



**Te Tāhuhu o
te Mātauranga**
Ministry of Education

Diversity, Equity and Inclusion Plan **2024-25**

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Contents

Section 1:	Organisation overview, context and commitment. What DEI means for the Ministry and how we deliver for New Zealanders	4
Section 2:	Our Executive Summary.....	5
Section 3:	Achievements and Opportunities	6
Section 4:	Our People.....	7
Section 5:	Papa Pounamu DEI Commitments	8
Section 6:	Public Service Rainbow and Disability four-point plans	10
Section 7:	Kia Toipoto Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2024-25	12
Section 8:	Conclusion/Next Steps	12

Section 1: Organisation overview, context and commitment.

What DEI means for the Ministry and how we deliver for New Zealanders

Diversity, Equity, and Inclusion (DEI) is a key priority for Te Tāhuhu o te Mātauranga (The Ministry), and for the Public Service. As an organisation we seek to continue to build a workforce that represents the communities we work in. By actively embracing a diverse and inclusive culture, we will better serve the diverse communities of Aotearoa/New Zealand.

Attracting and nurturing people with a range of different perspectives and experiences will also enhance our organisation's capability to achieve our strategic outcomes. As will developing consistent policies and initiatives that support and retain a diverse workforce, upskilling our leaders and staff to encourage a culture that supports diversity and inclusion, and establishing key metrics and common methodology to inform action and measure progress.

Section 2: Executive Summary

Our Diversity, Equity, and Inclusion work programme is a key contributor to our Hauora | Organisational Health outcome: we have a thriving, motivated, collaborative and diverse work force. This plan, along with our Kia Toipoto Gender and Ethnic Pay Gap Action Plan, form part of a broader work programme to address workplace inequality and ensure excellent and equitable education outcomes for our diverse communities. These actions are woven together across the employee life cycle.

Key achievements for 2023-2024 have been focused on:

- › incorporating Tātai Pou | Māori-Crown Relations Individual Capability Framework in the Ministry's recruitment processes for all roles.
- › having executive sponsors for our employee networks and enabling networks to contribute to the review and development of new people policies, tools and systems.
- › supporting Māori employee development through our internal Māori mentorship programme - Te Ara Tāwhaiwhai and access to external Māori leadership programmes placements.

In 2024-2025 we will embed and review our work to date, and focus on initiatives that reduce bias and continuing to support employee networks so they may be heard, and offer expertise. We will also work to increase our people's understanding of why and how diversity information is captured and used in our HR system to encourage increased self-reporting of this information.

Section 3: Achievements and Opportunities

In 2023-2024 the Ministry:

