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Pay and Employment Equity Review Process

Communications Guide

CONTENTS

USING THE COMMUNICATIONS GUIDE

The pay and employment equity review process is an open, transparent process. Keeping staff informed on progress and encouraging engagement and regular feedback on their experiences and perceptions is critical to the success of the review.

The review collects and analyses both statistical payroll data and qualitative information.

This guide aims to assist your organisation and the review committee to develop its communications plan and provides examples of different forms of communications to encourage staff engagement and organisational buy-in.

- Text in italics provides guidance and should be removed or replaced in the final communications.
- Shaded text should be replaced with appropriate information.

Communication objectives

That all staff, managers, associated unions and any other interested bodies such as boards, councils and governing bodies:

- have a clear understanding about the purpose and scope of the review
- are kept informed on progress during the review and are provided with the final results
- have access to information and have the opportunity to complete surveys (either online or hard copy) and provide feedback after each committee meeting, regardless of their occupation, hours of work, leave status and location
- have confidence that they can have input into the process and express their views, with anonymity being guaranteed
- as a result of the above, feel comfortable with the process and positive about its usefulness.

A three phased, four step review process

The review process will proceed in three phases over the period dd/mm/yyyy to dd/mm/yyyy.

- Preparation phase
- The four step review process
- Implementation phase and ongoing embedding of equity into HR practices.

1. The preparation phase

The preparation phase involves:

- Undertaking data analysis, either by using the analytical tool PEERAT (Pay and Employment Equity Review Analysis Tool) or other method, using payroll and HR data to create ORGANISATION NAME's gender profile
- distributing an online survey to all staff to get their experience and perceptions of working at ORGANISATION NAME (hard copies will be available to those employees who don't have access to a computer)
- sending a joint organisation and union media release, using union publications and sector/professional body publications.

2. The review process

Staff, managers, governance bodies and any associated unions will be kept up to date with what is happening, and the review committee will ask for feedback at two critical points during the review – first, to seek staff opinion on the possible causes of the identified gender differences, and second, to seek suggested solutions to assist with developing a strategic plan.

Finally, the committee will distribute the results of what they found and what they are recommending to progress equity.

- Step 1/Chapter 1: Create a gender profile of the organisation and identify significant gender issues.
- Step 2/Chapter 2: Explain significant gender differences.
- Step 3/Chapter 3: Plan for moving towards gender equity by addressing the issues identified, which includes a strategy for implementation, monitoring and evaluation.
- Step 4/Chapter 4: Describe and evaluate the review process.

3. Implementation phase and ongoing embedding of equity into HR practices

In the implementation phase, the recommendations in the review report are actioned and progress is monitored, reported and evaluated against the outcomes sought. Pay and employment equity practices are also integrated into HR activities. A communications plan will need to be developed to keep all parties up to date with progress. This will assist to build confidence and trust that the organisation has a commitment to enhancing and improving the position of women.

Communications for each phase

1. Preparation phase

During the preparation phase, three communications are required:

- Alert staff to the pending review, its scope, purpose, the process, the timeframe and how staff will be consulted and kept up to date with progress. Ideally, this communication should also demonstrate senior management's commitment to and support for the review.
- Invite interest from staff to be members of the review committee.
- Encourage staff to complete a survey on their experiences and perceptions.

2. Engagement through the process

An update is sent to staff after three of the four committee meetings to inform them on progress and encourage feedback on the work of the committee, using two staff feedback surveys.

Report back to staff, managers, governance bodies and associated unions on the review outcomes, including recommendations and the implementation plan. A case study can be used for feedback to staff.

3. Implementation phase

Report back to staff at defined intervals on progress being made on the implementation of the recommendations. To assist with monitoring and evaluation on progress, the survey and data analysis could be re-run, and/or an alternative survey that relates directly to the response plan could be run. It might be useful to run both types of surveys and data analysis at different times to check that no new gender biases have crept in.

Examples of communications that can be used for each of these three phases are provided in the following sections.

1. PREPARATION PHASE

The review process recommends that three communications are sent to staff:
- An early communication from the chief executive or general manager to alert all staff and managers to the purpose, scope and outline of the process, ideally before the review begins.
- An invitation to staff to be a committee member.
- A communication to support the staff survey.

Media release

Once staff have received the first communications, the organisation may wish to consider sending a media release to its associated union publications, any sector-wide publications or through professional bodies

See:
- Appendix 1: New Zealand Public Service Association Newsletter for PSA members in Local Government, May 2008
- Appendix 9: Examples of graphics.

Staff communications examples include:
- the first communication from chief executive/general manager providing the purpose and scope of the review
- an invitation to be a committee member
- a communication to support the staff survey.

Example of first communication from chief executive

Message to staff, managers and associated unions

ORGANISATION NAME is preparing for a pay and employment equity review starting on dd/mm/yyyy. The purpose of the review is to ensure that ORGANISATION NAME is an attractive, innovative, fair and productive workplace. The review enables us to check what we are doing well and to identify any unintentional gender inequities. If inequities are found, a response plan will be developed and implemented to address them.

Add quote/message from chief executive. **Example:** *When the idea of the Gisborne District Council participating in the pay and employment equity project was first mooted, I was a bit sceptical I'd have to say. None of us – or, at least, I hope that's the case – set out to create injustices and inequity in our workplaces. Intuitively then, there's no problem, so why go down this track? I've realised that's the point – it's not enough to rely on intuition. The potential issue is such that some hard data is needed. Attracting good people to work for us is challenging enough without running the risk that there is something inherent in our pay policies, practices and procedures that prejudices a high percentage of our market. I'm looking forward to the results and seeing what they might mean for our approach to personnel management in the widest sense. (Lindsay McKenzie, Chief Executive Gisborne District Council 2008)*

About pay and employment equity

Pay and employment equity is about ensuring that pay, conditions, access and experiences in the workplace are not affected by gender

Any difference in the distribution of organisational rewards, participation levels, and experience of respect and fairness should be explainable and justifiable

It's not just about pay. It's about opportunities for identifying and addressing barriers to career development, working, flexibility and fairness

The review includes the impact and results of organisational policies and practices on men and women, not just whether policies are in place or that activities and processes occur

Pay and employment equity contributes to productivity, and social and cultural development, which are key to achieving our organisational objectives and New Zealand's economic growth

It's about recognising that equity means that employees' backgrounds, needs and circumstances are taken into consideration and that sometimes people need to be treated differently. Applying employment equity practices results in all employees having equal opportunities to participate at work.

