

**Tertiary Education
Commission**
Te Amorangi Mātauranga Matua



Kia Toipoto Gender and Ethnic Pay Gap Action Plan 2024–2025

Chief Executive Foreword

I'm pleased to present our third Gender and Ethnic Pay Gap Action Plan (GEPGAP) for the period 2022 – 2025.

This plan updates our pay equity data and provides a progress report on the activities we had planned to deliver in 2023-24.

As you will see, we have made great progress actioning our pay equity plan and are on track to complete this work by mid-2025.

We have improved our data collection and reporting standards and reviewed key policies and procedures to ensure alignment with Public Service Commission | Te Kawa Mataaho guidance to address pay inequities. That means we have much better systems and policies in place to monitor gaps and put in place management strategies.

We remain committed to ensuring that TEC continues to thrive as an organisation and that our staff are fully supported and fairly rewarded during their employment with us.

While we are proud of our efforts and the commitment shown by TEC management in supporting these initiatives, what hasn't happened is a closing of the gender pay gap.

Our overall gap slightly increased in 2023/24 to 11.3 percent from 10.7 percent. This is below the average public service gender pay gap of 7.1 percent.

We have looked at the data and considered what we might have done better or changed. We are confident our plan was appropriate for the challenge we faced. We know that having a plan is just the start, and our work here is still under way.

The distribution of women, men and ethnicity within some salary grades and roles is different from the 2023 data. These changes have resulted in variable pay equity outcomes, with no noticeable patterns or trends obvious across the past two data sets we have analysed.

This means it will likely take more time for our initiatives to be effective. I'm confident that consistent and continued attention here can result in movement.

On the positive side, people want to work at TEC. Our internal surveys show us we have good engagement and alignment, and improved retention. This is significant because we have a relatively short average service, as staff look to larger organisations for career progression.

We are confident that our strategic initiatives to strengthen cultural competence, raise awareness of and address potential bias in systems and ensure a thriving TEC, are making a difference in our daily practice.

This Gender and Ethnic Pay Gap Action Plan takes us through to mid-2025. At that time, we will review our findings across the three years of the plan and have the opportunity to reset and plan around another set of levers and ways of looking at data that more appropriately measure our efforts and impacts.

Our challenge will be to ensure that the efforts we are making across the organisation are maintained and grown, and we remain vigilant in our examination of pay-related decisions.



Tim Fowler
Chief Executive

Introduction

Context

The Public Service Commission Te Kawa Mataaho (PSC) released Kia Toipoto – the Public Service Pay Gap Action Plan in November 2021. It is a three-year plan to help public service departments and Crown entities close their gender and Māori, Pacific and other ethnic pay gaps. It builds on the Gender Pay Action Plan 2018–2020, which helped close the public service gender pay gap from 12.2 percent in 2018 to 8.6 percent in 2021. The 2023 public service gender pay gap is 7.1 percent.

This document is our updated Gender and Ethnic Pay Gap Action Plan (GEPGAP) for 2022–2025. It provides information about the Tertiary Education Commission's (TEC's) workforce profile and pay gap information (where we have been able to do so) for gender and Māori, Pacific and other ethnicities. Our GEPGAP also provides a progress report against our planned activities for 2022–2024 and the focus of our activities until mid-2025. To date, our plan has comprised activities designed to:

- › address data and pay equity issues we identified in our analysis of 2022 data, and
- › ensure alignment of our policies, procedures and practice with Kia Toipoto best practice guidance.

