

Department of Conservation Te Papa Atawhai Kia Toipoto (Closing Gaps) Action Plan 2023



Department of
Conservation
Te Papa Atawhai



Te Kāwanatanga o Aotearoa
New Zealand Government

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Executive summary

Our vision for inclusion and diversity at the Department of Conservation Te Papa Atawhai (DOC) is to nurture our people's innate ability to honour their own, and each other's, unique taonga, so that together we are creating a thriving organisational ecosystem.

We are committed to building an inclusive culture that attracts and retains a diverse workforce, where our people have a strong sense of belonging, where everyone is supported and has the opportunity to grow and thrive.

This action plan outlines the main focus areas that Te Kawa Mataaho Public Service Commission (PSC) has identified as being essential goals for all public sector organisations to meet.

DOC has made positive progress across a range of focus areas. However, we also recognise some areas need more attention than others.

Below is a summary of findings taken from data collected at 31 March this year.

Summary of findings ¹
This year, 13.7% of staff identify as being Māori, an increase on last year's 13%.
The Māori pay gap is 5.9%, an increase on last year's figure of 4.4%, and below the public service average of 6.5%.
Of our staff, 3.6% identify as Asian, 0.9% as Pacific, 1.2% as Middle Eastern, Latin American and African. Representation is too low for pay gap analysis to be meaningful.
DOC continues to have a lower overall gender pay gap of 3.2%, compared with the national public sector gender pay gap of 7.7%.
The current proportion of females in senior leadership positions is 44%; a slight decrease on last year's figure of 47%, but significantly increased from 2021's figure of 37%.

Progressing well

- DOC pay gaps remain low, in comparison with the public sector average. The gender pay gap has stayed consistently low, at 3.2%. Nothing indicates this small pay gap is caused by any unjustified factors.
- Gender-balanced leadership has significantly improved over the past 3 years. Females now make up 44% of senior leadership (Tiers 2 and Tier 3) and males 56%.
- Transparency of our remuneration and Human Resources (HR) policies has been significantly improved through various reviews that have been completed or are under

¹ Data based on permanent, fixed-term and casual staff as at 31 March 2023.

way. These reviews are also supporting us to be free from potential bias within our remuneration and HR practices.

Room for improvement

- Māori staff make up 13.7% of our workforce, a slight increase on last year's figures. However, the Māori pay gap has increased slightly, moving from 4.4% in 2022 to 5.9% in 2023. More work is required to understand the reasons behind this.
- Working to build the diversity of our workforce by attracting and retaining more Māori, Pacific and ethnic communities.
- Developing career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.
- Looking at how we support our employees who have disabilities.
- As well as supporting staff with disabilities, also look at how we support disabled users of DOC's public facilities.

Focus areas

Looking ahead for the next 12 months, important focus areas include:

- multi-cultural capability building
- Treaty capability building
- reviewing and refreshing our inclusion and diversity strategy
- finalising our internal and external web-based platforms refresh, with accessibility a major focus
- reviewing and refreshing our HR-based policies and practices
- creating new employee-led networks
- creating DOC values, mātāpono and behaviour that celebrate what we stand for, inspire and unite us, and build on the best aspects of the existing culture at DOC.

Introduction

This action plan reports on how DOC is tracking towards the PSC goals, as outlined in the PSC's [Kia Toipoto – Public Service Pay Gaps Action Plan 2021-24](#).

The Kia Toipoto, 'Closing Gaps' Action Plan, has three main goals, to:

- make substantial progress towards closing gender, Māori, Pacific and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of Rainbow communities.

DOC is proud to present its fifth pay gap action plan, which shows its progress towards achieving the PSC's Kia Toipoto goals. This plan builds on the achievements of the previous 4 years, and will support us to continue our evolving journey towards becoming a great organisation where every person can participate, grow and thrive. The work is done together with the Public Service Association.

Over the past 4 years, this work has widened its focus, from looking predominantly at gender pay gaps, to now including ethnic pay gaps, gender and ethnic balanced leadership, and has a broader remit of creating fairer workplaces for all.

Additionally, this action plan considers the PSC's [Papa Pounamu Public Service work programme](#), weaving in the goals of that programme, as they align with our broader approach.

Although DOC has made significant steps forward in the past 4 years, much is still to be done in bridging gaps and creating fairness and equity for all.

Organisational context and approach

During 2022, to evolve the organisation and ensure it was well set up to deliver on its integrated strategy, DOC underwent a structural reset. This resulted in roles shifting and changing across all levels of the organisation. The data used within this action plan was collected on 31 March 2023 and incorporates the final organisational structure.

‘Papatūānuku Thrives’ is DOC’s main strategic outcome, anchored in the understanding that *Toitū te marae a Tāne-Mahuta, toitū te marae a Tangaroa, toitū te tangata* – *If the land is well and the sea is well, the people will thrive.*

To support our goal that Papatūānuku Thrives, our integrated strategy identifies key outcomes, including that ‘DOC is a great organisation’, where our people feel valued, well supported and can thrive. We are working collectively to define the values and behaviour that will create the culture we need to fulfil our purpose and achieve our outcomes. This will build on the best aspects of DOC’s existing culture so we are a great place to work, and our people thrive and can perform at their best. By creating DOC values, mātāpono and behaviour, we can celebrate what we stand for, and this will inspire and unite us.

Additionally, we are refreshing our inclusion and diversity strategy. This involves working with stakeholders to align our mātāpono, culture and values with DOC’s broader approach, and it will set a clear direction for DOC’s ongoing inclusion and diversity programme.

