guidance on Remuneration' and the Kia Toipoto guidance on 'Career progression, pathways, breaks and leave' and 'Flexible-Work-by-Default.'
- Focussing on recruiting for diversity.
- Continuing to build our entity's cultural competency through the implementation of Whaingā Amorangi, our work plan to increase cultural competency and understanding of te ao Māori.
- Undertaking unconscious bias training.

We developed our action plan with input from across the organisation. A small group were involved in its development, with staff and Board members having the opportunity to input on the plan when we consulted across the entity. We will continue to work with our people as we implement our plan. Our Chief Executive is in charge of ensuring its implementation.

Achieving Kia Toipoto's focus areas

Kia Toipoto focus area	Current status	Planned actions over the coming year	How we will measure success
<p>Te Pono – Transparency</p> <ul style="list-style-type: none"> Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. Agencies and entities ensure easy access to HR and remuneration policies, including salary bands. 	<ul style="list-style-type: none"> This is the first action plan we have published. We will be involving our people in the development of our annual action plans and using their feedback from our annual staff survey (see 'planned actions'). Our HR policies, including our remuneration policy, is contained in our policy manual, which is available to all staff. Our salary bands are available for staff to view on Sharepoint. 	<ul style="list-style-type: none"> We will develop an annual staff survey to seek feedback on the following key areas, and use this feedback as part of our action plans: <ul style="list-style-type: none"> recruitment diversity and inclusion development and career progression training opportunities breaks and leave flexible working We will ensure individual training budgets are made available and accessible to all staff. We will continue to develop action plans annually using the guidance. We will monitor to ensure up to date HR policies and salary bands remain available to staff. 	<ul style="list-style-type: none"> We develop action plans annually with our team, based on data and feedback, and these are published by the due date. Our current HR policies, salary bands and training budgets are available and accessible to staff.
<p>Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes</p> <ul style="list-style-type: none"> By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias. Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen. Pay equity processes are used to address claims and reduce the 	<ul style="list-style-type: none"> In December 2022 we undertook a review of salaries for the same or similar roles against bias-free criteria to ensure bias is not a factor. No instances of pay gaps were identified. We have amended our remuneration framework policy to minimise the risk of bias being a factor in starting salaries. 	<ul style="list-style-type: none"> We will amend our remuneration framework policy to require an annual review of starting salaries and salaries for the same or similar roles, to ensure there are no pay gaps. We will ensure the updated remuneration framework and bias-free criteria is applied when making salary decisions for any new starters in 2023. 	<ul style="list-style-type: none"> Our remuneration framework policy has been amended to require an annual review of starting salaries and salaries for the same or similar roles. We undertake reviews as per our policies and no unjustifiable pay gaps are found.

<p>impact of occupational segregation.</p>			
<p>Te whai kanohi i ngā taumata katoa - Leadership and representation</p> <ul style="list-style-type: none"> By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership. 	<ul style="list-style-type: none"> We have good gender representation across our workforce, including a woman as our Chief Executive. While our current ethnic diversity is fair, this is something we would like to increase. As a small entity with only nine people, numeric targets can be hard to set and achieve because changes of one or two people will have a significant impact on our numbers. 	<ul style="list-style-type: none"> We will review and amend our human resources policies to reduce the risk of bias and discrimination by ensuring they are in line with the Public Service Commission's 'Recruitment Guidance – Implementing the Gender Pay Principles and removing gender bias in recruitment processes,' 'Guidance on Remuneration' and the Kia Toipoto guidance on 'Career progression, pathways, breaks and leave' and 'Flexible-Work-by-Default.' As we have good gender representation, in the next five years we want to focus on increasing ethnic representation across our staff, including in leadership roles where possible. In particular, we will focus on increasing representation of Māori and Pasifika people. In addition to recruiting for diversity, we will focus on developing and retaining our existing staff and supporting their career development. Developing our people will have positive benefits for our entity. <p>Recruiting for diversity</p> <ul style="list-style-type: none"> For future recruitment, we will advise our recruitment agent that we are looking for a diverse pool of applicants and seek their advice on attracting diverse candidates. In consultation with our recruitment agent, we will ensure our job advertisements signal our commitment to diversity, equity and inclusion, and to flexible work. We will continue advertising using broad range of channels and identify networks we can use to help attract diverse candidates. As above, we will review our recruitment process to identify ways to tailor our processes to diverse 	<ul style="list-style-type: none"> In five years we have increased ethnic representation across our staff, including in leadership roles, particularly of Māori and Pasifika people. Any recruitment processes undertaken are in accordance with our 'Recruiting for diversity' goals (see column to the left). Our annual staff survey feedback on diversity and inclusion, flexible working and career development are positive.