How is this review going to work?

Example: (Wording depends on the way your organisation sets up the structure for the review, for example, you may use an external or internal project manager.)

Project manager
An external/internal project manager has been appointed to lead our pay and employment equity review. PROJECT MANAGER'S NAME has had experience in leading SHORT SENTENCE ON PROJECT MANAGER'S EXPERIENCE.

If you want more information or want to contact PROJECT MANAGER'S NAME directly with your feedback, contact details are PROJECT MANAGER'S CONTACT DETAILS.

Review committee
A committee of NUMBER OF MEMBERS will represent union members and other employees and a range of occupations and levels within ORGANISATION NAME. Nominations for the committee will be sought, and information on this will be provided to you within TIME PERIOD.

Participating in the review – how can you have your say?

ORGANISATION NAME is committed to an open and transparent process, and your participation is crucial to the success of the pay and employment equity review.

You can participate in the review in three ways:
• By completing a staff survey either online or in hard copy.
• By responding to feedback requests after the first two committee meetings.
• By approaching a committee member or the project manager to provide further information or feedback on what the committee is looking at.

What's in this for me?

Overall, pay and employment equity is to everyone's advantage. It's about everyone having access to the same opportunities. It has benefits for an organisation and for an organisation's employees.

Your participation/input is important. The more information the review committee has, the more we can be sure of identifying the right issues to progress gender equity. You can do this by completing the initial survey and two feedback surveys, as the committee looks at both quantitative and qualitative information

We want to involve you because this is about you – about identifying opportunities we currently have, what processes are working well and barriers that need to be addressed Information will only be used in aggregate form. Information will not be presented in a way that individuals can be identified.

What will happen as a result of the project?

A review report will show what the committee looked at, how it analysed this information, what it found – what is working well and any unjustified gender equity issues that need to be addressed to progress gender equity within ORGANISATION NAME. The review report includes an implementation strategy that will be presented to the chief executive and associated unions for consideration.

The project will not fix any identified issues. That is the work of ORGANISATION NAME management after the review has been completed.

See Appendix 2: Towards a Fairer Workplace – Review gets underway.

Example of an invitation to be a committee member

If the committee hasn't been selected, here is some suggested wording to accompany the first message.

Nominations for committee membership

If you are interested in being considered for a role on the pay and employment equity review committee, please contact NAME (PROJECT MANAGER/CO-COORDINATOR/OR OTHER TITLE) with your details (name, workgroup, position), your manager's name, your union affiliation (if any) and an outline of the contribution you would make to the work of the committee.

The strength of the review committee will be in its diversity. We are looking for people across ORGANISATION NAME from different occupations and levels who can contribute one or more of:
- understanding or interest in pay and employment equity
- knowledge of the history of the organisation
- staff members recently appointed that have 'fresh eyes' and bring different perspectives
- knowledge base of organisation and culture
- research and/or evaluation skills
- ability and appreciation of participating in a team consensus environment, with an open curious attitude
- ability to take an overview approach and to consider the needs of the organisation as a whole, as well as specific issues within parts of or groups within the organisation
- ability and confidence to promote and encourage engagement in the review and receiving people's ideas and feedback.

The role of the committee

The committee:
- considers the information that is available and decides if more information is required
- decides on what's working well
- decide on the significant gender differences
- investigates if gender differences are explainable and justifiable
- records any other non-gendered equity issues
- decides on the recommendations and strategies to progress gender equity
- uses consensus decision-making on information being presented to ensure a strategic focus is maintained
- champions the project and encourages consultation.

Time involvement

The committee is likely to meet about four or five times over a 2–3 month period (all these times are approximate):
- Preparation: 14 hours
- Process: 4 committee meetings (16 hours), pre-meeting reading and possible staff engagement such as briefing teams (8–10 hrs) or the project manager, HR staff or team leaders may take this role.
- Total time over 9 weeks – 40 hours.

- Department of Corrections example of promoting a survey

This review is about gathering and analysing both statistical information and staff experiences and perceptions. A survey has been developed to assist the review committee to decide on what is working well in ORGANISATION NAME and to identify gender issues to look into. This survey accompanies a payroll data analysis tool to produce your organisation's gender profile.

The survey is divided into three sections – rewards, participation and respect and fairness.

REWARDS

- Are pay rates affected by gender?
- Do women and men have a fair share of the rewards other than base pay?
- Do women and men advance at same or similar rates to higher levels and pay?
- Are women and men appropriately represented at senior levels?

PARTICIPATION

- Do women and men have equitable access to key training and development opportunities that will enable them to advance their careers?
- Are women and men appropriately represented across all occupations and work areas?
- Do women and men actively contribute influence and advice to all important areas in the organisation?
- Is there support for work-life balance for women and men at all levels?

FAIRNESS

- Do women and men have equal confidence the organisation:
  - taking active steps to minimise the risk of discrimination, all forms of harassment and other inappropriate behaviours?
  - Will respond appropriately if this occurs?
- Is the performance management system fair for both women and men?
- Do women and men have equal confidence in the fairness of key HR policies and systems?
- Do women and men have equal confidence they are treated fairly and equitable by their managers?

This survey is anonymous and results will be aggregated by the project manager. To ensure that individuals are not identified the committee will only see the summarised results.

See:
Appendix 3: Pay and employment equity review survey
Appendix 4: Department of Corrections' example of promoting a survey

2. ENGAGEMENT THROUGH THE FOUR STEP REVIEW PROCESS

After the first and second review committee meetings, it is recommended that a communication is sent to all staff to:
- update them on what areas /issues the committee is currently looking at
- seek feedback on their experiences, perceptions, whether anything is missing and ideas for solutions to address inequities.