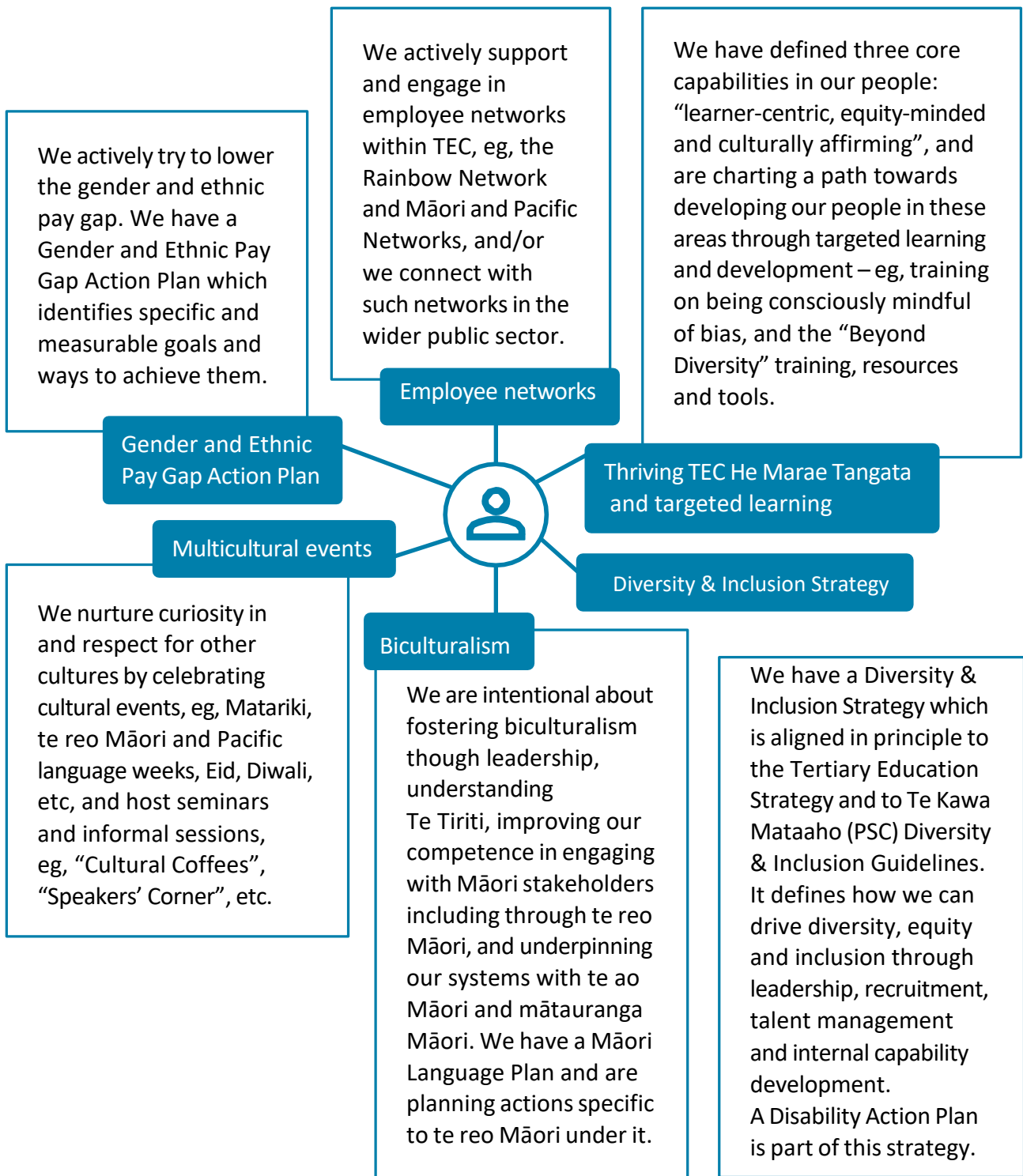
In the last 12 months there has been 64 new starts, comprising permanent (45) and fixed-term (19) employees. Additionally, our employee headcount has reduced by 13 percent (49 employees) over the past 24 months. Turnover, end of fixed-term agreements and redundancies means pay data collected from one year to the next has not been drawn from a stable workforce profile. This, together with the relatively small size of our organisation, means it is difficult to identify firm trends in the data.

Our commitment

We strive to be an inclusive, equity-minded and diverse organisation. Pay equity is a key indicator that we are achieving our strategic intent. We are committed to implementing our Kia Toipoto GEPGAP to address inequities at the TEC and to contribute to closing the gender and ethnicity pay gap across the wider public-sector workforce.

Strategic alignment

Our GEPGAP is strategically aligned and embedded with other initiatives to develop TEC's inclusive, equity-minded and diverse organisational culture. The GEPGAP will benefit from, and contribute to, lifting TEC performance and cultural capability across a range of strategic initiatives. As we continue to embed these strategic initiatives into TEC's culture and practice, we are confident that there will be more awareness of the drivers of pay inequity, and focused efforts to minimise our pay gaps.



