Department of Labour
Te Tari Mahi

Pay and Employment Equity
Review Case Study

Prepared by the Pay and Employment Equity Unit, Department of Labour

CONTENTS

INTRODUCTION

"Pay equity means that gender doesn't affect what people are paid. Employment equity implies ability for staff to participate on an equitable basis across jobs and activities in the Department." Department of Labour Review Committee Member

The joint Department of Labour and Public Service Association (PSA) Pay and Employment Equity Review Committee was established to review pay and employment equity issues in the Department of Labour. The review focused on whether there were differences based on gender in the following three areas: rewards, participation and perceptions of respect and fairness.

The Department's review committee undertook a pay and employment equity review in early 2006. This was part of the Government's *Pay and Employment Equity Plan of Action* to review public sector, public health and public education pay and employment equity in a bid to reduce the gender pay gap and participation rates between women and men in New Zealand.

This case study describes the Department of Labour's review and the implementation of its findings to date. It draws on the final report, the response plan and a Contestable Fund progress report prepared by the review committee. The case study also includes perspectives and experiences of the review committee and other people involved.

CASE STUDY PURPOSE AND METHODOLOGY

The pay and employment equity review case studies aim to provide future review committees with a further resource alongside the review workbook *Working Towards Pay and Employment Equity for Women*, fact sheets and the training programmes provided by the Pay and Employment Equity Unit. The case studies tell the story of the range of experiences, achievements of the review committees, any challenges they have faced and progress the organisation has taken to implement the review committee's recommendations

Sources of Information:

- The Department of Labour's review committee's report and response plan

- Documents provided to the Pay And Employment Equity Unit as part of Contestable Fund milestone report
- Report on the implementation to date.

Case study interviews were conducted with the:

- Department's committee members
- Project Sponsor
- Project Manager
- Equity Adviser
- Pay and Employment Equity Unit contact person.

ORGANISATIONAL PROFILE

Role and Purpose

The Department of Labour's primary role is to improve the performance of the labour market and, through this, strengthen the economy and increase the standard of living for those in New Zealand by:

- Supporting employers and employees to create safe, fair and rewarding workplaces
- Supporting regions and industries and employers to develop a skilled, innovative and productive workforce
- Researching opportunities to develop the workforce and workplaces
- Developing our international connections by assisting the flow of people to New Zealand
- Influencing and leading international thinking and practice on labour market, national security and refugee issues.

Staff demographics:

At the time of the review in January 2006, the Department had a wide variety of job roles carried out by 1666 staff in over 40 onshore locations. There were 982 females and 684 males on staff: 59% of the Department's staff were women and 45% of managers were women. Both of these statistics are comparable with the Public Sector.

Some of the male dominated roles were Compliance Officers, Labour Inspectors, Branch Managers, Solicitors, Health and Safety Inspectors -24% women. Some of the female dominated roles were Analyst -72% women. Policy staff -78% women, Support Officers -86% women. Information Officers -85% women. Half of the Department's staff belonged to the Public Sector Association (PSA).

Historical Union Partnership

Pay and employment equity reviews are designed to be joint union and employer processes. The review was a partnership between the Public Service Association (PSA) and the Department of Labour in the spirit of Partnership for Quality. The National Union of Public Employees (NUPE) was also consulted at key points. The PSA National organiser and three staff PSA delegates were on the committee. Of the Department's 1666 staff, 50% belonged to the Public Sector Association (PSA). The Department's established relationship with the unions helped greatly with the success of the review progress.

"We worked as a team, staff, the PSA national delegate and staff who were also PSA delegates. It helped that we had already good relationships with the union. On the committee we all worked together with a sense of openness and much lively debate to make the review a success." Committee Member

"From the PSA's view, I want to commend the Department of Labour's review process. It was clear from the very beginning that this was not to be a 'token review'. The PSA participants gained a greater understanding of the process. My own ability to analyse data also improved markedly" PSA Delegate

THE PAY AND EMPLOYMENT EQUITY REVIEW PROCESS

The Department of Labour's pay and employment equity review committee was established in January 2006 to review pay and employment equity issues in the Department of Labour.

Purpose and Objectives

The Pay and Employment Equity review committee assessed the Department's success in providing pay and employment equity against the following three questions (Equity Indicators):

1. Do women and men have an equitable share of rewards?
2. Do women and men participate equitably in the all areas of the Department?
3. Are women and men treated with respect and fairness?

The committee analysed the Department's human resource practices and data in relation to 1666 permanent and fixed term staff to identify any pay and employment equity gender issues.

KEY HIGHLIGHTS

- Throughout the process, there was strong committee leadership in taking the review out to staff.
- There was strong commitment from the Secretary of Labour and senior management.
- Existing partnership with the PSA strengthened the review, especially PSA representation on the review committee.
- The committee had gender, occupational and regional representation.
- Having a communications person attend committee meetings was invaluable in being able to communicate to staff after each meeting.
- Having a facilitator for each meeting freed up the project manager to manage the overall process.
- The data gathering both quantitative and qualitative was seen as important to informing current and future trends.
- Within the data gathering, staff were able to provide stories in a variety of ways.
- The focus group methodology provided the committee with stories of staff experiences and perceptions that enriched the review and assisted the committee to prioritise its recommendations.

- The investigation process was so thorough that it disproved and further refined issues.
- Many of the findings were able to feed immediately into existing human resource initiatives underway or projects that were about to start.
- The review process materials were tested and proved to be extremely useful.
- The progress made on implementing the response plan a year later.

Getting Started

First steps - Establishing the Committee

The pay and employment equity review committee was set up in January 2006 and completed the review at the end of July 2006. This key group assembled in January 2006 for training and familiarisation and then met eight times over the next 6 months to complete the review and develop a response plan for consideration by the Department's Strategic Leadership Team. Attendance at meetings was high. The programme of eight all day meetings was established at the outset which enabled members to diarise attendance. The Department received a grant from the Pay and Employment Equity Contestable Fund to contribute to the cost of the review and developing the response plan.

The review committee was representative of 4 out of 5 workgroups in the Department (Corporate, Legal, Workforce and Workplace), had both manager and staff representatives from both the North and South Islands and had both female and male members.

While the original proposal was to have equal numbers of managers and staff, two managers who were initially planning to participate had to withdraw because of work pressure. As it was impossible to replace these managers the committee proceeded with two managers.

"Committee members had a high commitment and enthusiasm. They engaged in the requisite preparatory reading for each meeting, out of work time where necessary, but where this has not been possible some processing of material has been done in committee time to maintain the quality of the committee's work." Committee Member

The Project Sponsor

The Human Resources Director was designated as the sponsor of the review as the implementation of the review was to be led by the Department's Human Resources Group.