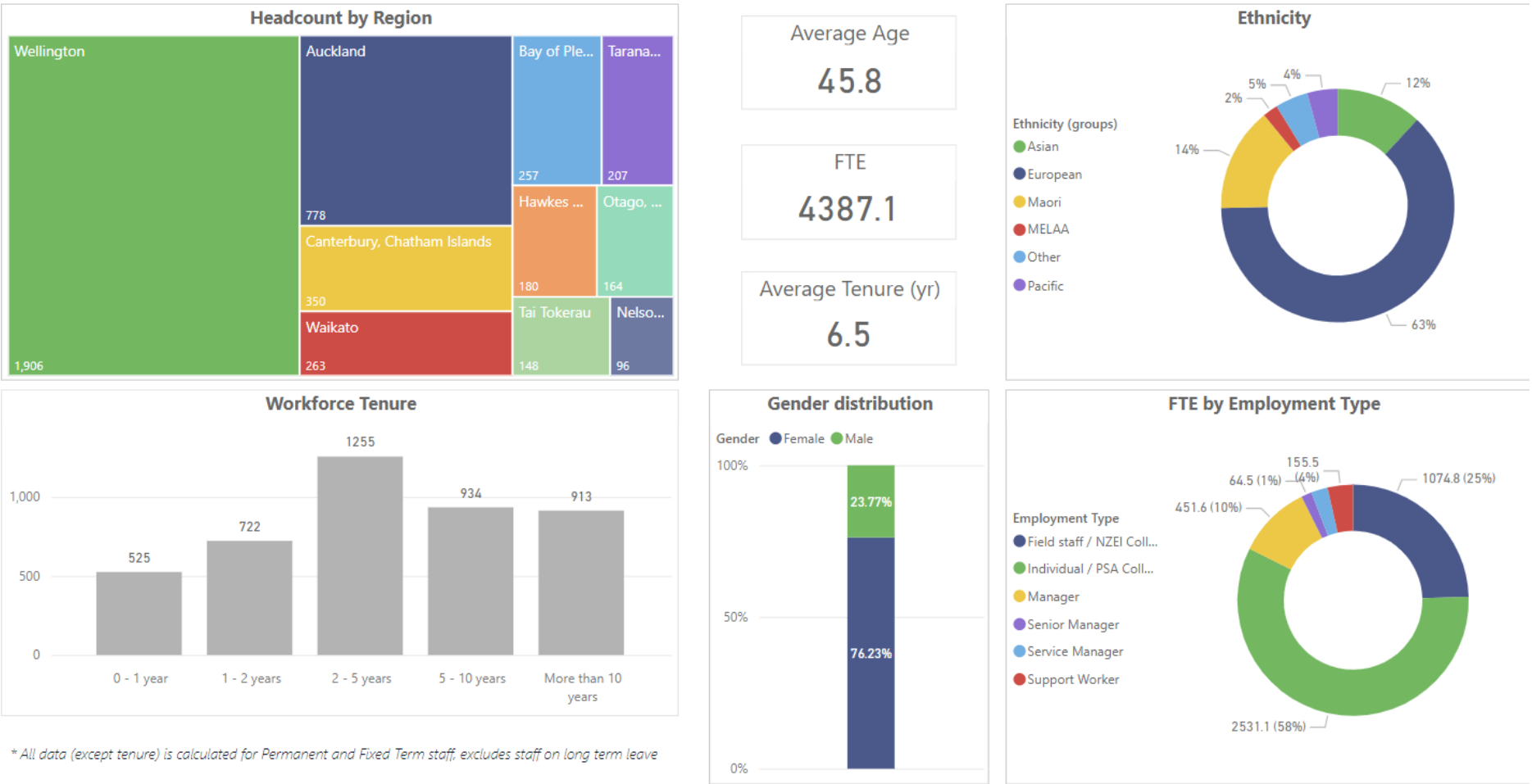
- › Included the Tātai Pou | Māori-Crown Relations Individual Capability Framework Recruitment Guidelines for shortlisting and interview panels for all roles;
- › Developed and launched new onboarding tools and guidance for a more inclusive and streamlined onboarding experience for new starters and hiring managers;
- › Continued the practice of publishing remuneration ranges on job advertisements;
- › Continued to work at an organisational level on initiatives to reduce biases in our systems, practices, and people policies;
- › Provided executive sponsorship to, and supported our employee networks which include ethnic groups, young professionals, Rainbow and disabled kaimahi;
- › Engaged our employee networks in the review, updates and development of new people policies, tools and systems and continued to update our practices and guidance to provide a more inclusive environment; and
- › Supported the development of our Māori employees through our internal Māori mentorship programme - Te Ara Tāwhaiwhai and access to external Māori leadership programmes placements.

In 2024-2025 there is the opportunity to embed and review our work to date by:

- › Continuing to review and promote initiatives that reduce biases;
- › Monitoring recruitment and onboarding in the context of the Tātai Pou | Māori-Crown Relations Individual Capability Framework;
- › Continuing to publish remuneration data when recruiting;
- › Continuing to support Networks to have a space and mandate to connect with others, and be heard and offer expertise;
- › Continuing to offer people leaders inclusive leadership development opportunities; and
- › Increasing our peoples' understanding of why and how diversity information is captured and used in our HR systems to encourage increased self-reporting of this information.