Being an honourable Treaty partner is the overarching outcome statement in our integrated strategy and one of the Senior Leadership Team’s three sharp focuses. The honourable Treaty partner concept was adopted because it pushed us to go above and beyond what was currently being done and to strive for a positive, meaningful and authentic relationship with each of our Treaty partners.

The idea of being an honourable Treaty partner can therefore be seen as a benchmark that will guide our work and encourage us to strive for relationships that are built and maintained on more than just legislative requirements. It sets a standard we will hold ourselves accountable for, not only for the policies and processes in our organisation but the way we work and engage with our Treaty partners. The initiatives identified within this action plan will support us to be an honourable Treaty partner.

Part 1: DOC's focus on the Kia Toipoto Action Plan goals

Part 1 discusses how the Department of Conservation Te Papa Atawhai (DOC) is tracking towards Te Kawa Mataaho Public Service Commission's (PSC's) Kia Toipoto goals and sets out what DOC has done over the past 12 months, and where its current and future focus is.

Transparency – Te pono

The PSC's Kia Toipoto goals for transparency are as follows.

- *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.*

Our Kia Toipoto action plan, produced using the PSC and Equal Pay Taskforce best practice guidance, is published on an annual basis and produced across the main DOC stakeholder groups and the Public Service Association (PSA). Consideration is also given to the priorities identified through the PSC [Papa Pounamu Public Service work programme](#).

We take a High Performance Engagement approach to the creation of this action plan and the initiatives identified within it. At DOC, our high performance engagement approach means we work closely with the PSA in leadership and design of initiatives and focus on strong engagement with our people. The approach is based on the principle that the people closest to the issue need to be involved in the design and implementation of a solution.

Our close relationship with the PSA also sees us having an internal Te Rūnanga e Hikitia te puna ora ō tātau whenua, the PSA rūnanga within DOC. The rūnanga promotes the interests of Māori staff and ensures Māori have a voice at DOC. Using the PSA's Ngā Kaupapa as guiding principles, the rūnanga is committed to advancing Te Tiriti o Waitangi through providing a te ao Māori perspective in DOC's work. The work of the PSA rūnanga supports and enhances DOC's bicultural capability and outcomes.

At DOC, as at 31 March 2023, we employed 3,092 staff on either a permanent, fixed-term or casual basis. Roles are tiered, between Tier 2 and Tier 5, with Tier 2 being the Senior Leadership Team of deputy directors-general, and Tier 5 being non-management roles, which include employees working either full-time or part-time hours. Tier 1 refers to our Chief Executive (our Director-General) who is employed by the PSC.

Salary band information for most of the organisation's employees is published in DOC's two collective agreements.

Collective agreements are available to all Tier 4 and Tier 5 staff and are held on the intranet and DOC's public-facing internet page for all staff and applicants to access.

Remuneration

Tier 5

DOC has transparently published remuneration information for Tier 5 roles in the collective agreement for many years. This includes information about the salary ranges, descriptors of bands, and information about annual salary progression.

The process for banding roles (placing roles in a salary range) when they are created is carried out by a committee that includes trained representatives from the PSA and the Human Resources (HR) team. In 2022, annual salary progression for Tier 5 staff moved from being performance based to a tenure-based step system, which means staff move up through salary steps annually. This increases transparency and removes opportunities for bias.

Tier 4

Since 2021, DOC has published salary ranges for Tier 4 roles in the collective agreement. Annual salary progression information is not currently published and is being considered as part of our remuneration system review, as described below.

Remuneration system review

A review of parts of the remuneration system is under way to improve transparency of and accessibility to remuneration information. The review is being undertaken by a joint DOC-PSA working group and is due to be completed in 2024.

The review is working towards the following outcomes that support DOC's transparency objectives:

- providing increased transparency and information regarding annual salary progression for Tier 4 roles
- making it simpler for people to find and understand information about DOC's remuneration systems and processes
- reviewing job sizes, to make sure we have confidence in these and to give greater transparency on how this process occurs
- developing and implementing starting salary guidance based on gender- and ethnic-neutral criteria. This is designed to ensure consistency in decision-making and support the reduction of opportunities for bias.

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

- *By the end of 2023 agencies have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.*
- *Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.*
- *Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.*

Human Resources policies

HR policies are held on our intranet and are accessible to all staff. An intranet upgrade in late 2023 is expected to make HR policies, processes and guidance easier to find. We are also refreshing our suite of HR policies and updating documentation to reflect legislative changes and current government policy and guidance (including on removing bias discrimination). This work is also simplifying policies to make them more principles-based, easier to understand and work with, and to implement plain language guidance and improve accessibility. As with all 'people-related' improvement work, we are working closely with the PSA and using our High Performance Engagement approach.

DOC monitors the impact of bias-free HR and remuneration policies and practices by tracking outcomes, such as pay gaps.

Recruitment

DOC has also undertaken a review over the past 18 months of its recruitment processes, aimed at enhancing inclusivity. This refresh encompasses various recruitment aspects, including refining selection prerequisites, ensuring diverse panel representation and optimising the interview process. In particular, we are working to create recruitment processes and practices that are ‘whānau friendly’ and encourage meaningful interactions with Māori. An example of this is our focus on the use of te reo Māori in all job advertisements.

Training programmes, such as ‘Management Essentials’ and ‘Recruiting for Success’, are provided to managers to equip them with skills and knowledge and to support them to be inclusive leaders.

Capability building

Because DOC was focused on a significant structural reset during 2022/23, multi-cultural capability programmes were generally paused. Developing cultural capability within DOC and making sure multi-cultural and Treaty capability approaches are aligned are focus areas for 2024.