"The sponsor was not only committed to the process but chaired the committee. This had the added advantage that she was also able to pick up general issues and progress them off line. The meetings were facilitated by a member of the project team so that the sponsor and chair was able to participate fully in discussions."
Committee Member

The Project Manager

The project manager was an internal half time appointment, from the human resources team, so was well versed in human resource processes. The project manager's role was to manage and develop the project.

"Having an internal project manager seconded from human resources worked very well for the on-going ownership of the review actions and progressing them."
Committee Member

Before the committee was formed, the project manager identified what skills were needed inside and out of the group. One of the outside skills required was the use of a skilled facilitator who was experienced in employment equity. This external contractor joined the project team. The facilitator's role was to keep the committee focused on the review process and to progress things if needed. Having this role took some of the pressure off the project manager who could then focus on managing the project.

"The facilitator was excellent at leading our meetings and ensuring that we covered everything on the agenda, yet discussed equity issues in more depth when we needed to." Committee Member

"The facilitator led the process of the review while the project manager led the content. They worked very well together." Committee Member

The Project Team

A project team was established to support the review committee to gather and analysis data. It comprised of the project manager up to half time over the life of the project, an external equity advisor was contracted as required for facilitation and a data analyst worked full-time on a fixed term basis until early May.

"When we called for applicants for the review committee, we got more than we needed. These extra staff were able to help us with the data analysis."
Committee Member

Committee Training and Preparation

Before the committee got into collecting the data and analysing it, they participated in the Pay and Employment Equity Unit's committee training on the review process. This was useful in outlining the steps and getting everyone up to date with pay and employment equity and the six-step review process.

"Although the topic seemed a bit scary, the training gave me confidence and the information and processes were very clearly set out." PSA Organiser

The project manager developed a project plan outlining the project purpose, scope, stakeholder analysis, dependencies and linkages, risks and mitigation strategies, outcomes and measures, deliverables and milestones and costs. The review committee confirmed the terms of reference by February 2006.

"We used the workbook, 'Working Towards Pay and Employment Equity for Women' intensively in the beginning and then as we became more familiar with the review process we were less reliant on it. For each meeting, the project manager would photocopy the relevant parts of the workbook and other material so people on the committee didn't have to lug the workbook folder around." Committee Member

The Review Methodology

"As the review process had been developed by Department of Labour's Pay and Employment Equity Unit, the committee was keen to follow the six-steps so it could be given a 'real life' test. The workbook was invaluable to us." Committee Member

The review committee followed the six-step process recommended by the Pay and Employment Equity Unit:

Step one - Decide on important gender issues to investigate

Step two - Undertake preliminary analysis

Step three - Carry out follow-up analysis

Step four - Validate

Step five - Prepare review report

Step six - Develop a response plan

The committee was guided by the Pay and Employment Equity Unit's workbook in:

- Concluding a gender pay gap existed when there was more than 5% difference between women's and men's pay.

- Using "male dominated", "mixed" and "female dominated" classifications for analysis of equity of participation.

- Seeking to find explanations for gendered differences. The exercise of whether or not such differences, when explained, were justifiable could not be pursued in depth in the time available. The committee was hampered by the fact that up-to-date job sizing information, which was under development during the review, was not ratified in time to be used.

"Within the committee, there was huge expertise and a sense of where to get to and how to get there. We operated with a 'no blame 'policy. It doesn't matter why, identify what the issues are and move to address them. It really helped not having defensive behaviour in the group." Committee Member

Data Collection Analysis and Tools

A Preliminary Scan –'Creating a gender profile'

The Department of Labour had just undergone a major reorganisation which meant that historical data was of limited value, although some historical data had been reconstructed (e.g. salary at appointment to the Department). The Department's Human Resource Management Information System (HRMIS) data at the end of January 2006 was used as the base for the preliminary analysis.

The State Services Commission provided comparative data on the Department and the wider Public Service at 30 June 2005 and occupational data comparisons were complicated by the difficulty of comparing occupational classifications with the Department's more specific job families.

A preliminary analysis was done to enable the committee to decide on what were the important gender issues to investigate (Step 1). The committee then decided on what additional data was required to provide adequate information for decision-making (Step 2).

A gender analysis was done on the HRMIS as at 30 January 2006:

- Average salary by job family, work area, geographical area, years of service, age bands, ethnicity and some jobs
- Salary at appointment
- Resignations and turnover
- Part-time, full-time staff, permanent and temporary staff
- Participation in superannuation scheme.
- Occupational distribution (including management)
- Use of leave

Other statistical information analysed by gender included:

- 2004 Department of Labour Staff Survey
- 2004 State Services Commission Career Progression Survey
- Employee Assistance Scheme statistics supplied by EAP Services Ltd
- Departmental Accidents and Injuries Quarterly Reports
- Department of Labour Personal Grievances records
- Department of Labour Exit Questionnaires for job roles of interest
- SSC Statistics relating to the gender pay gap and female participation in the Public Sector by age, for managers, and for part-timers (with comparable Departmental data).

The committee found that across the Department the female to male ratio was 86.5% based on means (averages).   Further analysis by: work group, tenure, age, region, job role and by employment status was somewhat inconclusive as to what was causing the gap, but pointed to a gendered difference in labour turnover in the 3-5 year tenure group, the 40–49 age group and a gender pay gap in the 40-49 year age group which appeared to start at appointment. Rather than drill down further, thus raising issues of

sparse numbers and confidentiality, the committee chose to turn their attention to collection of qualitative data.

Further refinement on occupational groupings was done as at 30 June 2006 based on the permanent and fixed term NZ engaged staff. Occupations were categorised into male dominant, female dominant and mixed classifications.

Analysing the Data

The analysis of Departmental roles into "Male Dominant" (60% or more male staff), "Mixed" (40 –70% female staff) and "Female Dominant" (70% or more female staff) and drawing conclusions about the existence of gender pay gaps was not always straight forward.

The review focused only on differences based on gender. Where differences related to bases other than gender, no further analysis was done for this review. The same applied where the female:male ratio exceeded 95%. Some analytical and statistical skills were needed.

"As a committee member, I struggled with the data analysis as I haven't done much of this since school days. It was a great help having the data analyst to translate what it all meant." Committee Member

Validation of Findings

Step four of the review process involves validating the results of the data gathered to date. This process was useful in reinforcing the issues identified and highlighted any areas where further investigation might be necessary.