Progressing our action plan

Our GEPGAP action plan is designed to:

- › embed Kia Toipoto best practice into policies and procedures,
- › support managers to align their decisions and behaviour with best practice,
- › meet the focus areas and milestones published in the strategic Kia Toipoto Public Service Pay Gap Action Plan, and
- › contribute towards closing gender and ethnic pay gaps at TEC.

This year we have:

- › maintained the voluntary ethnicity data take-up rate at 91 percent,
- › sourced appropriate external Māori and Pacific leadership programmes for eligible employees,
- › reviewed and confirmed targets to reduce our overall gender and ethnic pay gaps and improve representation of Māori and Pacific employees,
- › included reference about starting salary relativity in the “Approval to Appoint” business case,
- › introduced refreshed policies, procedures and guidance to managers,
- › commenced work with the Public Service Association (PSA) to develop a Career Progression and Development Framework,
- › commenced work with the PSA to develop a pay system,
- › produced and implemented a revised flexible working policy and procedures (and supporting resources) that incorporate best practice from Kia Toipoto guidance,
- › continued to deliver Te Tiriti, te reo and “unconscious bias” training,
- › developed learning needs analysis tools for He Marae Tangata,
- › investigated current pay gaps within similar roles, and
- › hosted a summer intern from the Tupu Toa Internship Programme.

We have also:

- › delivered the “Wall Walk” by kaimahi for all employees to support cultural competence,
- › analysed and reported on appointment salaries across business units, and
- › actively searched for women to fill IT roles through recruitment agencies.

Workforce profile and pay system information at 30 June 2024

Our workforce profile

Workforce	Women	Men
All staff (Total 335)	59%	41%
Tiers 1–3 staff (Total 27)	44%	56%
Average age (All staff 42.5 years)	43 years	42 years
Length of service (All staff 5.3 years)	5.5 years	5.1 years

Ethnicity	Percentage
Asian	17
European	60
Māori	8
Middle Eastern/Latin American/African (MELAA)	1
Pacific	5
Other ethnic minority	0
Prefer not to disclose	1
Not advised	9

Commentary

Our workforce profile has changed from that of 30 June 2023. We have 28 fewer staff. There are equal decreases in the number of women (-14) and men (-14) so the balance in representation remains the same (59/41 percent).

Representation of women in Tiers 1–3 has increased slightly from 39 to 44 percent.

We have slightly higher representation of Asians compared to last year (15 to 17 percent), representation of Māori remains the same at 8 percent and that of Pacific peoples has fallen from 6 to 5 percent. We have increased MELAA representation from nil to 1 percent but representation of Other ethnic minorities has decreased from 2 percent to nil.

Our pay system

Our pay structure comprises:

- › 16 pay grades for general staff roles
- › 11 pay grades for IT staff
- › an Executive pay band for Deputy Chief Executives.

Salary grades are linked to public-sector market midpoints and each grade ranges from 85 percent to 115 percent of these midpoints. We provide a base salary (exclusive of KiwiSaver). We review the market and pay grades against the public-sector market annually, and review salaries annually. Employees can request a review of salary at any time and we can make out-of-cycle remuneration adjustments.

Appointment salaries, salary movement and job evaluations are undertaken with HR oversight. One-up approval is required for salary-related decisions, and decisions that are exceptions to remuneration policy need Deputy Chief Executive or Chief Executive approval (in consultation with the HR Manager).

Commentary

Our pay data for 30 June 2024 includes the second Public Service Pay Adjustment. This involved variable adjustments across the grades for employees and may have contributed to pay gap outcomes.

Our current pay system is being reviewed by a joint PSA/TEC working party.