Two e-learning modules on unconscious bias have recently been rolled out through our learning portal ‘DOC Learn’. They support staff to develop their knowledge and skillset so they can apply a diversity lens to the work they do, while actively promoting inclusion. While these modules were rolled out via a ‘soft launch’, our plan is to include them in the upcoming coordinated work programme across DOC that will build both bicultural and multi-cultural capability.

Treaty capability

Te Ture mō te Reo Māori 2016 (the Māori Language Act 2016) introduced a new legislative and policy framework to support Māori language revitalisation efforts. Reflective of Te Tiriti o Waitangi, this framework establishes a partnership between the Crown and iwi and Māori to set visions and goals to ensure te reo Māori is a living language—‘kia mauriora te reo Māori’—in Aotearoa New Zealand. Under [Maihi Karauna: The Crown’s Strategy for Māori Language Revitalisation 2019–23](#),² DOC and all other government agencies are required to develop, implement and report on their own Mahere Reo Māori (Māori language plan). This is a macro approach to creating the right environment for te reo Māori to flourish not only within DOC but within our external engagements.

In addition, the Public Service Act 2020 outlines legislative requirements for all chief executives and their departments to lift and maintain the capability of their people to engage with Māori through the development of Whāinga Amorangi capability plans. This can be seen as a micro approach to Treaty capability uplift, focusing on knowledge and skill acquisition at the individual level. DOC has been delivering the Te Pukenga Atawhai programme in response to Whāinga Amorangi, a 5-day in-person marae stay that explores all components of Treaty capability identified by Te Arawhiti, the Office for Māori Crown Relations.

While DOC has engaged in multiple courses, programmes and workshops under both Whāinga Amorangi and Maihi Karauna, these have all been undertaken at different levels by different teams and directorates with no coordinated approach to implementation, monitoring or

² See [Maihi Karauna: The Crown’s Strategy for Māori Language Revitalisation 2019–2023 | Te Pūnaki Kōkiri](#), for more information.

evaluation. We are currently reconciling the previous work across both programmes, while ensuring an aligned approach to delivering the requirements set out by legislation, with reporting due to both Te Arawhiti and Te Taura Whiri, Māori Language Commission in December 2023. Deliverables for the next 12 months include:

- reporting to Te Arawhiti and Te Taura Whiri on progress
- delivering a refreshed Mahere Reo Māori
- developing a te reo Māori policy
- implementing monitoring and evaluation for Te Pukenga Atawhai
- refreshing the app for Te Pukenga Atawhai
- piloting of regionally developed Treaty capability plans
- developing the next phase of Te Pukenga Atawhai
- undertaking mātauranga in action wānanga led by Dr Rangī Mataamua
- undertaking Treaty capability webinars.

DOC is committed to promoting learning and use of te reo Māori and contributing to the success of the Maihi Karauna. From 1 July 2024, DOC will recognise an employee's competence in te reo Māori by payment of a te reo Māori allowance.

Additionally, we have created, and partially recruited, eight kaihautū roles (one for each functional business group), to help embed our approach to being an honourable Treaty partner. Kaihautū will bring te ao Māori into DOC in a way we have not had before. These crucial leadership roles will coordinate across the organisation, to meet the differing needs of each business group, and will walk alongside and guide our senior leaders as they lead the change in their groups. The roles provide both broad support to the organisation and in areas such as Treaty capability building. This will ensure important Māori protocols and practices are integrated consistently across groups, and Māori perspectives, expectations and aspirations are realised within DOC's mahi (work). Although the Treaty Relationships Group and these kaihautū will drive our work towards becoming an honourable Treaty partner, ultimately, we all have a role in achieving this.

Multi-cultural capability building

As part of DOC's commitment to developing a culture where everyone can participate, thrive and grow, training will be offered to increase awareness, knowledge and understanding of our own and other people's cultures and worldviews. A pilot programme is planned for early 2024, with a full rollout to follow afterwards.

Equitable pay outcomes – Ngā hua tōkeke mō te utu

- *By the end of 2022 entities ensure that starting 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 impact of occupational segregation.*

Starting salary guidance is being developed as part of the remuneration system review described above. This will help ensure consistency and reduce the opportunities for bias to influence decision-making.

The recruitment process is designed to minimise any potential influence of bias through measures such as: ensuring candidates are not asked for their existing salary, ensuring decisions are made by panels and that the interview panel has good diversity within it.

The PSC is leading a centralised Administration Pay Equity Claim. DOC has been providing data and information as requested to support this claim and is publishing information about progress on the intranet.

There are currently no pay equity claims to assess.

Leadership and representation – Te whai kanohi i ngā taumata katoa

- *By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.*
- *By the end of 2024, the Public Service workforce and leadership are substantially more representative of society.*

Gender-balanced workforce and leadership

DOC is aiming for gender balance across its leadership roles. Our current staff representation is made up of 53% females and 46.5% males.³ For detailed data, see pages 24–26.

DOC undertook a structural reset during 2022/23, which resulted in significant changes at the senior leadership level and supported our goal to achieve gender-balanced leadership. The Senior Leadership Team, as of 31 March 2023, consisted of 3 males (43%) and 4 females (57%).

Representation across senior leadership (Tier 2 and Tier 3) is 44% females and 56% males.

This increase in female representation is difficult to attribute to any one particular initiative but is likely to have been affected by improvements to our recruitment practices and initiatives, such as our flexible working policy. DOC is a ‘flexible by default’ organisation. Some roles, such as field staff, will have limitations on the type of flexibility available, but DOC is committed to supporting flexible working where possible.

To maintain the gains we have made with gender-balanced leadership, we will need to continue working on this area.