Following up areas of interest was challenging because process roles which were largely done by women were covered by generic job titles. They could not readily be analysed further.

- Different job titles may have been used in relation to the same role (e.g. Immigration Officer and Documentation Officer).
- A job designation may change over time (e.g. Immigration Service Leader to Workforce Immigration Manager).
- Without reliable data on job size, it is impossible to further explain pay gaps for single incumbent roles. (The Department will be in a position to do this once

the new Remuneration Framework becomes available with the implementation of the Remuneration Framework Project.)

A report on themes emerging from the focus group was prepared. Feedback in terms of an agreed validation process was sought from unions, managers, human resources project leaders and all Department staff including a sample of staff with more than 10 years service. (For further information about focus groups see the following section.)

Unions

The PSA confirmed the findings, while the National Union of Public Employees (NUPE) advised that there had been no feedback from members to convey but expressed appreciation at being kept informed.

Managers

A personalised message was emailed to all managers (about 240). One manager raised an issue about flexibility for employees with older dependants.

Human Resource Project Leaders

A session with the leaders of the human resource projects indicated an understanding of the fact that while some experience might not be of a gender nature, the response to the experience has the potential to be.   Feedback from this group also indicated that with the implementation of the Department's new Remuneration Framework it will be appropriate to recalculate the gender pay gap.

Department of Labour Staff

Staff were invited to respond to the validation report which was sent to a sample of staff in the age and length of service groups of interest and placed on e-Lab (intranet). A few more staff stories came in which echoed the themes coming from the focus groups.

Sample of Staff with more than 10 years service

A personalised emailed invitation yielded four responses, adding to the understanding of the significance of lack of transparency around the appointment and progression

processes and identified the good result achieved by a woman who challenged what she considered was her inequitable treatment.

ENGAGEMENT WITH STAFF

The Communications Strategy

The communications strategy set out the objectives of the review, identified target audiences inside and outside the Department and included methods that might be used for communicating to the various audiences. The strategy was regularly updated and was given attention at every meeting.

A senior member of the internal communications team attended each committee meeting. An internal communications strategy was developed by this communications team and agreed by the committee in February 2006.

"After each meeting the communications adviser would say, 'What are we going to say to staff?' It kept us focused on the outcome of each meeting. Sometimes we could not say very much as the data results were not finalised but we didn't want the review to be seen as a secret process." Committee Member

Having a diverse range of people on the committee helped with tailoring the information to staff.

"The communications strategy guided us to keep managers informed and use multiple channels to encourage manager and staff participation in the review." Project Manager

Engagement with Management

The project sponsor regularly briefed the Chief Executive and provided regular updates to the Department's senior and middle managers. The Strategic Leadership Team were appraised of the preliminary findings of the review in June 2006 and the final report was submitted in August 2006.

The sponsor also met weekly with the Deputy Secretary (Corporate), to update on progress on the review.

The project provided regular updates and advance information to all managers using the manager email networks available for this. Members of the committee met with the leaders of other human resource projects on two occasions.

The committee prepared a staff briefing resource for managers to use to raise awareness amongst their staff about pay and employment equity through team discussions. The resource was promoted with managers for awareness raising at team level in association with the commencement of the review.

"As a committee we needed to do the work to support managers who can then help their staff. Our human resources team developed appropriate resources to do this and we delivered the training." Committee Member

Opportunities created for Staff Involvement

A range of activities were used to engage staff in the review process. As part of its communication strategy, the committee put updates into the *Making Connections* online internal staff newsletter. The review committee also set up a web page on the Department's intranet which it used to raise awareness and to invite staff to participate in the review. The project web page was used to announce and store information about the review as it progressed, including a selection of preliminary findings as agreed by the review committee and to facilitate participation in the focus groups.

Another channel for raising awareness and effecting staff participation were a series of focus groups facilitated by review committee members.

Focus Groups

In order to raise awareness of pay and employment equity, and to explore issues raised by the stories and the data, the committee ran a series of 18 focus groups towards the end of April and beginning of May. As this overlapped with the school holidays a decision was taken to extend the period beyond the school holidays to allow parents taking school holidays off to attend.

The project sponsor asked managers to encourage staff to attend or respond to an identical online survey. Committee members also networked and publicised meetings locally. Some focus groups were set up to meet the needs of specific staff (e.g. contact and call centre staff)

The focus groups were not primarily designed to generate statistically robust information. The focus groups were used to raise awareness and produce examples of experiences and to provide validation for the hypotheses the review committee had established. The great majority of attendees indicated that they came to find out more about pay and employment equity rather than to relate a specific experience.

The committee gathered over 150 stories. The small number of men who participated meant that the results can only be indicative of gendered experience. However a range of themes were pulled out of the stories for the committee to progress.

Focus group questions covered:

- Rewards – at appointment and in relation to progression in the Department
- Participation - knowledge and experience of job opportunities in the Department
- Respect and Fairness – experience of fair and respectful treatment in the Department

A total of 127 people attended the focus groups, of whom 101 were women.   A further 33 individuals emailed information describing their employment experiences in the Department or spoke to individual committee members. The staff engagement resulted in 15% of women and 4% of men participating. Their experiences were sorted into themes and used to explain many of the findings coming out of the data analysis.

"The focus groups were an eye opener. It was good that the focus group methodology enabled staff to felt safe enough to be free and frank." Committee Member

Marketing the Focus Groups

All staff were emailed inviting them to attend a focus group in one of the six main centres. If they were unable to attend, e.g. based offshore, they could use the same form on the project intranet page.   Managers were asked to invite their staff to attend. Where general emails were backed up with local emails and notices as reminders this also worked well.

Another successful strategy was to target women in the key age and tenure groups (40-49 years of age and 3-5 years service) to encourage them to attend.

Most focus groups were open to all staff in the area, but the contact and call centres had their own focus groups timetabled to fit in with the daily roster.

Facilitating the Focus Groups

The project sponsor also asked managers to support staff who had been trained on facilitating the focus groups. With their managers' support committee members, working in pairs, were able to run 18 focus groups up to two hours long over an eight day period. Committee members were assisted where necessary by a professional facilitator. The focus group methodology was developed with assistance from the Pay and Employment Equity Unit.

As some review committee members did not have a lot of facilitating experience, a Facilitator's Guide was prepared. This ensured that the groups kept to consistent process and timeframes and a plenary at the end ensured that all participants got an overview of what came out of the group discussions.