		<p>people, including using the Lead toolkit on employing disabled people.</p> <ul style="list-style-type: none"> We will aim to help build the diverse talent pipeline for the public service by increasing diversity when we host interns or graduates. <p>Building our culture to retain and develop diverse talent</p> <ul style="list-style-type: none"> We will continue to build our entity's cultural competency through the implementation of Whaingā Amorangi, our work plan to increase cultural competency and understanding of te ao Māori. We will continue to build on our inclusive culture through flexible working, supporting career development and opportunities, and supporting our people leaders. 	
<p>Te Whakawhanaketanga i te Aramahi - Effective career and leadership development</p> <ul style="list-style-type: none"> By mid 2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations. 	<ul style="list-style-type: none"> As a small entity, we have some, but not extensive, opportunities for career progression and we know that some people will need to leave our agency to progress their career. We know this helps increase representation across the broader public service and we support all our staff with their career aspirations, whether it is within our entity or outside. Our staff participate in a mid-year and end of year reviews, which require everyone to have a development plan with a view to furthering their skills. We have a professional development policy to support career development. 	<ul style="list-style-type: none"> We will support people leaders to have conversations with their team and ensure that everyone has a development plan in place that is robust and identifies career aspirations. We will actively encourage and promote development and career opportunities internally, including training, secondments, conferences etc. We will allow flexibility around how training budgets can be used (on a case by case basis) to support our staff members' career aspirations. 	<ul style="list-style-type: none"> Staff have been offered/participated in development opportunities to further their skills. Feedback from our annual survey on development and career progression and training opportunities is positive.
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki -</p>	<ul style="list-style-type: none"> We are committed to Maihi Karauna and increasing our own internal te ao Māori capability. In 2022 we implemented our 	<ul style="list-style-type: none"> We will continue to implement our Whaingā Amorangi work plan to build our cultural 	<ul style="list-style-type: none"> Feedback from our Māori Crown Relations Capability Framework survey

<p>Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> • By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. • Entities embed and monitor the impact of bias-free HR and remuneration policies and practices. • Entities ensure leaders and employees learn about and demonstrate cultural competence. 	<p>Whaingā Amorangi work plan to build the team's cultural competency. This has included lessons in te reo Māori, use of karakia and mihi whakatau, practising our mihi at team meetings, and sessions where we learn more about New Zealand's colonial history.</p> <ul style="list-style-type: none"> • As stated above, in 2022 we amended our remuneration framework policy to minimise the risk of bias being a factor in starting salaries. 	<p>competency. In 2023, this will also include lessons in te ao Māori principles.</p> <ul style="list-style-type: none"> • We will promote cultural competency training to all staff. • We will provide unconscious bias training to all staff. • As above, we will be reviewing our other HR policies with a focus on removing bias and discrimination. We will engage with our people as we review or develop HR policies. • We will monitor the effectiveness of our policies as they are reviewed. 	<p>indicates that cultural competency is improving.</p> <ul style="list-style-type: none"> • Our HR policies and practices include proactive steps to remove bias in decision making. Processes for people-related decisions are transparent. • We undertake annual review of starting salaries and salaries for the same or similar roles and no unjustifiable pay gaps are found.
<p>Te Taunoa o te Mahi Pīngore - Flexible-work-by-default</p> <ul style="list-style-type: none"> • By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay. 	<ul style="list-style-type: none"> • Our Flexible Working Arrangements policy was developed in 2021 to enable all people to access flexible working. • Two of our staff members work remotely and part-time. Our Wellington-based staff have a flexible working arrangement where, for the most part, they are in the office Mon-Wed, and working from home Thurs-Fri. This helps us to maintain a good team culture while also providing flexibility. 	<ul style="list-style-type: none"> • As above, we will review our Flexible Working Arrangements policy to ensure it is in line with the Public Service Commission's guidance 'Flexible-Work-by-Default.' • We will continue to monitor the effectiveness of our Flexible Working Arrangements policy. 	<ul style="list-style-type: none"> • Feedback from the annual staff survey on flexible working is positive.