DOC’s Women in Leadership programme, developed in 2020–21 to support recruitment and career progression for women, is identified as an important initiative in helping our women to thrive. This work was paused during 2022, because resourcing was focused on the structural reset, but is planned to resume over the coming 12 months. Other planned initiatives include a mentoring programme, a targeted ‘lunch and learn’ learning series, and stories to show how our organisation supports a work–family–life balance, breaks down silos and enhances opportunities for collaboration and development. Additionally, we are working with staff to establish a women’s network.

Along with this, a mana wāhine support network is being developed for Māori women in DOC. More information will become available in the next 6 months because it is still in the conceptual phase, but it will provide a culturally appropriate forum for wāhine Māori to support each other at DOC.

³ The remaining 0.5% includes staff who chose not to respond or identified as gender diverse.

Kaimahi – Jobs for Nature

Since June 2020, and as part of the Government’s COVID Response and Recovery programme,⁴ DOC has funded 225 nature-based projects, 90 of which are Māori-led collectives. The collective entities are organisations that represent a particular marae, whānau, hapū, iwi, or a conglomerate of them. The funding of those projects has created hundreds of jobs. Although demographics of the employees have not been collected, due to privacy considerations, we know those 90 collectives are led by iwi, hapū and whānau, therefore, DOC has supported indirect employment, training and leadership through this programme.

Ethnic representation of workforce and leadership

Ethnicity representation across all tiers

Table 1 gives the percentages for staff ethnicity across DOC. Note that employees can select up to three ethnicities, so may be represented in this data multiple times. For example, an employee who identifies as Chinese, Scottish, Fijian would be represented in the Asian, European and Pacific columns.

Table 1: Ethnicity representation across all tiers

Tier	Asian (%)	European (%)	Māori (%)	MELAA (%)	Pacific (%)
Tier 2 and Tier 3 [50]	2	74	18	0	0
Tier 2 [7]	0	71	14	0	0
Tier 3 [43]	2	74	19	0	0
Tier 4 [238]	2	76	16	1	2
Tier 5 [2,815]	4	70	13	1	1

Note: The numbers in brackets denote the number of staff in each occupation type. MELAA = Middle Eastern, Latin American and African.

DOC’s workforce is spread across 67 districts, from cities through to remote locations such as Rakiura / Stewart Island and the Chatham Islands. This places us in a unique position in the public sector, and, as such, our staff demographic is likely to look different from other agencies.

Based on the report [Te Hā o Hineahuone](#),⁵ which uses Census 2018 statistics, we understand nearly a quarter of all Māori and nearly two-thirds of all Pacific people live in Tāmaki Makaurau / Auckland. Currently, DOC has 4.9% of its workforce based in the Auckland region, and a much wider reach in terms of small regional districts. Much of our workforce is located in remote areas and covers both the North Island and South Island in locations whose residents will not always reflect the New Zealand working age average population. Therefore, we consider DOC’s context

⁴ See [About Mahi mō te Taiao – Jobs for Nature | Ministry for the Environment](#), for more information.

⁵ See [Te Hā o Hineahuone: Te Aka Wāhine o Tāmaki Māori and Pacific Strategic Action Plans](#), for more information.

is such that it is unlikely its workforce representation will fully reflect the average working age New Zealand population.

We are committed to increasing diversity within DOC based on representing the ethnicity of the communities we serve. We have more work to do in terms of establishing our attraction targets and attracting and retaining a diverse workforce.

One of our main focus areas since 2021 has been to improve representation of women and Māori in our workforce. Significant initiatives include the creation of a Māori attraction strategy. This work will provide insights into how we attract Māori candidates and open up further kōrero, or discussion, about talent pooling and early talent development.

We plan to look further at our attrition rates for Māori staff, so we can identify whether we are retaining these staff well, and, if not, why that may be, so we can resolve that.

Over the past 12 months, significant recruitment initiatives have included enhancing our recruitment processes by fostering cultural proficiency, implementing focused attraction strategies, and establishing equitable hiring practices. Recruitment toolkits have been developed and refined including refreshing job advertisements, templates and interview guides. Over the next 12 months, we will focus on how we attract and retain our Māori workforce at DOC.

Regional initiatives

Along with the initiatives we are signed up to nationally, our regional and district offices will also run and manage initiatives at a local level. Examples include work planning using the Māori system of maramataka, a week of inclusion and diversity themed speakers, and regional Rainbow networks.

Career and leadership development – Te Whakawhanaketanga i te Aramahi

- *By mid-2023 agencies have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.*

Developing career pathways and progression opportunities is an important area that DOC needs to do further work on. Currently, we offer career development opportunities through the use of secondments and training offerings, such as leadership courses led by the Leadership Development Centre. Over the past 12 months, we have had one employee take part in the cross-agency Māori Emerging Leaders Programme, and we are recruiting new potential candidates for this year's cohort.

As at 31 March 2023, four people were on external secondments and 143 on internal secondments. The use of internal secondments for career development is common within DOC.

While secondments are a positive career-building opportunity, we know more needs to be done to set up the secondees and their teams for success. For example, further refinement is needed in setting clear expectations around role requirements and decision-making responsibilities.

More work is also needed to maximise the benefits of cross-agency secondments. DOC has taken a cautious approach to the advertisement and promotion of cross-agency secondments over the past 12 months as it manages the balance between growing and retaining its people.

Flexible by default – e taunoa o te mahi pīngore

Our people are distributed nationally and across a range of working environments, generally categorised as operational field based or office- and home-based working. Flexible working arrangements are tailored to meet the needs of the individual plus the team and organisation.

In 2018/19 we introduced our flexible working policy and we are now ‘flexible by default’.