"Feedback from the facilitators included the need for a script to help for the 'first time out',and 'to watch that group size doesn't get too large', and 'the need to keep groups on task and on time'. There was mixed response to the attendance by managers – in some case the managers assisted staff to discern the issues, in others discussion was inhibited." Project Manager

The Focus Group Methodology

The participatory methodology adopted was to maximise stories collected by:

- Raising awareness by providing an opportunity for small group discussion and to record themes coming out of these discussions

- Providing time for participants to record their own stories confidentially on sheets that were collected by the facilitator and sent to the project team

- Saying that if anyone felt strongly about confidentiality they could write about their experiences using the online survey and send it direct to the project team.

Focus Group Information Analysis

Individual recording sheets from all sources were analysed for themes by gender, and for women in 40-49 age group.   A number of themes were general rather than gendered (e.g. career planning not well done), but the staff responses were identified as potentially being gendered so these were captured.

Project Resources

People

Along with the review committee, several people provided support and time to the pay and employment equity review project. The project manager from the Human Resources team was seconded half-time to the project and other Department staff helped during the process. External support was given by hiring a full-time data analyst and a part-time facilitator to lead the committee.

Time and Expenditure

The review report estimated that 1000 hours were spent on the project. (This includes the project manager, project team and committee members's time) Direct costs excluding GST were $120,500; $59,000 of this was received from the Pay and Employment Equity Fund for the contractor, travel, consultation and other data analysis expenses.

KEY FINDINGS AND CONCLUSIONS

The findings of the review committee were presented under three themes: reward, participation and respect and fairness.

Rewards

The Department's overall gender pay ratio currently stands at 90.9%. This is based on a female median salary of $47,000 and a male median salary of $51,724. The Department's pay ratio is better than the Public Sector pay ratio which at 30 June 2005 was 86.1%.

Breakdown of the Department's pay gap?

(As at 30 June 2006)

- 21% of women but only 4% of men are clustered in "female dominant" roles where their median pay is below the departmental median of $48,894.

- 15% of women are in the 40-49 year old age group where the pay equity ratio is 84.6%. The Public Sector pay equity ratio at June 2005 was 86.9% for this group. The pay equity gap starts from appointment for this group.

- There is no pay gap to speak of at appointment for younger staff (under 40). For older age groups there is a pay gap at appointment.

- There is a gender pay gap for single incumbent roles and roles employing up to 10 staff. Some 20% of staff are in these groupings. The pay equity ratio for single incumbent roles is 80.2%. Lack of job sizing information meant that further analysis of the single incumbent pay gap could not be done by the committee.

- There is a gender pay gap in the Department for women in the 40-49 year age group.

- There is a gender pay gap for women with 3-5 years service.

- The pay equity ratio for departmental managers overall is 90.16%. This is better than the public sector pay equity ratio at 30 June 2005 of 84.0%. There is no gender pay gap for directors, branch managers and immigration managers and service leaders, who together make up almost half of all management. There appear to be gender pay gaps for other manager roles.

- 70% of those working in job roles where a pay equity ratio can be calculated have pay equity. Of 26 job roles employing 10 or more staff 19 had no gender pay gap and four were women only roles where a pay equity ratio could not be calculated.

- However, distribution of women and men across the salary ranges is different. Twice as many women as men (female: 460 and male: 206) are in roles where the median salary is below the Department's median salary of $48,894. This has the effect of increasing the departmental gender pay gap.

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Effects of the gender pay gap on women

The financial effect of this difference can be significant on a woman staff member over their time in the Department:

- Any percentage movements that are applied on top of this further widens the earnings gap.

- Woman staff members may therefore take longer to reach the competent rate. The review committee was not able to further research this aspect in the time available.

What influences starting salary?

While setting up a new service within the Department, (based on actual starting salaries) it appeared that women had less bargaining power at appointment than men. It was not until a remuneration framework was put in place for the group, and all staff assessed for competent performance, that greater pay equity was achieved.   Echoing this history, women's salaries are today bunched more closely around the competent rate than those of their male colleagues.

The focus group information and individual responses suggested to the committee that a number of things may occur when starting salaries are set.   Some of these will be common to men but the gender impact may well be different.

- There is little or no information given to the new employee about the salary range available for starting or the criteria for establishing a particular starting rate.

"Women are more likely than men to accept at face value the statement that the Department is making a "fair" offer in the circumstance when the offer may be at the lowest possible point on the range." Committee Member

- Managers use informal external relativities to set the job rate by asking what the new employee is on and then building from that within the range.

"If the outside occupation is female dominated the external rate may well be lower than that of a male applicant with similar qualifications and experience.   Women

returning to work from a period of time looking after children may be unable to quote a current market rate." Committee Member

- Managers provide new employees with a starting salary and advice or imply that it is non-negotiable.

"Women employees, who appear to feel less well informed and more reliant than men on the manager for their information, accepted this. A few women, but proportionately more men, reported an improved outcome as a result of negotiations." Committee Member

- Terms and conditions, including salary rates and rewards, are considered by the Department to be confidential information. The Department adheres strictly to a policy of protection of employees' private information and does not disclose staff members' personal information without written permission.

"Formal letters of offer and acceptance and letters of advice of performance pay movement or bonuses have in the past reminded staff not to discuss such matters with colleagues. This practice, which has now ceased, effectively meant that any gender differences at appointment and subsequently could only be readily established via analysis carried out by the Department itself." Project Manager

- Managers may find it difficult to assess capability founded on non-traditional or unpaid work.

"There is some indication that older women's skills and experience (work and non work) are undervalued at appointment. Women talked of being overqualified for the role and it wasn't long before they were asked to train new appointees." Committee Member

Progression Background

Lack of information about the performance management system and concerns with management of performance was a common theme for both men and women, but proportionately more women than men felt that there was no clear link between their performance and their reward.

The majority of both women and men who had reached the competent rate had done so in a year or less. However some were still approaching the competent rate after

four years. Further information is needed to determine whether there are gender differences in progress towards the competent rate as a lot of people had not yet reached the competent rate and/or did not know what their competent rate was or did not answer the question.

The review committee was able to use the feedback from staff engagement via focus groups and other means to explain many of the differences based on gender as indicated by the statistical findings. The committee did not tackle trying to justify any differences at a more detailed level. This would have required drilling down to individual records and the timeframe for the review, gaps in information around qualifications, work histories and job size for single incumbent roles ruled this out.

Participation Background

Gender equity in participation implies that women and men are employed equitably in roles across the Department. At the time of the review 59% of the Department's permanent and fixed-term NZ engaged staff were women. This is the same percentage as for the Public Sector at 30 June 2005.