See:
- Appendix 5: Pay and employment equity review staff feedback surveys
- Appendix 6: Towards A Fairer Workplace – Thanks for giving us your opinions
- Appendix 7: Towards a Fairer Workplace – Developing our responses.

Staff communication initiatives and timetable for each step

STEP 1 Chapter 1: Create a gender profile of the organisation and identifies significant gender issues. **Week 1** First review committee meeting: dd/mm/yyyy	As a result of the committee analysing the gender profile summary and deciding on what gender issues to look at, the first committee communication is to ask staff, managers and associated unions for feedback on what the committee is looking at and to identify any other areas the committee could also consider. For each area the committee is looking at, ask: • Does this area/issue match your experiences or perceptions? • How do you think that this gender difference came about, and do you think it's reasonable that this difference exists? For general feedback on what the committee is looking at so far, ask: • Has the committee missed anything significant out in the experiences of women and men in the organisation? • Is there any further information you would like to make the committee aware of? Date request for feedback sent: dd/mm/yyyy Final date for responses: dd/mm/yyyy
STEP 2 Chapter 2: Explain significant gender differences. **Week 3** Second review committee meeting: dd/mm/yyyy	As a result of the committee deciding on the unjustifiable gender inequities, the second committee communication is to ask staff, managers and associated unions for suggested solutions to address the inequities and to prioritise the issues. Emphasise that this feedback will inform the committee's decisions. • Can you think of any ways in which this issue can be addressed? • Please prioritise the following issues in order of importance. o *ADD* Note sources of further information to check if diagnoses are correct. Date request for feedback sent: dd/mm/yyyy Final date for responses: dd/mm/yyyy

STEP 3 Chapter 3: Plan for moving towards gender equity by addressing the issues identified, which includes a strategy for implementation, monitoring and evaluation. **Week 5** Third review committee meeting: dd/mm/yyyy	No general communication required. The committee may wish to consult specific individuals or groups who can feed back on the strategic approach and the likely impact of the approach.
STEP 4 Chapter 4: Describe and evaluate the review process. **Week 8** Fourth review committee meeting: dd/mm/yyyy	Write final executive summary and seek sign off from Chief Executive The committee's final communication is to agree to the case study. This case study can be used as the executive summary and include quotes from the evaluations from committee members. Results will be communicated to managers, staff and associated unions. This could be via the case study and/or the Report and Response Plan Date final executive summary and response plan sent: dd/mm/yyyy

Reporting back on findings

The committee is to decide on how it will present its outcomes to the senior leadership team and recommend a communications plan to inform staff and associated unions on these. The review case study could be used as an executive summary.

See Appendix 8: Towards a Fairer Workplace – Review successfully completed.

See Appendix 10: Example of a Summary Case study.

3. IMPLEMENTATION PHASE

The committee's final communication activity is to recommend in the response plan an implementation strategy to keep staff informed and engaged in monitoring and evaluating the progress and outcomes on each recommendation.

APPENDICES

Appendix 1: New Zealand Public Service Association Newsletter for PSA members in Local Government, May 2008

PAY AND EMPLOYMENT EQUITY

Gisborne takes an equitable interest

Gisborne District Council is about to embark on a Pay and Employment Equity (PaEE) review.

The PSA and council management agreed to the review in the last round of bargaining in September and October last year.

Funding has been approved for a project manager and the person to do this role has almost been finalised.

Employment equity identifies and removes barriers that prevent women from having equal opportunity to participate fully in employment while pay equity means gender doesn't affect what people are paid. It means women receive the same pay as men for doing the same work, and for doing work that is different, but of equal value. In March 2007 women earned 78.9% of men's average weekly earnings, and 86.7% of men's average hourly earnings.

PSA organiser Margaret Takoko says that Gisborne District Council offers a good core sample for a PaEE review, as it has men and women working alongside each other in roles such as customer service and rates clerks.

"It is a moderately-sized council with a high and broad membership," she says.

The council has 52% female and 48% male staff and has about 90% PSA membership.

Among the full-time staff 134 are men and 83 are women, of the part-time staff – 10 are men and 44 women and among casuals four are men and eight are women.

Margaret says management has been supportive of the review and doesn't believe there will be a PaEE issue at the council.

The study, which will take eight to 11 weeks to complete, will determine whether their theory is correct.

For more information on pay and employment equity see:
www.psa.org.nz/equity.asp or
www.dol.govt.nz/services/PayAndEmploymentEquity/

PSA delegates, organisers, Gisborne District Council staff and Philippa Hall of the Department of Labour PaEE unit, third from left, outside the Gisborne District Council.

PSA to appear at Commission of Inquiry

The PSA will speak to its submission at the Royal Commission of Inquiry into Auckland Governance at the Telstra Clear Events Centre in Manukau, Auckland on June 10.

The commission has received over 3000 submissions.

The main points of the PSA submission are:

- In the event of restructuring, the PSA will strongly advocate for retaining at least the current terms and conditions, retaining core capability, and for good change management processes.
- Governance that enables alignment of purpose, tackles fragmentation and removes duplication of functions, and has robust checks and balances.
- Safeguarding the democratic process and strengthening community engagement – what can be done at local level, should be done at local level.
- Public and democratic ownership of public assets and public services.
- Service provision should, in principle, be retained by council rather than outsourced to council-controlled organisations

The PSA speaks for 45% of the local government workforce in Auckland who are members of the union and the submission highlights issues of importance to them.

The PSA is primarily concerned with protecting members' jobs in the event of a restructuring.

To view the whole submission go to: www.psa.org.nz/local_government

For a full list of the hearings in your area go to: www.royalcommission.govt.nz and click on "hearings."

PSA members treated to barbeque

Management at the Matamata Piako District Council put on a barbeque earlier this year for PSA members and delegates in recognition for their contribution in running a smooth workplace.

The barbeque was at the Te Aroha Pools, with management providing the food and drink.