The next step is to review what is working well and where we can optimise the way in which we work flexibly.

Creating fairer workplaces for all, including disabled people and members of Rainbow communities

DOC continues to support the creation of a fair and inclusive workplace for all.

We capture data relating to disabilities during the recruitment and onboarding process. Our current data shows:

- 2.5% of DOC staff identify as having a disability
- 92% stated no disability
- 5.5% gave no answer or chose not to answer.

DOC manages its approach to accessibility in a decentralised way through each functional group. We recognise this is problematic, in terms of having a centralised and consistent approach to accessibility standards and practices in DOC, and this area needs more consideration.

Good practice is carried out by our Communications and Digital Channels, who strive to ensure published content (both internal and external) meets universal design principles, although this is sometimes limited by technology. Work is under way to replace our internal intranet platform and its content. This will result in a more accessible intranet that is compliant with the Government’s Web Standards. In 2024 a front-end upgrade is planned for the DOC website, which will improve website accessibility.

DOC has appointed a Plain Language Officer and established a plain language network of champions, to encourage the use of plain language throughout DOC.

Our Community of Practice for Accessibility is our web-based forum where participants share knowledge, provide support and champion good practices.

Networks

One of DOC’s focus areas for 2023/24 is to continue supporting the development of its employee-led networks.

DOC has a well-established Rainbow network that has been running for several years. We also have regional Rainbow networks. These act as support and encourage relationship building, education and advocacy, can formally escalate issues, and can help with identifying and organising events. We also have an e-Learning module that all staff can access, which provides broad education across all aspects of the Rainbow communities.

During the year, we also established a Māori network. This group is open to anyone wanting to build their skills in cultural capability. Through this network, it is envisioned that cultural safety will be fostered and integrated throughout the organisation. Additionally, to support cultural

awareness across the organisation, a series of bimonthly webinars has been set up. These feature guest speakers who are recognised experts and cover elements such as mātauranga, tikanga in the workplace, and engaging with Māori.

Part 2: Analysis of people data

Part 2 looks in depth at our people data, and provides analysis and insights of what this is telling us.

Methodology

The data used for this analysis was taken at 31 March 2023 and includes permanent, fixed-term and casual employees. This data allows us to include a large proportion of DOC's summer workforce, which is typically hired to meet seasonal demands, with many finishing at Easter.

Where a group has been excluded from a specific piece of analysis, this is noted. It is worth noting that other published data, such as in DOC's Annual Report may be taken from a different point in time and will not include casual employees, so a slight discrepancy may occur in the published data sets.

Stats NZ has provided guidance⁶ on how organisations should measure gender pay gaps. The main points include the following.

- There are advantages and disadvantages to using either the mean (average) or median for analysis. Using both is recommended, as is the use of quartiles.
- The 'mean' is the (sum) total, divided by how many numbers there are in a list. This is the most 'usual' understanding of an 'average'. We have also supplied the median, which is the middle value in a list of numbers. As such, it is likely that values will vary between the two data sets provided.
- Where there are groups that do not have a minimum of 20 men and 20 women, the measures used may not be robust. Where these minimums are not met, we do not show any pay gap information, hence the gaps in some tables. (This also applies to ethnic groups.)
- The base unit of measurement used for this analysis is hourly pay.
- An alternative unit of measurement - Position in Range (PIR) is also provided. PIR is calculated by comparing an employee's salary against the midpoint of their salary range, and will (to some degree) reduce the influence of an employee's level of work on pay gap analysis.

Due to the small number of employees (less than 0.5%) who identified as gender diverse or have chosen not to respond, these individuals have been excluded from detailed analysis.

Gender pay gaps are calculated by using the average (or median) male salary as a benchmark and identifying by what percent the average (or median) female salary is higher or lower. If the pay gap is 0, then the average female salary is the same as the average male salary. If the pay gap

⁶ See [Organisational gender pay gaps: Measurement and analysis guidelines \(second edition\)](#), for more information.

is negative then the average female salary is higher, if the pay gap is positive then the average female salary is lower.

Similarly, pay gaps between full- and part-time employees are calculated by using the average (or median) full-time salary as a benchmark, and ethnic pay gaps are calculated by using the non-ethnic salary as a benchmark.

For this analysis and previous years, a part-time employee is identified as an employee who is employed at less than one full-time equivalent (FTE). For most employees, 1 FTE = 40 hours per week.

Employees who are on secondment have been included in the analysis, based on their **substantive** position.

Information presented in this report consists of results specific to March 2023. Where meaningful and available, year-on-year trends are also shown.

Due to the requirements of external deadlines, the data sets do not represent exact year-on-year dates. Information used in the action plans is as follows: 2019 Action Plan – data at September 2019; 2020 Action Plan – data at November 2019; 2021 Action Plan – data at March 2021; 2022 Action Plan – data at September 2022.

Workforce representation and pay gaps

Gender pay gap

DOC continues to maintain a low gender pay gap (GPG), at 3.2%, compared with the public sector average of 7.7% (as at 30 June 2022). Nothing indicates that DOC’s GPG is caused by unjustified factors, such as bias. Justified pay gaps will always exist, which will take into account differentials such as length of time in role and experience of staff member.

DOC’s workforce consists of 53% females and 46.5% males, equivalent to last year’s figures. The gender split across senior leadership (Tier 2 and Tier 3) is 44% female and 56% male (table 2).