Pay gap information at 30 June 2024

Key findings

Analysis of the employee and pay data (for permanent and fixed-term staff) showed:

- › there is a mean organisational gender pay gap of 11.3 percent (a slight increase from 10.7 percent last year), and a median gender pay gap of 13.9 percent (14 percent last year)
- › Māori women have the largest mean gender pay gap compared with Māori men at 28.9 percent (a significant increase from 15.2 percent last year, and 24.6 percent in 2022) and they continue to have the largest median gender pay gap at 32.1 percent
- › we are unable to report gender and ethnic pay gap information for Pacific employees this year as the 1 percent decrease in Pacific representation has resulted in this ethnic group comprising fewer than 20 employees
- › the proportion of women in the general staff pay grades 11 to 17 has increased from 80 percent to 84 percent
- › women continue to represent approximately 60 percent of mid to senior roles (pay grades 18 to 26)
- › representation of women among Tier 1 to 3 managers has improved from 39 percent to 45 percent
- › women continue to be under-represented in the highest pay grades of IT (IT pay grades 20 to 25 at 16 percent, a reduction from 19 percent last year), make up approximately 35 percent of the overall IT workforce (IT pay grades 12 to 25) and represent 48 percent of the IT general staff workforce (IT pay grades 12 to 19)
- › 13 of the 16 general staff pay grades and all the IT staff pay grades have fewer than 20 employees
- › approximately 91 percent of staff at TEC have provided ethnicity data
- › this year our representation of Asians has increased from 15 percent to 17 percent, representation of Māori is consistent at 8 percent and that of Pacific peoples has reduced from 6 to 5 percent
- › there continues to be under-representation of Māori and Pacific employees
- › our mean gender pay gap for managers has reduced from 6.3 to 1.4 percent; however, all other role groups have increased by variable amounts.

Commentary

Generally, there are variable outcomes in our gender, ethnic and occupational role pay gaps compared to last year. It is difficult to determine any firm trends at this stage, noting that our changed workforce profile may be influencing these outcomes.

Our total mean and median gender pay gaps have not significantly changed, meaning that men continue to earn (on average) a higher salary and are positioned higher than women in the overall salary range midpoint.

We continue to have gender and ethnic imbalances in our workforce that impact on representation and pay gaps.

We continue to have a greater overall mean gender pay gap than the public service as a whole (11.3 percent compared to 7.1 percent).

We have maintained a high return of ethnicity data. We have a slightly higher representation of Asians, but fewer Māori and Pacific people compared with 2023 overall public-service representation figures of 14.5, 16.8 and 10.7 percent respectively.

Our pay data

We have an overall gender pay gap of 11.3 percent. The data tables below provide information on the pay gap by gender, ethnicity and role. We have fewer than 20 employees in many sections of our analysis so we have been unable to publish all of our findings.

Note: A positive pay gap indicates men are paid (on average) more than women. A negative pay gap indicates women are paid (on average) more than men.

Gender pay data

General staff grades	Women (mean salary)	Men (mean salary)	Pay gap
11–16	\$80,391	\$85,263	5.7%
17	\$93,740	\$99,538	5.8%
18–19	\$109,758	\$113,949	3.7%
20–22	\$142,661	\$141,825	-0.6%
23–26 + Deputy CE grades	\$193,129	\$189,486	-1.9%
IT grades	Women (mean salary)	Men (mean salary)	Pay gap
12–19	\$104,031	\$100,784	-3.2%
20–25	\$139,918	\$150,206	6.8%
All grades	Women (mean salary)	Men (mean salary)	Pay gap
11–Deputy CE + IT grades	\$117,097	\$131,986	11.3%

General staff grades	Women (median salary)	Men (median salary)	Pay gap
11–16	\$79,760	\$88,934	10.3%
17	\$92,531	\$100,711	8.1%
18–19	\$109,797	\$112,230	2.2%
20–22	\$140,215	\$141,221	-0.7%
23–26 + Deputy CE grades	\$189,400	\$176,511	-7.3%
IT grades	Women (median salary)	Men (median salary)	Pay gap
12–19	\$107,120	\$97,850	-9.5%
20–25	\$140,029475	\$145,519	3.8%
All grades	Women (median salary)	Men (median salary)	Pay gap
11–Deputy CE + IT grades	\$108,253	\$125,660	13.9%

Commentary

We have clustered pay grades to provide pay gap data for groups of more than 20 employees. This has resulted in a smoothing of pay gap numbers across the clustered grades.

The mean pay gap has changed in every pay grade cluster compared with 2023. Generally, mean pay gaps have closed.

The highest mean pay gap change is in the general staff grades 11–16. In 2023 the mean pay gap was in favour of women (-5 percent) but it is now 5.7 percent in favour of men. Women were more affected than men by redundancies associated with our recent fiscal savings change programme in these pay grades. This may have contributed to the changed mean pay gap.