Human Resources rolled up their sleeves and helped PSA organiser Robb Parton and MPDC PSA delegate Bryan Turner do the cooking.

Right: New member Amber Rose Jacob, left, and PSA delegate Raewyn Court, right, inflate PSA balloons at the barbeque.

Appendix 2: Towards a Fairer Workplace – Review gets underway

Organisation & union logos

Towards a Fairer Workplace
Pay & Employment Equity Review

Issue 1   **date**

Review gets underway

Over the next 3 months, a Review of Pay and Employment Equity (PaEE) will be conducted in the Organisation.

The PaEE Review will consider the work experiences of women and men according to three key equity factors:

1. **Rewards** such as pay and other benefits (eg superannuation).

2. **Participation at all levels**, including opportunities for staff development, career progression, and having the opportunity to influence the development of the organisation.

3. **Respect and fairness** - for example, your ideas being taken seriously, feeling included in meetings and other staff events, being encouraged to undertake staff development and training and feeling confident that undesirable behaviour will not be tolerated.

People involved:
The key people involved in the Review are:
Project Sponsor:

Project Manager:

Review Committee Members:

What is a Pay and Employment Equity Review?

Pay and Employment Equity is about ensuring that pay, conditions, access to the full range of jobs and to all levels of the workplace, and experiences in the workplace, are not negatively affected by gender.

The Review is a structured and systematic process that involves gathering and assembling pay data, human resource data, surveys, studies and other qualitative information. This information will be used to assess the level of pay and employment equity in the Organisation and develop a response plan to address any issues/concerns that may be uncovered.

Why is a PaEE Review important?

A PaEE Review is important if the gender pay gap is to be addressed.

A major issue is the concentration of women and men in different occupations. Women tend to work in a range of occupations that are lower paid than the occupations dominated by men.

Also there are often limitations on women's progression, their access to career paths and management positions. Other factors are part-time work, pay setting processes, education and training, and family responsibilities.

How can staff be involved in the Review?

It is essential that staff get involved in this review as it cannot be done purely by the use of HR and payroll data. Gathering the stories of people's experience at work will play a big part in the review especially in identifying the level of participation in the Organisation and how women are treated at work.

We will be putting out regular information to all staff as well as conducting a survey and holding meetings to discuss various issues.

Staff Survey – coming soon

As a first step in gathering information and feedback from staff, we will conduct a staff survey.

The survey will be conducted *[insert timetable for survey]* and will be available for most staff to complete on-line. If you do not have access to a computer, you will be able to complete a paper copy.

Process & timetable

The Review is being coordinated by a joint Management/PSA committee and will be completed by *[insert date]*.

The Committee will meet regularly to examine data and information to identify and make recommendations on pay and employment equity issues. The Committee will also prepare a Response Plan to be considered by Management and the Unions.

Appendix 3: Pay and employment equity review survey

Note: The survey question numbers in the gender profile section of Chapter 1 in the review report template relate to the standard survey questions.

PAY AND EMPLOYMENT EQUITY REVIEW SURVEY

ORGANISATION NAME has decided to carry out a pay and employment equity review.

Pay and employment equity is about ensuring that pay, conditions access and experiences in the workplace, are not affected by gender.

This pay and employment equity review survey will consider the work experiences of women and men according to three key equity factors:
- Rewards including pay and other benefits such as superannuation and bonuses.
- Participation at all levels including opportunities for staff development, career progression and having the opportunity to influence the development of the organisation.
- Respect and fairness, for example, your ideas being taken seriously, feeling included in meetings and other staff events, being encouraged to undertake staff development and training and feeling confident that undesirable behaviour will not be tolerated.

The results of this survey will assist the review committee to decide on what is working well in your organisation and what gender inequities need addressing.

This survey is anonymous and results will be aggregated. Individuals will not be identified

PART A – ABOUT YOUR JOB

On appointment

We'd like to begin by asking about the time when you were first appointed.

1. Did you agree that your salary and salary range accurately reflected your skills, qualifications and experience?

Strongly agree	Agree	Unsure/Don't recall	Disagree	Strongly disagree

2. Did you negotiate your starting rate?

Yes	No	Unsure/Don't recall

Rewards

Now we'd like to ask about rewards for good performance in your current job.

3. In your current job, can you be considered for performance pay?

Yes	No

4. If yes, what criteria do you believe your manager uses when making decisions about who should get performance pay? (Choose as many as apply.) If you chose no in question 3, please go to question 5.

	Yes	No
Performance indicators		
Gut feeling		
Anecdotal information		
Feedback from others		
Affordability		
Length of service		
Other (please specify)		

Higher and special duties payments and other rewards

5. In the past 12 months, have you had opportunities to do the work of a more senior position?

Yes	Yes, but I declined	No

6. If yes, have you received a special responsibilities/higher duties allowance?

Yes	No

7. In the past 12 months, did you receive other allowances?

	Yes	No
Overtime		
Shift work		
Working conditions		
Equipment or clothing (please specify)		
Other allowances, bonuses or premiums (please specify)		

8. Do you have access to other rewards such as personal use of a work cell phone or car? If yes, please list in the space provided.

Yes	No
Other rewards (please specify)	

Opportunities for development

Now we'd like to ask you about your opportunities for staff development.

9. Have you had the opportunity to participate in any projects, committees and/or working groups in the past 12 months?

	Yes	No
Projects		
Committees		
Working groups		
Other (please specify)		

10. Do you agree that you are provided with good opportunities for training and development?

Strongly agree	Agree	Unsure/don't recall	Disagree	Strongly disagree

11. In the past 12 months, have you been provided with the following development opportunities?

	Yes	No
Training and development opportunities		
Training courses		
Further tertiary education		
Representing this organisation externally		
Conferences within New Zealand		
Overseas conferences		
Secondment		
Acting up opportunities		
Other (please specify)		

12. Do you believe that training and/or development opportunities are allocated fairly to both men and women in this organisation?