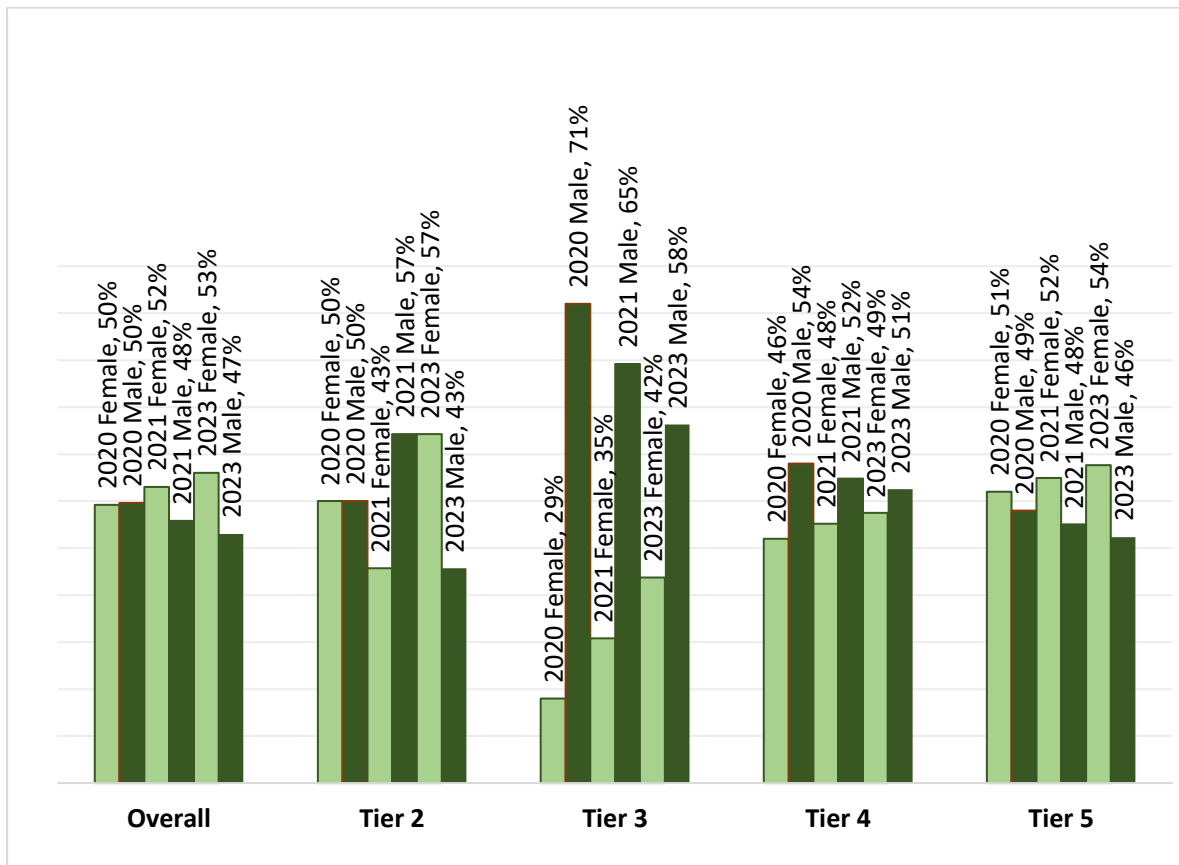
Table 2: Gender pay gap across the organisation

Tier	Females (%)	Males (%)	GPG using average salaries (%)	GPG using median salaries (%)	GPG using average PIR (%)	GPG using median PIR (%)
Tier 2 and Tier 3 [50]	44	56	1	0		
Tier 2 [7]	57	43				
Tier 3 [43]	42	58				
Tier 4 [238]	49	51	3	0	-1	-1
Tier 5 [2,789]	54	46	1	-1	1	1

Note: the numbers in brackets denote the number of staff in each occupation type. GPG = gender pay gap; PIR = position in range.

The trend analysis (figure 1) shows female representation in tiers 3 to 5 has been increasing over time, along with a corresponding decrease in male representation. At Tier 2, the population is small so individual changes make significant differences in the overall representation.

Figure 1: Gender representation by tier 2020–23



Note: detailed analysis was not completed in 2022.

Gender pay gap by business group

Through the structural reset of 2022/23, DOC’s business groups were reviewed resulting in new functional groups to optimise the way in which the organisation works. Because it is difficult to compare business group data with previous years, this plan’s analysis covers the current GPG and gender representation of business groups only.

Table 3 shows significant gender pay gaps in some groups based on average and median salaries. These large gaps are muted when analysing gaps using an employee’s PIR, suggesting differences are due to employees being over- or under-represented at different levels of work.

Table 3: Gender representation by business group

Group	Females (%)	Males (%)	GPG using average salaries (%)	GPG using median salaries (%)	GPG using average PIR (%)	GPG using median PIR (%)
Biodiversity Heritage and Visitors [332]	56	44	4	2	0	2
National Operations and Regulatory Services [529]	58	42	11	9	1	0
Organisation Support [378]	64	36	25	30	3	3
Public Affairs [98]	71	29	-2	9	3	3
Regional Operations [1,569]	46	54	3	2	1	3
Strategy and Policy [107]	68	32	13	12	2	0
Treaty Relationship [59]	54	46	-4	-12	1	-1

Note: the numbers in brackets denote the number of staff in each occupation type. GPG = gender pay gap; PIR = position in range.

Business group analysis shows that, at senior leadership levels (Tier 2 and Tier 3), few groups have a balance between genders. Females are under-represented in Tier 3 in the National Operations and Regulatory Services, Organisation Support, Regional Operations and Strategy and Policy directorates (table 4). Males are under-represented at the same level for the Biodiversity Heritage and Visitors, Public Affairs, and Treaty Relationship directorates. Note, however, that Tier 2 is a population of 1 per directorate, with some Tier 3 populations also being small (fewer than 5 roles).