The next-highest mean pay gap change is in IT grades 12–19. In 2023 the mean pay gap was in favour of women (-7.8 percent); it has now closed to -3.2 percent.

All other pay grade clusters have changed by variable amounts that are generally less than 3 percent movements.

The largest median pay gap movement was again in the general staff grades 11–16. The median pay gap movement is from -11.5 percent in favour of women to 10.3 percent in favour of men, meaning the midpoint within the cluster is now higher for men. The median pay gap midpoint for women in the IT12 to IT19 pay grade cluster has further increased from -9.5 to -15.9 percent. This is likely due to a higher representation of women at the higher grades within this cluster.

Ethnicity and gender pay data

Ethnicity	Women (mean salary)	Men (mean salary)	Pay gap
Asian	\$109,150	\$123,164	11.4%
European	\$123,506	\$131,855	6.4%
Māori	\$93,007	\$130,776	28.9%

Ethnicity	Women (median salary)	Men (median salary)	Pay gap
Asian	\$106,090	\$121,025	12.3%
European	\$112,781	\$122,701	8.1%
Māori	\$93,730	\$138,020	32.1%

Commentary

We have provided pay data for ethnic groups that include more than 20 employees. This year we cannot report Pacific pay data as this group has decreased to fewer than 20 employees.

The mean gender pay gaps for Asians and Europeans have reduced – for Asians from 14 to 11.4 percent, and Europeans from 8.8 to 6.4 percent. The mean pay gap for Māori has increased significantly from 15.2 to 28.9 percent. This increase is due to employee movements in and out of TEC during the year, and the different salaries associated with appointments to new roles for Māori employees.

Median pay gaps for Asian and Māori employees are stable. However, the pay gap midpoint for European men relative to European women has decreased from 10.5 to 8.1 percent.

Role pay data

Role	Women (mean salary)	Men (mean salary)	Pay gap
Analyst	\$105,911	\$116,329	9.0%
Information systems	\$112,257	\$124,019	9.5%
Manager	\$192,208	\$195,010	1.4%
National advisor	\$113,191	\$125,105	9.5%
Support staff	\$94,936	\$117,519	19.2%

Role	Women (median salary)	Men (median salary)	Pay gap
Analyst	\$105,060	\$118,965	11.7%
Information systems	\$112,270	\$128,647	12.7%
Manager	\$189,400	\$189,400	0%
National advisor	\$109,797	\$122,570	10.4%
Support staff	\$90,640	\$110,756	18.2%

Commentary

We have provided average pay data for roles with more than 20 employees. There are not enough employees in administration and area advisor roles to publish gender pay gaps for these roles.

The only occupational role that has a reduced mean pay gap (6.3 to 1.4 percent) is managers. All other pay gaps have increased variably by approximately 2 to 4 percent.

There is a reduced median pay gap for managers and support staff. However, all other occupational groups have stable or increased median pay gaps of between 1 and 3 percent.

Insights

Women continue to be well represented across the organisation. They are still over-represented in the lower-paid grades and under-represented in the higher IT pay grades. Over-representation is also evident in the roles of national advisor and support staff.

It is difficult to draw firm conclusions about pay gaps that are evident in occupational roles. Each of the reported occupational roles comprise positions across pay grades. This is due to different levels of jobs within professional groups (eg, advisor, senior advisor, principal advisor) and/or varied job value within the occupational role group (eg, size of management role, different jobs within the IT occupational group).

The reason for pay gaps in ethnic groups is likely due to the different roles and associated salary grades (including lack of representation at senior level) of these employees.

Length of service for both women and men is similar and remains relatively low, which suggests that employees leave TEC to develop their careers and potentially earn higher pay.

Gender and role representation appears to be the key driver of pay inequity at TEC. Analysis of women's and men's salaries on appointment over the past 12 months indicates that the distribution of appointments below and above the salary grade midpoint is even.

Despite embedding many of our action plan initiatives into daily practice, we have yet to identify any flow-on to our gender and pay statistics or ethnic representation. There are variable outcomes in each of the two data sets published since our inaugural report in 2022 and no noticeable patterns or trends. This may be due to:

- › inconsistent workforce profiles across each data set
- › the relatively small size of our organisation and data sets
- › the impact of organisational change
- › more time being required to embed best practice and realise desired outcomes.