Section 4: Our People

Workplace Profile – Permanent and Fixed Term Employees – 30th June 2024



Section 5: Papa Pounamu DEI Commitments

Action Area	Progress to date	Planned priority Actions 2024-25	Success Indicators
<p>Te Urupare i te Mariu Addressing bias:</p> <p>Addressing bias is a critical factor in ensuring everyone in the Public Service has fair opportunity in recruitment, career progression and development opportunities.</p>	<p>Developed and launched new onboarding tools and guidance for a more inclusive and streamlined onboarding experience for new starters and hiring managers.</p> <p>Continued the practice of publishing remuneration ranges on job advertisements</p> <p>Continued to work at an organisational level on initiatives to reduce biases in our systems, practices, and people policies.</p>	<p>Monitor onboarding tool</p> <p>Continue to publish remuneration data</p> <p>Review prior work on initiatives to reduce biases, and determine appropriateness and any changes required.</p>	<p>Recruitment, career progression and development opportunities are inclusive and free of bias that has not been addressed or learning gained and actioned upon.</p>
<p>Hautūtanga Kākano Rau Fostering diverse leadership:</p> <p>The Public Service needs leaders who reflect the diversity of New Zealand's communities. Public Service organisations actively support and develop future leaders from communities that have traditionally been under-represented within the Public Service.</p>	<p>The Ministry measures and reports on the diversity of our leaders in our Kia Toipoto Gender, Māori, Pacific and Ethnic Pay Gap Action Plan.</p> <p>The Ministry supported 6 kaimahi to access external Māori leadership programme placements.</p>	<p>Improve Leadership Development offerings and remove barriers to access by broadening the range of learning options and delivery channels.</p>	<p>Our leaders reflect the communities we serve.</p>
<p>Te āheinga ā-ahurea Cultural competence:</p> <p>Reflecting the significance of Māori Crown relationships and building our cultural competence and confidence across a broad range of cultures is integral to ensuring inclusion.</p>	<p>Continued to apply Tātai Pou Māori-Crown Relations Individual Capability Framework (Tātai Pou) for the expressions of interest process and external recruitment of tiers 3 and 4 roles</p> <p>Tātai Pou expertise is now included in the Ministry's Recruitment Guidelines for shortlisting and interview panels for all roles.</p> <p>Supported the development of our Māori employees through our internal Māori mentorship programme - Te Ara Tāwhaiwhai with 66 kaimahi completing this course, and by supporting 6 kaimahi to access external Māori leadership programmes placements for the financial year 2023/2024.</p>	<p>Continue to apply Tātai Pou Māori-Crown Relations Individual Capability Framework (Tātai Pou) in recruitment processes and apply it for organisational change processes.</p>	<p>Increased cultural competence in those recruited to the Ministry.</p> <p>Increased cultural capability developed in current employees over time.</p>

<p>Ngā tūhononga e kōkiritia ana e ngā kaimahi Employee-led networks:</p> <p>Having a space and mandate to connect with others with shared lived experiences supports people to bring their whole selves to work. Employee-led networks provide richness to workplaces and contribute valuable subject matter expertise.</p>	<p>We have several active employee networks for a range of groups of employees including, ethnic groups, young professionals, Rainbow and disabled kaimahi.</p> <p>Each network has an executive sponsor and receives annual funding to support network activities.</p> <p>Networks play an integral part in our Ministry-wide cultural celebrations</p> <p>Each network has representation on our Diversity and Inclusion Committee.</p> <p>The networks contribute to the review, updates and development of new People Policies, tools and systems.</p>	<p>Continue to support Networks to have a space to connect with others and be heard.</p> <p>Continue to seek input from our Networks to help identify and remove bias from policies, tools and systems.</p>	<p>Diverse voices are heard, valued, and supported.</p>
<p>Hautūtanga Ngākau Tuwhera Inclusive leadership:</p> <p>Diversity and inclusion capability across the Public Service depends on strong, inclusive leadership.</p>	<p>Updated our practices and guidance to provide a more inclusive onboarding experience for our new people.</p> <p>Offered our people leaders inclusive leadership development opportunities through internal and external programmes and workshops.</p> <p>Continued development of a Leadership Development Framework to guide learning pathways for current and aspiring leaders, with a focus on growing inclusive leadership capability across the organisation.</p>	<p>Review practices and guidance for onboarding against aims</p> <p>Continue to build the capability of people leaders to create inclusive and supportive work environments for all people.</p>	<p>Leaders knowledgeably support and nurture diversity and inclusion</p>