Mixed roles

Around half the Department's staff work in nine "mixed" roles (between 40 –70% of the staff are women). Pay equity ratios exceed 95% for seven of the nine roles and the female median salary is higher than the departmental female median for six of the nine roles.

Female dominated roles

More women (32%) than men (10%) work in the 10 "female dominant" roles (70% or more of the staff are women).   Pay equity ratios exceed 95% for seven of the 10 roles but the female median salary is lower than the Departmental female median for six of the 10 roles.

Male dominated roles

More men (26%) than women (7.5%) of women work in seven "male dominant" roles (up to 40 percent of the staff are men). Pay equity ratios exceed 95% for six of the seven roles and the female median salary is higher than the Departmental female median for the same six out of seven roles.

Single incumbent and other roles

In the roles employing fewer than 10 staff 19% of women and 12.6% of men work in single incumbent and other roles. There are at least 250 roles of this type across the Department. There appears to be a degree of gender inequity for this group based on a broad comparison of roles. However, the female median salaries for single incumbent roles are higher than the Departmental female median.

Management roles and gender

At the time of this review, there were 244 managers in the Department of whom 45% were women. This is comparable with the wider public service where 47% of managers were women. Almost 47% of senior (2nd and 3rd tier) managers were women and 45% of middle (below 3rd tier) managers were women. Middle management jobs were gender balanced until 20 years of service when female managers dropped to 18% of the group. In Workplace Group only 36% of managers were women. This is reflective of the fact that only 49% of staff in Workplace Group were women.

Career Development

The results from the Department's 2004 SSC Career Progression Survey showed men and women had some significant differences in their perception of career development with in the Department. (For full results see the review report)

The focus group information suggests that not a lot has changed since the 2004 SSC Career Progression Survey:

- More women (70%) than men (54%) reported that stepping stones from their role were limited, or if they did exist, they didn't know what they were.

- Women saw the inability of managers to recognise common skills that can be used across the organisation as affecting their competitiveness when trying for other roles.

- Women working in areas which were female dominant (e.g. call centres) in particular said they found it difficult to move on in the Department.

- Staff in some locations had been told they could apply for other jobs only after they had been there a year and took this to be a rule rather than an enjoinder not to move on too quickly.

- People attending the focus groups felt there was no formal career development system or accessible information. Some reported that their managers had advised the staff not to expect support from the Department on their career development - it was their own responsibility.

- Managers did not discuss career development in formal and informal meetings with the women to the same extent that they did with men. This included opportunities across the organisation and in their own area, training opportunities, and short-term project opportunities.

- Women perceived shoulder tapping and traditional networking provided men with better access to jobs and secondments.

- Quality performance management processes had not always occurred and therefore there has been little structure for feedback to staff to inform career development planning.

- Acting roles and short-term projects, etc are advertised on the intranet for short periods.   Women reported that they often missed these as they had not been personally advised opportunities were coming up and did not always monitor the intranet for opportunities. They were looking for a better way of accessing notifications.

- Proportionately more younger women than men had received higher or extra/additional duties allowances in the previous 12 months, but this was not the case for women in the older age groups.

- The review committee was unable to get information about secondment opportunities.

Respect and Fairness

The 2004 SSC Career Progression Survey indicated that more women than men rated the Department of Labour as poor in terms of support from their immediate manager. (See review report for full details.)

Examples of issues from focus groups and individual responses where women perceived unfair or disrespectful treatment where managers did not follow up included:

- Pay rates in comparison to male colleagues.
- Differences over performance pay including progress towards the competent rate compared to other staff, especially male staff.
- Ability to do work on a part-time basis.
- Ability to be flexible and reflect a family friendly environment.
- Bullying management style and/or bullying by male staff.
- Macho environment.

Women reported that in female dominated process type jobs or areas with a strong target based environment there appeared to be little room for flexibility or input into how the job is done.

Family Friendly - balancing a career and a family

The Department's current (2005) Collective Agreements with PSA and NUPE have the same range of clauses which contribute to a "family friendly" approach. (For details view review report):

The 2004 SSC Career Progression Survey showed:

- Women need roles where they can work a set number of hours – starting and finishing times are not that flexible.

- Women consider part-time work to be somewhat important.

But human resources policies and procedures, while recognising these provisions, do not currently provide departmental guidelines as to the ways that flexibility and leave can be used to support family friendly practices.

- The Department does not collect information on the number of staff with dependants. Amongst women attending the focus groups 36% indicated they had dependent children, 8% had other dependants, and 50% had no dependents.

- In the Department the proportion of women working part-time was 8% compared to 13% across the public sector. Only 2% of men worked part-time compared with 3% for the public Service.

- Implementation of part-time options for women with dependants is uneven across the Department. Greatest incidence of part-time employment is found in Policy (22.5%) followed by Management Support (15.4%). Incidence of part-time work was much lower in Support (9.8%) and Client Contact (5.2%).

- In some female dominated process type jobs or areas with a strong target based environment, staff reported that there appeared to be a management assumption that there was little room for flexible work arrangements such as part-time, job shares or consideration of suggestions about work arrangements that might work better for staff. This may help to explain the low incidence of part-time work in the client contact group.

- The focus group data indicated that the Department was not always seen as an employer of choice for women with younger children seeking to balance family and career.

- However women overall felt the Department had good flexibility around starting and finishing times on a daily basis which was supportive of people's family responsibilities within the full-time model. For instance flexibility around hours could be negotiated on a case-by-case basis to attend children's events.

What happens when respect and fairness are missing?

- The focus group information indicated that both women and men had experienced what they considered to be unfair or disrespectful treatment or observed unfair treatment of others. This experience could influence future participation in workplaces

If the issues raised by women are not dealt with they may create the perception of an environment which is not women friendly.

MATTERS THAT THE COMMITTEE DID NOT INVESTIGATE FURTHER

The following is a list of matters that the committee noted but did not address further and the reasons:

- Analysis of pay gaps by job size for single incumbent and other roles with small numbers of staff. The committee was unable to get information on job size at the time of the review.

- Are some occupations more likely to be considered as 'feeder groups' for key management roles? What is the representation of women and men in these groups?   The committee considered that issue of progression seemed to be more significant for the lower paid "female dominant" roles.

- Are there significant differences between the typical career paths of women and men into senior roles in the organisation? The committee considered that the issue of progression seemed to be more significant for lower paid "female dominant" roles.

- Does workplace participation force unwanted choices outside the work environment e.g. not incurring or discharging family responsibilities? The committee considered that this could be looked at in a future review.

- Do women and men actively contribute influence and advice to all important areas in the organisation? The committee considered that this should be looked at in a future review.