Going forward

At a strategic level we need to continue to focus on improving representation of:

- › women in senior IT roles (IT salary grades 20 and above),
- › men in advisory and support roles, and
- › Māori and Pacific employees.

At an operational level, we need to continue to focus on examining salaries on appointment (placement of offers within the band and relativity to other employees doing similar roles) to make sure this is not a driver of pay inequity in our organisation.

We also need to ensure that our employees are supported in culturally appropriate ways to develop their competencies and technical skills. This will contribute to their ability to compete in the job market and progress their careers.

Gender and Ethnic Pay Gap Action Plan 2022–2025

Focus Area: Te Pono Transparency

Milestones

- › By 31 December 2022 entities will publish their gender and ethnic pay gaps on their public-facing websites.
- › By 28 April 2023 entities will publish full Kia Toipoto Action Plans on their public-facing websites.
- › Entities ensure easy access to HR and remuneration policies, including salary bands.

Planned Actions 2022	Progress
Extract and analyse mean pay gap data for gender, Māori, Pacific and ethnic employees.	Completed
Extract and analyse mean pay gap data for salary grades, top tiers and occupational groups.	Completed
Communicate development of Pay Gap Action Plan to Board, Executive, senior management, PSA and employees and invite feedback/discussion.	Completed
By 31 December 2022 produce and publish TEC's Gender and Ethnic Pay Gap information on website.	Completed
Confirm that employees have easy access to HR and remuneration policies, including salary bands (excluding management salaries).	Completed
Planned Actions 2023–2024	Progress
Extract, calculate and analyse mean and median pay gap data for gender, Māori, Pacific and ethnic employees.	Completed
Extract, calculate and analyse mean and median pay gap data for salary grades, top tiers and occupational groups.	Completed
Develop draft Pay Gap Action Plan.	Completed
Promote draft Pay Gap Action Plan to employees at all levels and engage through presentations and consultation.	Completed
Collect qualitative data about staff experiences and views at TEC regarding remuneration decisions, career pathways and progression, equitable work practices, etc. (Collected through our He waka eke noa annual employee experience survey.)	Ongoing
Review draft Pay Gap Action Plan considering employee experience findings.	Completed

Produce and publish a complete Pay Gap Action Plan including progress by 28 April 2023.	Completed
Produce updated gender and ethnic pay gap data using 30 June 2023 data and a revised Pay Gap Action Plan by December 2023.	Completed
Planned Actions 2024–2025	Progress
Continue to refine Pay Gap Action Plan and communicate updates, findings and progress.	Ongoing
Produce updated gender and ethnic pay gap data using 30 June 2024 data and a revised Pay Gap Action Plan by December 2024.	Completed
Review pay gap findings and Action Plan progress for the period 2022–25 and consider any further Kia Toipoto guidance to develop a new plan going forward.	Yet to do

Focus Area: Ngā Hua Tōkeke mō te Utu Equitable pay outcomes

Milestones

- › By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.
- › Pay equity processes are used to address claims and reduce the impact of occupational segregation.

Planned Actions 2022

Progress

Investigate opportunities for raising awareness amongst managers of the influence bias has in decision-making. Completed

Confirm that employees can request a review of salary at any time and that out-of-cycle remuneration adjustments can be made where relativity and equity issues have been identified. Completed

Planned Actions 2023–2024

Progress

Determine process for comparing starting salaries and their relativity to similar roles. Completed

Implement process for comparing starting salaries and their relativity to similar roles centrally. (HR Advisors to check relativity on appointment and advise whether there are issues in the Approval to Appoint Business Case.) Ongoing

Ensure hiring managers are informed of any relativity issues. Ongoing

Invest in “unconscious bias” training. Completed

Implement guidance for managers to recognise potential for bias in decision-making and use mitigation strategies in recruitment and appointment processes. Completed

Investigate current pay gaps within similar roles and adjust salaries where relativity and equity issues have been identified. Yet to do

Form a working group with the Public Service Association to develop a Pay System. Completed

Continue to respond to requests for salary reviews based on relativity and equity. Ongoing

Review classifications of occupational groups and roles, and verify employee information is correct. Completed