Table 4: Gender representation by business group and tier (females: males)

Group	Total group	Tier 2	Tier 3	Tier 4	Tier 5
Biodiversity Heritage and Visitors [332]	56% : 44%	100% : 0%	75% : 25%	50% : 50%	57% : 43%
National Operations and Regulatory Services [529]	58% : 42%	100% : 0%	27% : 73%	49% : 51%	59% : 41%
Organisation Support [378]	64% : 36%	0% : 100%	38% : 63%	62% : 38%	65% : 35%
Public Affairs [98]	71% : 29%	100% : 0%	75% : 25%	69% : 31%	71% : 29%
Regional Operations [1,569]	46% : 54%	0% : 100%	30% : 70%	41% : 59%	47% : 53%
Strategy and Policy [107]	68% : 32%	100% : 0%	0% : 100%	38% : 62%	74% : 26%
Treaty Relationship [59]	54% : 46%	0% : 100%	100% : 0%	50% : 50%	54% : 46%

Note: the numbers in brackets denote the number of staff in each occupation type.

Gender representation by pay quartile

Identifying gender representation by pay quartile lets us identify if males or females are over- or under-represented in any area.

Note that Quartile 1 represents the lowest 25% pay quartile through to Quartile 4, which represents the highest.

Although there is a 50:50 split of females versus males in the top quartile, this indicates females are slightly under-represented, given they make up 53% of the population. Females are slightly over-represented in Quartile 3 and Quartile 2 (table 5).

Table 5: Gender representation by pay quartile

Pay quartile	Females (%)	Males (%)
Quartile 1 (lowest 25%)	52	48
Quartile 2	54	46
Quartile 3	56	44
Quartile 4 (highest 25%)	50	50
Overall DOC gender representation	53	47

Gender pay gap by length of service

Our data shows that the GPG remains relatively low, peaking at 5% during the 3 year to 5 year tenure mark (table 6). From 10 years' tenure onwards, the GPG is negative, meaning females are paid more on average than their male colleagues, peaking at -9% in the 15 year to 20 year tenure mark. However, when looking at GPG using PIR rather than actual salary, the pay gaps are much lower indicating they are due to the level of work employees are in.

Table 6: Gender pay gap by length of service

Length of service	Females (%)	Males (%)	GPG using average salaries (%)	GPG using median salaries (%)	GPG using average PIR (%)	GPG using median PIR (%)
Under 1 year [692]	56	44	2	-3	-1	0
1-3 years [675]	57	43	3	-3	1	3
3-5 years [262]	66	34	5	5	0	0
5-10 years [661]	57	43	3	-5	1	1
10-15 years [238]	50	50	-4	-5	0	0
15-20 years [200]	47	53	-9	-6	2	1
Over 20 years [349]	30	70	-3	-2	0	1

Note: the numbers in brackets denote the number of staff in each occupation type. GPG = gender pay gap; PIR = position in range.

Flexible working

Tables 7 and 8 show the percentage of staff at DOC in full-time and part-time roles according to gender. The data shows us that females are significantly represented in the part-time category, with 80% of part-time staff being female (table 8). This trend has not changed much in the past 4 years, staying consistently around the 80% level.

Table 7: Employees by gender and full- and part-time employment

Employees by gender and full- and part-time employment	Full-time employees (%)	Part-time employees (%)
All DOC [2,758]	87	13
Female [1,445]	80	20
Male [1,291]	94	6

Table 8: Employees full- and part-time by gender

Employees full and part time by gender	Females (%)	Males (%)
All DOC [2,736]	53	47
Full time [2,372]	49	51
Part time [364]	79	21

Note: the numbers in brackets denote the number of staff in each occupation type.

Our data also shows that 100% of senior leaders (Tier 2 and Tier 3) work full time, and 92% of Tier 4 and 86% of Tier 5 staff are full time (table 9).

Analysis of the GPG for full-time versus part-time employees at Tier 4 shows a negative GPG, showing that part-time salaries are generally slightly higher (-2% to -3%).

Table 9: Gender pay gap by full- and part-time employment status

Salary band	Full-time employees (%)	Part-time employees (%)	GPG using average salaries (%)	GPG using median salaries (%)
Tier 2 [7]	100	0		
Tier 3 [43]	98	2		
Tier 4 [237]	92	8	-7	-1
Tier 5 [2,471]	86	14	2	8

Note: the numbers in brackets denote the number of staff in each occupation type. GPG = gender pay gap.

Gender representation by occupation

This data shows the proportion of staff, by gender, in each of the largest occupation areas. Occupational groups with a significant representation of one or more gender (more than 70%) are highlighted (table 10).

Female-dominated roles include: administration, advisor roles, ranger community.

Male-dominated roles include: ranger, heritage and visitor.

Since 2020, improvements have occurred our gender balance representation within the following roles: ranger and manager.

Within these roles, gender pay gaps exist at a low rate of between -2% and 3%, with the exception of a few areas that show significant gaps. Again, when looking at PIR rather than salaries, the gaps are reduced. This indicates the largest gaps may be partly due to the level of work (tiers) females and males are doing within these roles.