Current Department Initiatives and Pay and Employment Equity

"The approach we will be taking is to introduce training and adopt processes that will work to minimise gender (and other) bias in decision making on human resource matters." Project Manager

The review committee identified a number of organisational initiatives underway that will impact positively on pay and employment equity:

- **The Capability Matrix** being developed in Human Resources Group to support recruitment, performance management, training and career development providing a framework for internal staff to advance within the Department.

- **The Recruitment Project** which will review recruitment to improve policies, tools and support for managers and information for staff.

- **The Induction Programme** which ensures that all new appointees learn about the Department's Human Resource policies, and about salary, progression, training and development.

- **The Remuneration Framework** which has involved the re-evaluation of all benchmark positions against the market and the slotting of all other roles of similar size into the same salary bands.

- **P4O (Performance Management)** which has open, fair and transparent processes for managing performance and progression based on regular feedback and problem solving for productivity.

- **Problem Solving** under the Partnership for Quality, where managers and delegates will be introduced to collaborative problem solving for resolution of workplace issues.

- **The Leadership Capability Project** which will address the development of employees as managers and leaders

- **The Work Life Balance Project** which is about exploring options in the workplace for managing time for work and for other matters of importance in the lives of employees where the Department is leading the Government's work programme.

- **Enhancing Parents and Other Carers' Choices** which is about managing work and family arrangements, where the Department is leading the Government's work programme.

Prioritising Recommendations

As the above initiatives were expected to impact on gender equity, the review committee decided to give priority in its recommendations to the following:

23/06/2016

- Improving the pay ratio generally across the Department
- Reducing turnover amongst our 3-5 year women employees so that they choose to stay with us
- Reducing the pay gap for women in the 40–49 year age bracket
- Supporting managers to deal more effectively with women employees' employment concerns
- Monitoring the changes to gender equity in the Department.

BROAD CONCLUSIONS ABOUT ENCOURAGING POSITIVE CHANGE

The review committee considered that positive changes to pay and employment equity would result if:

1. Managers know more about how gender differences arise, which groups are most affected, and have clear policies and guidelines to help them manage gender issues within their business.

2. Employees are better informed about progression and career opportunities, including non traditional roles, and are well supported to grow their capabilities, develop a career plan and take up their preferred options to care for dependants as part of that plan.

3. The Department, given the gender segregation in lower paid jobs, takes steps to ensure that its job analysis and job sizing methodology is not undervaluing these job roles, that lower paid jobs can effectively act as stepping stones to other roles and that there are processes for employees who consider that they are being affected by gender bias to take the matter up.

(See the review report and response plan for further information.)

PAY AND EMPLOYMENT EQUITY RESPONSE PLAN

1. Management Policies

The Department has two collective agreements and a number of human resources policies which do not in themselves stand in the way of implementing pay and

employment equity. However, because policies and processes are not always explicit about how they support pay and employment equity, manager and employee understanding may remain uneven.

The review committee would like to see all human resourse policies reference open, fair, transparent processes and address the question: *"Is this policy or guideline process likely to have a different impact on women than men and, if so, have we accommodated this?"*

Where staff requests (e.g. to work on a part-time basis) are declined, the reasons would be set out in writing for the staff member.   The Department's Human Resource policies, guidelines and other documentation are currently under redevelopment and it will be possible to integrate the recommendations into this review.

RECOMMENDATION 1		TIMEFRAME	RESOURCES
1.1	Ensure that reference to gender equity appears in policies and processes as appropriate	December 2006	Human Resources PSA Workplace (PEEU)
1.2	Review human resources policies and processes for statement of benefits and open, fair and transparent processes that provide for reasons in writing for adverse decisions (e.g. on part-time work)	December 2006	Human Resources PSA Workplace (PEEU)
1.3	Support managers by developing general resource to raise awareness about pay and employment equity and the benefits that can be used with staff.	October 2006	Human Resources PSA Workplace (PEEU)

2.   Appointment and Career Progression

The significant pay gap at appointment for 40-49 year women which persists over time and the decline in pay equity for women following appointment regardless of age, suggests that decisions relating to appointment and progression are being affected (consciously or otherwise) by gender. The resignation rate for women with 3 - 5 years length of service is significantly greater than for men in the same length of service group.

RECOMMENDATION 2	TIMEFRAME	RESOURCES
2.1 Ensure an open fair and transparent process by developing guidelines/ resources for managers in relation to: • advice to candidates about salary • assessing relevance of capability acquired outside paid work • establishing the starting rate • option of 6 months review to confirm that starting rate is appropriate • balancing privacy and openness • advising employment agencies about gender neutral recruitment policy	December 2006	Human Resources PSA PEEU
2.2 Ensure that managers are aware of the critical career decision period of 3-5 years service for women and that, as part of P4O, they review staff capabilities and career aspirations at 3 years' service.	Commence from Jan 2007	Human Resources PSA

3. Differences arising from Jobs

Roles of a "processing" nature are typically at the lower end of the salary scale. These are often roles that proportionately more women than men do. For equity reasons it is important that job descriptions accurately reflect the full scope of the role and its level of responsibility so that the job size can be correctly established.

One of the ways the Department can demonstrate commitment to pay and employment equity is by using a job sizing tool that meets the Standards New Zealand Gender Inclusive Job Evaluation Standard. Managers and other personnel drawing up job descriptions and making decisions affecting job size need appropriate training in identifying and addressing gender issues in job evaluation.

RECOMMENDATION 3	TIMEFRAME	RESOURCES
3.1 Ensure that managers have resources and training to assist them to develop job descriptions that are free of expectations based on assumptions relating to the likely gender of the incumbents.	December 2006	Human Resources PSA PEEU

3.2	Engage with Hay Consulting to explore the implementation of the Gender Neutral Standard for the Job Evaluation Tool that is used by the Department for benchmarked jobs.	Commence once the Gender Inclusive Job Evaluation Standard has been promulgated	Human Resources Hay Consulting PEEU PSA
3.3	Ensure that the Department's Job Evaluation Committee receive training on identifying and addressing gender issues in job evaluation.	Commence once the Gender Inclusive Job Evaluation Standard has been promulgated	Human Resources Hay PEEU PSA

4.   Building a Career in the Department

Resignations amongst women with between 3 – 5 years service runs at almost three times the rate for men. This appears to be the time it takes for the gender pay gap to widen for some women, potentially indicating a gendered response to progression. The new Performance Management system will assist, with its provision for discussion of capability and career development.