Planned Actions 2024–2025

Progress

Embed process for comparing starting salaries and their relativity to similar roles. Yet to do

Analyse and report findings about starting salaries in the Pay Gap Action Plan. Completed

Continue to reinforce the importance of managing potential bias in decision-making in recruitment and appointment processes.	Ongoing
Reduce the gender pay gap from 11.3% (2024) to under 10%.	Ongoing
Reduce the overall gender and ethnic pay gap from 9.4% (2024) to under 9%.	Ongoing
Implement the developed Pay System.	Yet to do

Focus Area: Te whai kanohi i ngā taumata katoa Leadership and representation

Milestones

- › By 28 April 2023 entities include plans and targets to improve gender and ethnic representation in their workforce and leadership in their full Kia Toipoto Action Plans.
- › By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.

Planned Actions 2022	Progress
Investigate opportunities to influence workforce and recruitment plans to include focus on improving ethnic representation.	Completed
Set targets for ethnic representation.	Completed
Develop job description and advertisement templates that include te reo Māori and are culturally affirming and welcoming.	Completed
Seek opportunities for getting a wider cultural reach for advertising in the recruitment market.	Completed
Target Māori and candidates from other ethnic groups for refreshed Graduate Programme 2023.	Completed
Planned Actions 2023–2024	Progress
Improve representation of Māori from 6% to 10%. (Representation in the public service was 16.7% in 2022.)	Ongoing
Improve representation of Pacific people from 4% to 6%. (Representation in the public service was 10.6% in 2022.)	Ongoing
Integrate plans and targets to improve gender and ethnic representation in the workforce and leadership by 28 April 2023.	Completed
Improve voluntary ethnicity data take-up rates from employees from 80% to 95%.	Ongoing
Ensure new job description and advertising templates are being used consistently.	Ongoing
Provide hiring managers with advice about advertising forums with wider cultural reach.	Ongoing
Engage with the Tupu Toa Internship Programme to host an intern over the summer break.	Completed
Engage with the Māori and Pacific networks to design and develop a Māori and Pacific leadership programme.	Completed

Planned Actions 2024–2025	Progress
Review and set revised targets for ethnic representation.	Completed
Improve representation of Māori from 8% (2024) to 10%.	Ongoing
Improve representation of Pacific peoples from 5% (2024) to 8%.	Ongoing
Continue to integrate plans and targets to improve gender and ethnic representation in the workforce and leadership.	Ongoing
Improve voluntary ethnicity data take-up rates from employees from 91% (2024) to 95%.	Ongoing
Continue to focus on encouraging voluntary disclosure of ethnicity.	Ongoing
Keep abreast of recruitment and marketing opportunities to reach different cultures.	Ongoing
Engage with the Tupu Toa Internship Programme to host an intern over the summer break.	Completed
Implement the Māori and Pacific leadership programme. (TEC will use programmes already in place in the wider public sector.)	Completed

Focus Area: Te Whakawhanaketanga i te Aramahi

Effective career and leadership development

Milestones

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

Planned Actions 2022	Progress
Reintroduce and position the TEC Graduate Programme as an entry point for a career in TEC and/or the wider public sector (Mā Tātou, Mō Tātou/People Plan initiative).	Completed
Develop a career pathway for specialist roles in the Information Directorate.	Under way
Planned Actions 2023–2024	Progress
Organise the Graduate Programme for 2024 taking account of evaluation findings. (Graduate programme on hold due to financial considerations.)	On hold
Integrate the career pathway for specialist roles in the Information Directorate into a whole-of-organisation approach.	Under way
Investigate opportunities for career pathways within Directorates and/or occupational groups and/or across TEC (Mā Tātou, Mō Tātou/People Plan initiative).	Under way
Form a working group with the Public Service Association to develop a Career Progression and Development Framework.	Completed
Publish career pathway guidance for TEC employees.	Yet to do
Refresh and relaunch Business Shadowing Programme (Mā Tātou, Mō Tātou/People Plan initiative).	On hold
Planned Actions 2024–2025	Progress
Implement the Career Progression and Development Framework.	Yet to do

Focus Area: Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki

Eliminating all forms of bias and discrimination

Milestones

- › By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.
- › Entities ensure leaders and employees learn about and demonstrate cultural competence.