No, men get more opportunities	No, women get more opportunities	Yes, men and women get equal opportunities	Don't know/unsure

13. What, if anything, has hindered your ability to access any/other developmental opportunities? (Tick all those that apply.)

I didn't know about available developmental opportunities	
I didn't ask for/apply for any developmental opportunities	
I don't have time to undertake training or development	
I wasn't offered any developmental opportunities	
I have never had a discussion with my supervisor about developmental opportunities suitable for my position	
My work hours restrict my ability to participate in developmental opportunities	
I don't know how to register for/request a developmental opportunity	
There is no scope for career progression in my job so there is no point in undertaking training and development	
Nothing has hindered my ability to access developmental opportunities	
Other (please specify)	

Performance management

Now we'd like to ask you about your experience of performance management.

14. Have you had a performance review/appraisal in the past 12 months?

Yes	No

15. Please comment on your experience and perceptions of the performance management system.

16. Do you consider that the performance management system is equally fair for both men and women?

Yes	No, it favours men	No, it favours women	Don't know/Unsure

17. If no, in what ways have you observed the performance management system to be unfair to women or men?

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18. Do you have delegated responsibility for managing the performance of staff?

Yes	No

Career development

We would now like to ask you about your opportunities for promotion and career progression.

19. Do you agree that there are career opportunities for you within this organisation?

Strongly agree	Agree	Unsure/don't recall	Disagree	Strongly disagree

20. Do you believe that the career development process within this organisation is equally fair to both men and women?

Strongly agree	Agree	Unsure/don't recall	Disagree	Strongly disagree

21. In the last 12 months, have you applied for a more senior position in this organisation?

Yes	No	Not eligible to apply

22. If yes, did your supervisor encourage and/or support your application?

Yes	No	Don't know

23. Were you short listed and interviewed?

Yes	No

24. Were you successful in your application?

Yes	No

25. If you did not apply for a more senior position in the last 12 months, what influenced your decision? (Tick all those that apply.)

A suitable position was not available	
There are no positions to which I could be promoted	
I don't feel sufficiently skilled/qualified	
I am happy in my current position	
No encouragement from management	
The required hours of work are different to what I want to do	
The position is full-time and I only want to work part-time	
The position requires greater responsibility than I would like	
I wouldn't have the flexibility to accommodate other commitments	
Family commitments	
Other (please specify)	

Workplace flexibility

Now we'd like to hear your perceptions about workplace flexibility in this organisation.

26. Do you know what flexible work options are available at this organisation?

Yes	No	Unsure

27. Do you agree that the flexibility of work arrangements in your current job is satisfactory?

Strongly agree	Agree	Unsure/don't recall	Disagree	Strongly disagree

28. If you don't agree that the flexibility of working arrangements in your current job is satisfactory, what would allow you to have the flexibility you need? (Tick all that apply.)

Completing some work from home	
Job sharing	
Leave with or without pay	
Reduced hours for a period of time	
Flexible working hours	
Support for childcare	
Support for care of other dependents	
Other (please specify)	

29. Have you ever requested a flexible working arrangement from your manager and been refused?

Yes	No	I have never requested a more flexible working arrangement

30. Do you agree that your immediate supervisor is committed to assisting employees achieve a good work-life balance?

Strongly agree	Agree	Unsure/don't recall	Disagree	Strongly disagree

31. If you are currently a part-time employee, would you like to regularly work more hours?

Yes	No	Unsure

32. Have you had a break in your employment over the last five years with this employer?

	Yes	No
Parental leave		
Secondment to another employer		
Rehabilitation		
Study leave		
Other (please state)		

If yes, what flexibility and support was available during your break and to assist you with transition?

33. Please list any other ways in which the organisation could assist you further to manage your work and your whānau/family care responsibilities?

34. Do you agree that this organisation is committed to assisting employees to achieve a good work-life balance?

Strongly agree	Agree	Unsure/don't recall	Disagree	Strongly disagree

Impact of part-time employment

Now we would like to know whether you think that part-time employment impacts on careers in this organisation.

35. In your work area, is it possible to hold a management position and work part-time?

Yes	No	Don't know/Unsure

36. Do you believe that part-timers are at a disadvantage compared to those who work full-time?

Yes	No	Unsure/Don't know

37. If yes, in what ways? (Tick all that apply.)

Advancement/promotion	
Training and development	
Workplace participation (e.g. staff meetings, committee membership)	
Other ways (please specify)	

Respect and fairness

Now we'd like to ask whether you feel treated fairly and with respect in this organisation

38. Do you think your organisation generally does well with regard to gender related issues?

Yes	No	Don't know/Unsure
(Please specify)		

39. Do you feel that your opinion matters to your supervisor?.

Yes	No	Don't know/Unsure

40. Do you feel that you are treated with respect by your supervisor?

Always	Most of the time	Occasionally	Never	Unsure

41. In exercising discretion (e.g. allocation of work, accommodating personal needs), is your supervisor fair to both men and women?

Yes	No, favours women	No, favours men	Unsure/Don't know

42. Please comment on how your manager exercises their discretion fairly or unfairly.

43. Are you aware of the formal processes and procedures for making a complaint about harassment, bullying, discrimination and other inappropriate behaviours?

Yes	No	Not fully

44. Do you agree your organisation takes active steps to minimise the risk of discrimination, sexual and other forms of harassment, bullying and other inappropriate behaviours?

Strongly agree	Agree	Unsure/don't recall	Disagree	Strongly disagree

45. Are you confident that this organisation would address and resolve any complaints of discrimination, sexual and other forms of harassment, bullying and other inappropriate behaviours if they occur?

Very confident	Confident	Unsure	Not confident

46. Do you consider that you have been bullied, harassed or discriminated against?

	Yes	No
Bullied		
Harassed		
Discriminated against		

47. If yes, what was the nature of the behaviour?

48. If yes, did you use the in-house procedures to resolve any problems of inappropriate behaviour?

Yes	No

49. If yes, was a satisfactory solution obtained?

Yes	No

50. If no, why not?

Other gender-related pay and employment issues

Finally, we would like to ask if you have any other comments on gender-related issues relevant to pay and employment equity.