Table 10: Gender representation by occupation

Generic position	Females (%)	Males (%)	GPG using average salaries (%)	GPG using median salaries (%)	GPG using average PIR (%)	GPG using median PIR (%)
Administration [166]	92	8				
Advisor [186]	70	30	9	9	4	2
Analyst [73]	56	44	9	3	2	1
Manager [193]	50	50	3	0	-1	-1
Planner [61]	69	31	1	3	0	0
Principal advisor [47]	47	53	0	3	2	3
Project management and coordination [42]	60	40	25	3	8	-1
Ranger [599]	42	58	2	2	2	6
Ranger biodiversity [141]	43	57	3	6	2	5
Ranger biodiversity monitoring [71]	56	44	-2	3	-2	0
Ranger community [83]	80	20	1	3	0	0
Ranger heritage and visitor [74]	14	86	1	3	1	2
Scientist [52]	50	50	10	3	1	2
Senior advisor [159]	68	32	-2	8	-2	-2
Senior ranger [152]	47	53	1	6	1	0
Supervisor [141]	44	56	0	11	1	0
Team leader [56]	52	48	3	3	6	5
Technical advisor [98]	52	48	2	3	2	4

Note: the numbers in brackets denote the number of staff in each occupation type. GPG = gender pay gap; PIR = position in range.

Gender-balanced workforce and leadership

Maintaining gender-balanced leadership continues to be a focus area for DOC, and initiatives are under way to support and build on the gains made. A women's employee-led network, mentoring programme, and a 'lunch and learn' series of talks are initiatives being implemented over the next year, which will provide opportunities for women to connect, learn and grow.

Ethnic and gender pay gaps

Table 11 shows a comparison of both ethnicity and gender, using ‘European male’ as a benchmark (100%). This data shows that, on average, Māori females and males both earn 91% of the average European male salary, and Pacific females earn, on average, 107% of the average European male salary.

Note that, because of the way ethnicity is collected, the same employee could be represented in both the Māori and European female data sets and some data sets are low.

Table 11: Ethnic representation by gender

Overall ethnic representation by gender	Overall population (%)	Average salary compared with European male (%)
Māori – female [225]	7	91
Māori – male [198]	6	91
Asian – female [66]	2	94
Asian – male [45]	1	106
Pacific – female [19]	1	107
Pacific – male [7]	0	Insufficient data
European – female [1,191]	38	95
European – male [978]	32	100

Note: the numbers in brackets denote the number of staff in each occupation type.

Māori pay gap

DOC’s Māori pay gap of 5.9% is just under the public sector average of 6.5% (as at 30 June 2022).

A significant pay gap is evident between Māori and non-Māori employees, although it is interesting to note this drops to 2% when looking at permanent employees only and rises to 10% and 13% for fixed-term and casual employees (table 12). Using PIR, the pay gaps are muted indicating it is likely the gap is due to Māori employees being over-represented at lower role tiers, as indicated in Table 13, which shows that a 9% pay gap, using average salaries, exists in Tier 5.

Table 12: Māori pay gap

Employment status	Māori (%)	Non-Māori (%)	Māori PG using average salaries (%)	Māori PG using median salaries (%)	Māori PG using average PIR (%)	Māori PG using median PIR (%)
All employees (permanent, fixed term and casual)	14%	86%	6%	10%	2%	1%
Permanent and fixed-term employees	14%	86%	6%	11%	2%	0%
Permanent employees only	12%	88%	2%	5%	1%	1%
Fixed-term employees only	20%	80%	10%	0%	2%	0%

Casual employees only	12%	88%	13%	8%	4%	4%
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Note: PG = pay gap; PIR = position in range.

Table 13: Māori pay gap by tier

Tier	Māori (%)	Non-Māori (%)	Māori PG using average salaries (%)	Māori PG using median salaries (%)	Māori PG using average PIR (%)	Māori PG using median PIR (%)
Tier 2 [7]	14	86				
Tier 3 [43]	19	81				
Tier 4 [238]	16	84	4	1	1	1
Tier 5 [2,815]	13	87	9	9	2	0

Note: the numbers in brackets denote the number of staff in each occupation type. PG = pay gap; PIR = position in range.

Māori representation by pay quartile

Given the overall Māori representation of 14%, this analysis indicates Māori are under-represented in the highest quartile and over-represented in the lower two quartiles (table 14). Further detailed analysis is required to understand why this is.

Table 14: Māori representation by pay quartile

Pay quartile	Māori (%)	Non-Māori (%)
Quartile 1 (lowest 25%)	16	84
Quartile 2	16	84
Quartile 3	12	88
Quartile 4 (highest 25%)	10	90
Overall DOC Māori representation	14	86

Asian, Pacific and Middle Eastern, Latin American and African pay gap data

Overall figures for Asian, Pacific and Middle Eastern, Latin American and African pay gaps are given in tables 15, 16 and 17. The Asian and Pacific pay gaps are negative (the average Asian and Pacific salary is higher than the average non-Asian or non-Pacific salary), however, due to the low representation it is difficult to draw meaningful conclusions from this data.

Table 15: Asian pay gap

Employment status	Asian (%)	Non-Asian (%)	Asian PG using average salaries (%)	Asian PG using median salaries (%)	Asian PG using average PIR (%)	Asian PG using median PIR (%)
All employees (permanent, fixed term and casual)	4	96	-3	-10	-1	0

Table 16: Pacific pay gap

Employment status	Pacific (%)	Non-Pacific (%)	Pacific PG using average salaries (%)	Pacific PG using median salaries (%)	Pacific PG using average PIR (%)	Pacific PG using median PIR (%)
All employees (permanent, fixed term and casual)	1	99	-5	-2	1	3

Table 17: Middle Eastern, Latin American and African (MELAA) pay gap

Employment status	MELAA (%)	Non-MELAA (%)	MELAA PG using average salaries (%)	MELAA PG using median salaries (%)	MELAA PG using average PIR (%)	MELAA PG using median PIR (%)
All employees (permanent, fixed term and casual)	1.2	98.8	2.4	0.0	-1.1	-0.2

Note: PG = pay gap; PIR = position in range.