Planned Actions 2022	Progress
Review recruitment policy and guidance against Kia Toipoto guidance.	Completed
Review remuneration policy against Kia Toipoto guidance.	Completed
Develop cultural competency framework (He Marae Tangata/Thriving TEC initiative).	Completed
Planned Actions 2023–2024	Progress
Incorporate best practice from Kia Toipoto guidance into recruitment policy and guidance.	Completed
Incorporate best practice from Kia Toipoto guidance into remuneration policy.	Under way
Ensure hiring managers are aware of, and adopt, any new practices required.	Ongoing
Develop learning needs analysis tools (He Marae Tangata/Thriving TEC initiative).	Completed
Conduct a programme of learning and development opportunities (including Te Tiriti, te reo and “unconscious bias” training) (He Marae Tangata/Thriving TEC initiative).	Completed
Planned Actions 2024–2025	Progress
Monitor hiring manager practice in recruitment processes including appointment salary decisions.	Ongoing
Evaluate He Marae Tangata learning and development programme.	Yet to do
Continue to provide learning and development opportunities (including Te Tiriti, te reo and “unconscious bias” training) (He Marae Tangata/Thriving TEC initiative).	

Focus Area: Te Taunoa o te Mahi Pīngore Flexible-work-by-default

Milestones

- › By the end of 2024 entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.

Planned Actions 2022	Progress
Confirm that all employees have equitable access to flexible-by-default working arrangements.	Completed
Planned Actions 2023–2024	Progress
Review remuneration policy, guidance and practice to ensure access to flexible-by-default working arrangements do not undermine career progression or pay.	Completed
Amend remuneration policy, guidance and practice where required.	Yet to do
Ensure managers are aware of any amendments.	Yet to do
Review Flexible Working Guidelines against Public Service Commission’s Hybrid Working Guidance.	Completed
Planned Actions 2024–2025	Progress
Embed any amendments to remuneration policy, guidance and practice.	Yet to do
Monitor adherence to remuneration policy, guidance and practice.	Yet to do
Embed any amendments to Flexible Working Guidelines.	Completed

Gender and Ethnic Pay Gap Action Plan

Success Criteria

Focus Area	Success Criteria
Te Pono Transparency	<ul style="list-style-type: none"> › Pay gaps measured by mean and median calculations and published annually. › The Board and employees at all levels are well informed about TEC performance in managing pay gaps. › Pay gaps within sections of analysis are minimised. › TEC’s overall pay gap is reduced.
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	<ul style="list-style-type: none"> › Robust collection and analysis of starting salaries. › Analysis of starting salaries indicates fair relativity. › Managers have a high level of awareness of the potential for bias in decision-making. › Managers are supported in bias-free recruitment and appointment decision-making. › High level of confidence that starting salaries are not influenced by bias at TEC.
Te whai kanoahi i ngā taumata katoa Leadership and representation	<ul style="list-style-type: none"> › Ethnicity data is held for 95% of employees at TEC. › TEC vacancies are advertised widely in the market. › The Māori and Pacific leadership programme is beneficial for individuals and TEC.
Te Whakawhanaketanga i te Aramahi Effective career and leadership development	<ul style="list-style-type: none"> › Graduate Programme is beneficial for individuals and TEC. › Career pathways are evident to TEC employees. › Average “length of service” increases. › Business Shadowing Programme is beneficial for individuals and TEC. › Māori, Pacific and other ethnic groups are better represented in management and leadership roles.
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> › Opportunities for bias and discrimination in recruitment and remuneration practices are removed. › High level of confidence that hiring managers are inclusive and fair in decision-making. › High uptake of He Marae Tangata learning and development opportunities. › Cultural competence at TEC is improved. › Representation of Māori and Pacific groups is improved.
Te Taunoa o te Mahi Pīngore Flexible-work-by-default	<ul style="list-style-type: none"> › Flexible-by-default working arrangements are embedded into the culture of TEC. › High level of confidence that flexible working arrangements do not undermine career progression or pay.

**Tertiary Education Commission
Te Amorangi Mātauranga Matua**

National Office
44 The Terrace
PO Box 27048
Wellington, New Zealand

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Authors

The Tertiary Education Commission

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