51. Do you have confidence in the fairness of the organisation's human resources policies and procedures?

Yes	No

If no, what could be improved?

52. Have you any further comments about what other areas the pay and employment equity committee could look into?

Yes	No

If yes, please add your comments here

PART B - ABOUT YOU

Now we would like to find out some information about you. **Note:** this information is for statistical purposes only – you will not be identified.

53. Are you:

Male	
Female	

54. Which age group do you belong to?

15 – 29	
30 – 45	
46 – 54	
55 years and over	

55. Which ethnic group do you belong to? (Tick all those that apply.) **Note:** the response categories are from the 2006 Statistics New Zealand Census.

New Zealand European		Tongan	
Non-New Zealand European		Niuean	
Māori		Chinese	
Samoan		Indian	
Cook Island Māori			
Other (please specify)			

56 Have you taken a break in your employment during the last five years? If so, how long did you take your break in months?

Type of leave	Months
Parental leave	
Study leave	
Other	

57   How long have you worked for your current employer overall? Include total number of years even if you have had time out - e.g. parental leave, leave without pay.

Less than 3 years	
Less than 10 years	
Less than 15 years	
15 years or more	

58   How long have you been in your current job?

Less than 3 years	
Less than 10 years	
Less than 15 years	
15 years or more	

59   Which best describes your current position?

Team member	
Team leader	
Manager	
Senior manager (2nd & 3rd tier)	

Other (please specify)

60 What is your current occupation?

61   Do you have caring responsibilities? Select those that apply.

	Yes	No
Children		
Elderly dependants		
Other dependants (disability or sickness)		
No dependants		

Other (please specify)

61   Is your employment full or part time, permanent or casual?

	Yes	No
Full time		
Part time		
Permanent		
Casual		

62   Have you returned from parental leave in the last 24 months?

Yes	No

63   If yes, did you take up your previous position under the same conditions on your return from parental leave?

Yes	No

64   If no, what changed?

Thank you for taking the time to complete this survey

If you have any further questions or would like to provide additional feedback about any of the issues raised in this survey please contact the Project via email or, if you would prefer, by anonymous feedback.

Appendix 4: Department of Corrections example of promoting a survey

Pay and Employment Equity Review Survey

STAFF SURVEY – HAVE YOU GOT 5 – 10 MINUTES TO SPARE?

The **Pay and Employment Equity Review** is investigating and assessing whether women and men:

1. have an equitable share of **rewards** (including pay but not just pay)?

2. **participate** equitably in all areas of the organisation?

3. are treated with **respect and fairness?**

The Review is being coordinated by a joint Department/Unions Committee. This survey is a key part of the Review which will assist the Committee answer the questions above.

This survey is anonymous and results will be aggregated - **individuals will not be identified.**

IMPORTANT: If you have access to a computer, please go to **www.corrections.inzight.co.nz** *to complete the survey on-line. This will help us collate the results quicker. If you do not have access to a computer, you can complete this paper version.*

You can add comments to expand on any of your responses at the end of this Survey.

PART A - Please complete the following information about yourself:

1. Gender: Female ☐ Male ☐

2. Occupational Group: Select <u>one</u> of:

Corrections Officer/SCO/PCO/Sentence Planning/other career custodial positions ☐	Tier 2 – 5 management role ☐	
Probations Officer/SPO ☐	IT roles other than admin ☐	
Administration task focused roles, e.g. Administration Officers ☐	OD roles other than admin ☐	
Community Work Supervisor/Senior CWS ☐	Policy roles other than admin ☐	
Instructor/Tutor/Programme Facilitator ☐	Finance roles other than admin ☐	
Other: Your title (optional) ☐		

3. Current Group / Service: Select <u>one</u> of:

Prison Services ☐	Business Information & Planning ☐	
Community Probation & Psychological Services ☐	Systems & Infrastructure ☐	
Organisational Development ☐	Other ☐	
Rehabilitation & Reintegration ☐	Not disclosed ☐	

4. Region: Select one of:

Northern ☐ Central ☐ Southern ☐ CIE Sectors ☐ Head Office / NO ☐ Not disclosed ☐

Appendix 5: Pay and employment equity review staff feedback surveys

These surveys seek feedback from staff on issues the committee is considering. We recommend that, after the committee's first and second meetings, the survey is distributed to managers, staff and associated unions. The survey questions for the first and the second committee meetings are provided below and reflect the activities of the committee at these times. It is recommended that online and hard copy survey(s) are emailed or given to each staff member, manager and associated unions to get their feedback, with a specified deadline.

After Meeting 1

For each issue the committee is looking at, we suggest the following questions are asked:

Does this issue match your experiences or perceptions? **Please give an example:**	❑ Yes ❑ No
How do you think that this gender difference came about, and do you think that it's reasonable that this difference exists? **Please comment:**	❑ Yes ❑ No

To get general feedback on what the committee is looking at so far, we suggest the following questions are asked:

Has the committee missed anything significant in the experiences of women and men in the organisation? **Please comment:**	❑ Yes ❑ No
Is there any further information you would like to make the committee aware of? **Please comment:**	❑ Yes ❑ No

After Meeting 2

For each issue the committee is looking at, we suggest the following questions are asked:

Can you think of any ways in which this issue can be addressed? **Please give an example:**	❑ Yes ❑ No
Please prioritise the following issues in order of importance 1(most) to 10 (least).	**RANK**
• *LIST*	
• *LIST*	
• *LIST*	
• *LIST*	
• *LIST*	

Appendix 6: Towards a Fairer Workplace – Thanks for giving us your opinions

Organisation & union logos

Towards a Fairer Workplace
Pay & Employment Equity Review

Issue 2   **date**

Thanks for giving us your opinions

Thank you to all staff who responded to the recent staff survey conducted as part of the Pay & Employment Equity Review being undertaken in the *[name of Organisation]*.