Section 6: Public Service Rainbow and Disability four-point plans

Action Area	Progress to date	Planned priority Actions 2024-25	Success Indicators
Increase visibility of and information about, rainbow people in the Public Service Goal: Information about rainbow people in the Public Service is collected, visible, accessible and is used	We have an active Rainbow Network for our Rainbow-identifying kaimahi Our Rainbow Mahi Working Group is dedicated to developing advice and guidance on Rainbow-related matters in the Education sector Members of the Rainbow Network attend and contribute to the Cross Agency Rainbow Network and associated Whakamana Ira Tangata Gender Diverse Network	Explore how we may capture or measure Rainbow identities within our organisation. Monitor ongoing participation, contribution to the sector, and support for the Rainbow Network. Continue to promote attendance and contribution to the Cross Agency Rainbow Network and associated Whakamana Ira Tangata Gender Diverse.	Have a mechanism in place to collect data on the number of rainbow people within the Ministry.
Lift the number of rainbow people in the Public Service at all levels - so that the Public Service reflects society in Aotearoa-New Zealand Goal: The number of rainbow people in the Public Service at all levels reflects the full diversity of rainbow communities in Aotearoa-New Zealand	Not previously measured and no progress identified	Utilise existing mechanisms to attract and support recruitment, development and retention of rainbow public servants	Have a mechanism in place to collect data on the number of rainbow people within the Ministry
Identify opportunities to promote greater inclusion and remove barriers to inclusion for rainbow public servants Goal: The barriers to inclusion for rainbow public servants have been identified and removed and rainbow public servants feel included	Adding a second gender option in He Pūtunga Pūmanawa, our internal Human Resources Information System (HRIS). Our people can now select a second gender from a list of identity options provided in Te Reo Māori, Pacific languages and English. Adding pronoun options to Teams profiles and email signatures.	Work toward universal implementation and knowledge of this added HRIS feature Support and encourage implementation of rainbow inclusive policies and guidance Support and encourage implementation of Cross-Agency Rainbow Network (CARN) transitioning and gender affirmation advice	Greater confidence in the identification of rainbow-identifying kaimahi

Identify and close inequities (e.g. pay gaps), as measurement allows, for rainbow public servants Goal: There are no inequities between rainbow and non-rainbow public servants	Established gender-divergent identities workforce data.	Explore how we may capture or measure Rainbow identities within our organisation.	Able to measure and identify equity gaps in future.
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Disability

Action Area	Progress to date	Planned priority Actions 2024-25	Success Indicators
The visibility of and information about, tāngata whaikaha Māori and disabled people in the Public Service has increased in the two years to July 2025	Included disability data in our Kia Toipoto Gender, Māori, Pacific and Ethnic Pay Gap Action Plan for the first time.	Ongoing inclusion of disability data in our Kia Toipoto Gender, Māori, Pacific and Ethnic Pay Gap	Increased visibility of and information about, tāngata whaikaha Māori and disabled people.
The number of tāngata whaikaha Māori and disabled people has increased across the Public Service	Not previously measured and no progress identified	Increase our peoples' understanding of why and how diversity information is captured in HRIS is used to encourage increased self-reporting of this information.	Ability to measure tāngata whaikaha
Accessibility is improved for tāngata whaikaha Māori and disabled people in the Public Service	Not previously measured and no progress identified	Review prior work on initiatives to reduce biases, and determine appropriateness and any changes required to support accessibility	The number of tāngata whaikaha Māori and disabled people has increased within the Ministry.
Inequities have been identified and closed (e.g. pay gaps) as measurement allows for tāngata whaikaha Māori and disabled people in the Public Service	We have identified that there is a significant under-sharing of disabilities in our workforce data. Addressing this gap in our organisational knowledge will enable us to identify equity gaps in future.	Increase our peoples' understanding of why and how diversity information is captured in HRIS is used to encourage increased self-reporting of this information.	Improved data and reporting

Section 7: Kia Toipoto Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2024-25

The Ministry's Kia Toipoto Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2024-25 shows a reduction in our pay gap from 15.9% in 2022 to 13.1% in 2024. While the Ministry's pay gap is at the higher end for the Public Service, we are consistently tracking downwards and at a faster rate than the Public Service average. We aim to continue leveraging the mechanisms already in place that are driving the reduction, and to identify new initiatives to increase the rate of reduction.

Section 8: Conclusion/Next Steps

As an organisation we seek to continue to build a workforce that represents the communities we work in, develop consistent policies and initiatives that support and retain a diverse workforce, upskill our leaders and staff to encourage a culture that supports diversity and inclusion and establish key metrics and common methodology to inform action and measure progress.

Our focus will be to embed and work on those initiatives currently underway.

- › Continuing to review and promote initiatives that reduce biases;
- › Monitoring our recruitment and onboarding in the context of the Tātai Pou | Māori-Crown Relations Individual Capability Framework and Bias e Learning module;
- › Continuing to publish remuneration data when recruiting;
- › Continuing to support the development of our Māori employees through our internal Māori; mentorship programme - Te Ara Tāwhaiwhai and our Māori leadership programme;
- › Continuing to support Networks to have a space and mandate to connect with others, and be heard and offer expertise;
- › Continuing to offer people leaders inclusive leadership development opportunities; and
- › Increasing HRIS information about, tāngata whaikaha Māori and disabled people.