Easily accessible resources for both managers and staff illustrating the transferability of capabilities across the Department are also needed to support these conversations. Conversations, where appropriate, should be aimed at reducing gender segregation in jobs. We need a clear policy on working flexibly for carers, supported by a manager resource, as the current perceived lack of options might be sub optimal for both the employee and the Department.

RECOMMENDATION 4	**TIMEFRAME**	**RESOURCES**
4.1 Ensure that staff are well informed about careers in the Department by developing an intranet resource which illustrates the transferability of capabilities across the Department, provides linkages to vocational interests surveys and notifies employees when roles of interest are posted on the Vacancy page.	March 2007	Human Resources Communications
4.2 Ensure that managers consider capability development opportunities for staff in processing roles via project work, acting roles, secondments,	March 2007	Managers Human Resources

	coaching, etc. by appropriate references in P4O supporting material.		
4.3	Ensure managers are able to address the needs of staff with caring responsibilities by developing a policy and guidelines based on employees having a right to request alternative working arrangements which managers consider on their merits. Training, mentoring and monitoring will support managers to provide a flexible workplace.	March 2007	Managers Human Resources PSA

5.   Are Historical Differences Explainable and Justifiable?

The Department, with the PSA, needs to determine how to address any historic differences (e.g. for 40-49 year old women) where current salaries may be related to the fact that women have been "held" in "female dominant" job roles and/or whose salary still reflects a gendered starting rate. Such a methodology and process might include:

- Confirming the job description
- Comparing the salary band for the role relative to the salary band for other roles with comparable capabilities done by women and/or men
- Confirming time to reach competent if the employee were meeting their performance criteria
- Doing assessments for individual women
- Assessment of the career support required to move forward
- Determining any applicable salary adjustments.

It would be appropriate for the new Remuneration Framework to bed in before such a process was implemented.

RECOMMENDATION 5		TIMEFRAME	RESOURCES
5.1	Ensure any residual historical pay inequity is eliminated following the bedding in of the Remuneration Framework by providing a process whereby staff can request that salary differences are tested and remedied for past effects of any gender bias in job sizing, appointment salary and /or lack of progression.	September 2007	Human Resources Hay Consulting PEEU PSA SSC

6.   Monitoring and Gender Equity Progress

The Department will need to monitor key indicators of gender equity as it takes steps to increase pay and employment equity.

 Key indicators would appear to be:

(a)   Gender Pay Gap:
- o   across the Department
- o   at appointment
- o   for performance pay
- o   for the 40 – 49 year age group
- o   for the 3-5 year tenure group
- o   for "female dominant", "mixed" and "male dominant" job roles

(b)   Resignation Rates and Reasons for Leaving:
- o   for the 3-5 year tenure group
- o   for 40 –49 year age group
- o   for the "female dominant", "mixed" and "male dominant" job roles

(c)   Career Development and Gender:
- o   changes in uptake of "female dominant", "mixed" and "male dominant" jobs
- o   ratio of internal to external appointments
- o   use of secondments, acting roles, projects for development
- o   percentage of staff working reduced hours (part-time)

(d)   Respect and Fairness - Staffs Level of Satisfaction with:
- o   access to Human resources policies including problem resolution
- o   access to information around pay and progression
- o   access to information around career development and support
- o   treatment

(e)   Support for Managers - Managers' Level of Satisfaction with
- o   Information, resources and support

RECOMMENDATION 6	TIMEFRAME	RESOURCES
6.1 Ensure that the Department monitors changes in pay and employment equity by reporting half yearly to SLT on Key Benchmark data identified by the Pay and Employment Equity Review.	Half yearly starting December and June years, starting in December 2006	Human Resources SLT
6.2 Ensure that any gender differences in pay (including differences based on skill shortages as reflected in market surveys and the current loadings	December 2006	Human Resources Remuneration Committee PSA

	attributable to the market surveys) are considered annually by the Department's Remuneration Committee.		
6.3	Redevelop exit questionnaire and create database to support monitoring of leavers for inter alia reasons for leaving.	By February 2007	Human Resources
6.4	Incorporate gender equity related questions in employee surveys or other engagements and analyse surveys by gender.	To be incorporated into surveys / other engagements as opportunity arises	Human Resources Internal Communications Business Groups
6.5	Complete another Pay and Employment Equity review in 3 years time.	By June 2009	Human Resources Business Groups PSA

IMPLEMENTATION OF THE RESPONSE PLAN REPORT

"Raising individual managers' awareness of how gender bias (unconscious or otherwise) impacts on the wider pay and employment equity in the department is the key." Project Manager

In August 2006 the Senior Leadership Team approved a response plan to address issues identified by the pay and employment equity review. In the first six months to Feb 2007 the Department has achieved the following:

Recommendation 1.   Management Policies

The response plan called for gender equity and its benefits to be in human resources policies; together with transparent processes requiring reasons in writing for adverse decisions and raising managers' awareness about pay and employment equity.

"Getting the response plan signed off by SLT is the first step in the journey to greater pay and employment equity in areas found to be wanting." Project Manager

What we have done so far?
- Department human resources policies, now under development, contain principles including those of fairness and equity to guide interpretation
- New policies and supporting guidelines will make processes transparent
- Resources for managers include information on how bias can inadvertently creep in (e.g. in recruitment, job sizing, performance assessment).

What do we still have to do?
- Put policies up on the human resources website following consultation and sign off by the Strategic Leadership Team
- Complete the development of resources around pay and employment equity.

Recommendation 2.   Appointment and Career Progression

The response plan called for guidelines for managers about establishing and confirming appropriate start rates for older women; and incorporating a specific review of staff capabilities and career aspirations in performance management discussions at three years service to mitigate turnover of women in the 3-5 year tenure group.

What have we done so far?

- The P4O process now contains discussion of aspirations and exploring options to keep employees challenged.
- As part of the P4O rollout managers have been alerted to the critical period from 3-5 years of service when those whose career aspirations are not being met will leave.

What do we still have to do?

- Develop a candidate information pack to help job applicants improve their chances of getting an interview and negotiating a fair package
- Develop guidelines in the new recruitment policy to help managers manage a fair negotiation process
- Develop a tool to allow managers and the Department to monitor the effect of salary progression recommendations on overall workgroup pay equity ratios.

Recommendation 3.　　Differences Arising from Jobs

The response plan called for resources to assist managers in drafting position descriptions that reflect the full scope of the role; for the Department to engage with Hay (our consultant) to confirm that their product complies with the NZ Gender Inclusive Job Evaluation Standard and ensures that the Department's job evaluation committee members are trained to identify and address gender issues.