The Review is investigating and assessing whether women and men:

1. Have an equitable share of **rewards** (incl pay but not just pay)
2. **Participate** equitably in all areas
3. Are treated with **respect and fairness**

xx percent of staff responded - x% of female staff and x% of male staff. Written comments were also received from many staff. These results are the **perceptions** of the x% of staff who responded to the survey.

The Review Committee will use the survey results (including issues raised through comments) along with payroll data to formulate its findings and recommendations.

Feedback wanted - how do we address gender differences?

We would like your continued feedback as the Review progresses.

The survey and payroll data has revealed a number of issues for which there is a **significant gender difference**.

We are particularly interested in your views about how we should respond to these gender differences. What action should be undertaken to reduce or eliminate these gender differences?

Please provide feedback by *[date]* to the Project Manager, *[name]*, email: *[email address]* or phone: *[number]*.

Organisation's staff snapshot:

- x% of staff are female
- x% of staff are male
- The average full-time equivalent (FTE) salary for women is x% of the average FTE salary for men
- x% of women have an FTE salary of less than $40,000 compared to x% of men
- x% of men have an FTE salary of more than $60,000 compared to x% of women
- x% of women work part time
- x% of men work part time

Summary of survey results

A. REWARDS

1. x% of women & x% of men had negotiated their starting salary. – x% more men negotiated.
2. x% of women & x% of men agreed or strongly agreed that their starting salary accurately reflected their skills, qualifications and experience required for the job. x% of women & x% of men disagreed or strongly disagreed. - little gender difference.
3. x% women & x% of men have had opportunities to do the work of a more senior position in the past 12 months. - x% more men had opportunities.

B. PARTICIPATION

1. x% of women & x% of men would prefer to, or maybe prefer to, be employed for longer hours
2. x% of women & x% of men agreed or strongly agreed that they were provided with good opportunities for training & development. x% of women & x% of men disagreed or strongly disagreed - x% more women disagreed.
3. x% of women & x% of men believed that development opportunities were fairly allocated to both men & women in the Organisation. x% of women & x% of men were unsure or didn't know. - x% of women believed that men get more opportunities.
4. x% of women & x% of men believed that the performance management system is equally fair to both women & men. x% of women & x% of men were unsure or didn't know. - x% of women believed that it favours men.
5. x% of women & x% of men agreed or strongly agreed that there were career opportunities for them within the Organisation. x% of women & x% of men disagreed or strongly disagreed. - little gender difference.
6. x% of women & x% of men believed that the promotions process was equally fair to women & men. x% of women & x% of men were unsure or didn't know. - x% of women believed it favours men.
7. x% of women & x% of men had applied for a more senior position in the past 12 months. - little gender difference.
8. x% of women & x% of men were aware of the options for flexible working that are available in the Organisation. x% of women & x% of men were not aware. 29% of women & 17% of men were unsure or not fully aware. - x% more women were unsure or not fully aware.

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Towards a Fairer Workplace
Pay & Employment Equity Review

Survey results continued

B. PARTICIPATION *(continued)*

9. **x% of women & x% of men** agreed or strongly agreed the flexibility of working arrangements in their current job is satisfactory. **x% of women & x% of men** disagreed or strongly disagreed. **- x% more women disagreed.**

10. Staff were asked whether a number of options would provide them with the workplace flexibility they needed. The most popular responses were:

   • Flexible working hours (x% of all female survey respondents, x% of males)
   • Completing some work from home (x% of women, x% of men)
   • Job sharing (x% of women, x% of men)

11. **x% of women & x% of men** had requested a flexible working arrangement that had been refused. **- little gender difference.**

12. **x% of women & x% of men** agreed or strongly agreed that their immediate supervisor is committed to assisting employees achieve a good work-life balance. **x% of women & x% of men** disagreed or strongly disagreed. **- little gender difference.**

13. **x% of women & x% of men** agreed or strongly agreed that the Organisation is committed to assisting employees achieve a good work-life balance. **x% of women & x% of men** disagreed or strongly disagreed. **- x% more women unsure.**

14. **x% of women & x% of men** believed that it is possible to hold a management position and work part-time in their work area. **x% of women & x% of men** did not believe it was possible. **- little gender difference.**

15. **x% of women & x% of men** believed that part time staff are at a disadvantage in relation to advancement/promotion. **- x% more women agreed.**

16. **x% of women & x% of men** believed that part time staff are staff are at a disadvantage in relation to training & development. **- x% more women agreed.**

17. **x% of women & x% of men** believed that part time staff are staff are at a disadvantage in relation to participation in workplace meetings and committees. **- little gender difference.**

C. RESPECT & FAIRNESS

1. **x% of women & x% of men** felt their opinion mattered to their supervisor. **x% of women & x% of men** did not feel their opinion mattered. **x% of women & x% of men** were unsure or didn't know. **- x% more women unsure.**

2. **x% of women & x% of men** felt they were treated with respect by their supervisor "always" or "most of the time". **- little gender difference.**

3. **x% of women & x% of men** believed that in exercising discretion (for example over allocation of work) their supervisor was equally fair to men and women. **x% of women & x% of men** were unsure or didn't know. **– x% of women believed their supervisor was fairer to men.**

4. **x% of women & x% of men** were aware of the formal processes and procedures for making a complaint about harassment, bullying, discrimination and other inappropriate behaviours. **x% of women & x% of men** were not fully aware. **x% of women & x% of men** were not aware.

5. **x% of women & x% of men** agreed or strongly agreed that the Organisation takes active steps to minimise the risk of harassment, bullying, discrimination and other inappropriate behaviours. **x% of women & x% of men** disagreed or strongly disagreed. **x% of women & x% of men** were unsure or didn't know. **- x% more women disagreed.**

6. **x% of women & x% of men** were confident or very confident that the Organisation would address and resolve any instance of harassment, bullying, discrimination or other inappropriate behaviours. **x% of women & x% of men** were not confident. **- x% more women were not confident.**

7. **x% of women & x% of men** had not experienced any inappropriate behaviour from management or other staff

   • **x% of women & x% of men** believed they had experienced bullying.
   • **x% of women & x% of men** believed they had experienced harassment.
   • **x% of women & x% of men** believed they had experienced discrimination.