What have we done so far?

- Trained job evaluation committee members on how gender bias can creep into job evaluation
- Started drafting resources to help managers write job descriptions that accurately describe the accountabilities and avoid words that have gendered connotations.

What do we still have to do?

- Follow up with Hay Consulting the extent to which the job sizing tool we use complies with the NZ Gender Inclusive Job Evaluation Standard.

Recommendation 4.   Building a Career in the Department

The response plan called for an intranet resource to assist staff assess the transferability of capabilities around the Department; encourage managers to provide appropriate capability development opportunities for staff in processing roles; develop policy and guidelines for employees with caring responsibilities to request alternative working arrangements and develop resources for managers in making decisions on requests.

What have we done so far?
- Signed off a new Departmental secondment policy, which draws attention to the role that secondments can play in developing capabilities, especially for employees in narrow roles
- Started pulling together web based information on career development, whereby employees and their managers can access organisation charts, job descriptions, capability information and links to job interest tools.

What do we still need to do?
- Look at whether we can categorise our e-Lab (intranet) vacancies by job family to make it easier for employees to monitor opportunities in their areas of job interest
- Develop the policy, guidelines and resources for employees with caring responsibilities to request alternative working arrangements. This will go ahead once the report on the consultation around flexible working hours is to hand.

Recommendation 5.   Examining Historical Differences

The response plan indicates that after the new remuneration system has bedded in a process will be developed to ensure that any residual pay inequity that is not explainable and justifiable is eliminated.

What have we done so far?
- The new Remuneration Framework went live on 1 July 2006 and Band Placement Reviews are currently being processed with a view to updating the Department's salary bands in April 2007.

What do we still need to do?
- Develop a process to address residual pay inequity based on gender.

Recommendation 6.   Monitoring and Gender Equity Progress

The response plan calls for:
- Half yearly reports on key indicators of any gender differences (pay gap, resignation rates, career development, staff and manager satisfaction)
- A review of market pay data used for annual remuneration setting for gender differentials
- Exit questionnaires analysed for reasons for leaving
- Gender equity related questions in employee surveys analysed
- Another pay and employment equity review completed in three years time.

What have we done so far?
- We now include resignation rates (turnover) and the Department's pay equity ratio into the Quarterly Human Resources Report.

What do we still need to do?
- Redevelop the Department's Exit Questionnaire into an online tool that will report key reasons for leaving by gender
- Complete the first half yearly report on pay and employment equity
- Train the remuneration committee about gender differentials in market data
- Raise awareness about gender being a unit of analysis in employee surveys conducted in the Department.

The measures in the response plan are based on good practice human resource policies and processes while the focus is on issues identified by and for women they will also benefit all employees. The measures are about being open, transparent and appreciating that not all staff work in the same way and the Department needs to manage that diversity to the overall benefit of the Department and its staff.

Success Measures

The review committee considers that improvement in pay and employment equity will be indicated in the following ways:

- In surveys (or other engagements) managers report that they are well informed about what contributes to the gender pay gap
- In surveys (or other engagements) an increasing percentage of employees report that they consider themselves to be:

- o well informed on pay and career development
- o have their needs met for flexibility to care for dependants
- o treated with respect and fairness

- Reduction in gender segregation in job roles
- Reduction in the gender pay gap for 40–49 year age group
- Reduction of the gendered difference in turnover in the 3-5 year tenure group.

KEY LEARNINGS AND REVIEW CHALLENGES

At the end of the review, committee members made the following comments:

The review committee:

"It is important for any review committee to have a safe and confidential environment so people can say things which are a bit risky. This is what the process demands. Integrity and honesty are key."

"The members came from a variety of backgrounds and this was a strength. It would have been good for the members to have done some work in the review committee training to establish work styles and team skills and how best to make use of these different styles and skills at each part of the process."

"The process identified more skills and ability than was within the committee. If we were doing this review again, it would be good to involve others with these skills at the beginning of the process."

"The way the review committee worked together – union and Department staff was a true partnership in action."

The six-step review process:

"We used the six-step review process and found that the model worked very well."

"The six-step review process was also validated and conclusively demonstrated that an organisation can get great results from putting it into practice." Committee Member

Data gathering:

"As the focus groups did not collect a great deal of information from men there is a future need to check conclusions using tools that obtain data from women and men in a more systematic way (e.g. staff survey) as opportunity permits."

On the results:

"It felt good to know that 70% of Department's staff work in areas where there is pay equity."

"Once we knew what the results were, it was comforting to know that many of the solutions to correct issues were already being addressed by current Department project outside the review."

"The response plan has been built into business as usual. It is ongoing rather than a case of finishing this one and ticking it off."

As a result of doing this review, we have developed better information which can inform future decision making around pay and employment equity issues."

"The project manager did the bulk of the work. It was important that this person was from the Department's human resource team because she had historical knowledge of the organisation but also in returning to her permanent role, she could progress the future actions of the review."

PRACTICAL REVIEW RESOURCES AVAILABLE

1. Project Plan
2. Terms of Reference
3. Schedule of dates
4. Communications Strategy
5. Confidentiality statement
6. Resource kit for Managers
7. The staff questionnaire
8. Focus group methodology
9. The staff newsletter
10. Contestable Fund progress report
11. Review Report
12. Review Response Plan

THE COMMITTEE

The Department of Labour's review committee was a partnership including employer representatives, the union, (Public Service Association) and employees. Members of the review committee were the:

- Mediator, Workplace, Auckland
- PSA delegate Compliance Officer, Workforce, Auckland
- PSA delegate Information Officer, Primary Contact Zone, Workplace, Auckland
- PSA delegate Trainee Health and Safety Inspector, Workplace, Hamilton.
- Departmental Counsel, Legal, Wellington
- Senior Registrar, Appeal Authorities, Workforce, Wellington
- Human Resources Director, Corporate, Wellington
- PSA National Organiser, Christchurch
- Branch Manager, Workforce, Christchurch

The project team supporting the review committee comprised the project manager up to half time over the life of the project, an external equity advisor and a facilitator contracted as required and a data analyst full time on a fixed term basis until early May. Also attending committee meetings were the:

- Pay and Employment Equity Relationship Manager, Department of Labour
- Senior Advisor Internal Communications Corporate Group

FOR FURTHER INFORMATION

The Pay and Employment Equity review case studies series provides future review committees with an opportunity to learn from others experiences. A summary of this full case study, further resources developed by the Department of Labour and other review information are available on the website:

www.dol.govt.nz/services/PayAndEmploymentEquity/resources/case-studies.asp