NB: Some staff reported experiences under more than one category.**- little gender difference.**

Feedback Wanted: So how should we respond to these gender differences. What action should be undertaken to reduce or eliminate these gender differences? Please provide feedback by *[date]* to the Project Manager, *[name]* - email: *[email address]* or phone: *[phone number]*.

Appendix 7: Towards a Fairer Workplace – Developing our responses

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Organisation & union logos

Towards a Fairer Workplace
Pay & Employment Equity Review

Issue 3   **date**

Developing our responses

The Pay & Employment Equity Review Committee has made a preliminary list of issues which it believes need to be addressed in the Organisation.

The Review is investigating and assessing whether women and men:

1. Have an equitable share of **rewards** (including pay but not just pay)
2. **Participate** equitably in all areas
3. Are treated with **respect and fairness**

These issues are summarised in this newsletter alongside a desired outcome that should be sought. These outcomes would be a success indicator to assess if the actions adopted to address the issues have been effective.

So what do you think?

1. Do these findings ring true with you?
2. Are the desired outcomes appropriate?
3. What actions should we take to achieve these outcomes?
4. Do you have any other comments on these issues?

We would like **your feedback** on these questions.

Please provide feedback by **[date]** to the Project Manager, [name], email: [email address] or phone: [number].

Organisation's staff snapshot:

- x% of staff are female
- x% of staff are male
- The average full-time equivalent (FTE) salary for women is x% of the average FTE salary for men
- x% of women have an FTE salary of less than $40,000 compared to x% of men
- x% of men have an FTE salary of more than $60,000 compared to x% of women
- x% of women work part time
- x% of men work part time

Key Findings & Desired Outcomes

Opportunities to Progress Equity	DESIRED OUTCOMES
A. REWARDS	
Job evaluation for all jobs has not been checked to ensure they comply with the Gender-Inclusive Job Evaluation Standard.	All job evaluations comply with the Gender-Inclusive Job Evaluation Standard.
x% of **Tier 3** management positions are filled by men. x% of **Tier 1 & 2** management positions are filled by men.	Increased proportion of women in Tier 1-3 management jobs.
Overall x% of women & men are receiving employer subsidised superannuation. However the proportion is less for low paid staff and greater for higher paid staff: • x% of staff earning less than $40,000 are paid superannuation — x% of women have an FTE salary of less than $40K compared to x% of men. • x% of staff earning $60,000 or more are paid superannuation — x% of men have an FTE salary of more than $60K compared to x% of women	Increased participation of lower paid (predominately female) staff in KiwiSaver.
B. PARTICIPATION	
Training & Development x% of women & x% of men disagreed or strongly disagreed that they are provided with good opportunities for training & development. x% of women & x% of men believed that development opportunities are fairly allocated to both men & women in the Organisation. x% of women & x% of men were unsure or didn't know. x% of women believed that men get more opportunities. x% of women & x% of men believed that part time staff are at a disadvantage in relation to training & development. x% more women	Increased confidence of women that they are provided with good opportunities for training & development. Increased confidence of women that development opportunities are fairly allocated to both men & women in the Organisation.

Appendix 8: Towards a Fairer Workplace – Review successfully completed

Organisation & union logos

Towards a Fairer Workplace
Pay and Employment Equity Review

Issue 4   **date**

Review successfully completed

The Pay and Employment Equity Review in the [organisation] has now been completed. The Report and Response Plan has been presented to the Chief Executive for consideration.

The Review investigated and assessed whether women and men:

1. Have an equitable share of **rewards** (including pay but not just pay)
2. **Participate** equitably in all areas
3. Are treated with **respect and fairness**

The Review was conducted by a joint Union/Management Committee who have made a range of recommendations to address the gender equity issues the Review identified in the [organisation].

Overall the Review was very successful in engaging staff, identifying issues, meeting deadlines and proposing practical solutions.

This newsletter summarises the **Responses** (recommendations) arising from the Review alongside the outcome sought from the Response.

So what happens now?

Some of the Responses contained in the Report build on or link to existing initiatives already underway in the [organisation].

The Report contains an **Implementation Plan** for consideration by the Chief Executive. Following consideration of the Report, staff will be advised by the Chief Executive of the follow-up action to be taken.

The full Report is also available for staff to read at [intranet/internet address]

Staff feedback appreciated

A significant number of staff took the time to respond to the staff survey conducted during the Review. The responses and feedback greatly assisted the Committee in conducting the Review. **Thank you.**

Responses and Outcomes sought

RESPONSE	OUTCOME SOUGHT
A. REWARDS	
1.1 - Job Evaluation • Implement the new Job Evaluation system. • Monitor and report resultant changes in JE ratings on a gender basis.	All job evaluations comply with the Gender-Inclusive Job Evaluation Standard.
1.2 - Low proportion of women in Tier 1-3 jobs • Identify "feeder" positions for Tier 3 positions within Organisation. • Identify development opportunities for those staff occupying feeder positions. • Ensure developmental opportunities are fairly and equitably allocated. • Develop guidelines for rotation of short term higher duties to ensure development opportunities are shared.	Increased proportion of women in Tier 1-3 management jobs.
1.3 - Superannuation • Ensure all staff are aware of KiwiSaver. • Identify reasons that some staff do not take up the option. • Investigate alternate employer contributor options.	Increased participation of lower paid (predominately female) staff in KiwiSaver.
B. PARTICIPATION	
2.1 - Training and Development • Implement the new Training and Development policy and develop associated guidelines. • Establish a Professional Women's Focus Group within Organisation to discuss training and development issues for women within the Organisation.	Increased confidence of women that they are provided with good opportunities for training and development. Increased confidence of women that development opportunities are fairly allocated to both men and women in the Organisation.

Organisation
&
union logos

Towards a Fairer Workplace
Pay and Employment Equity Review

Key Findings and Desired Outcomes *(continued)*

RESPONSE   **OUTCOME SOUGHT**

B. PARTICIPATION

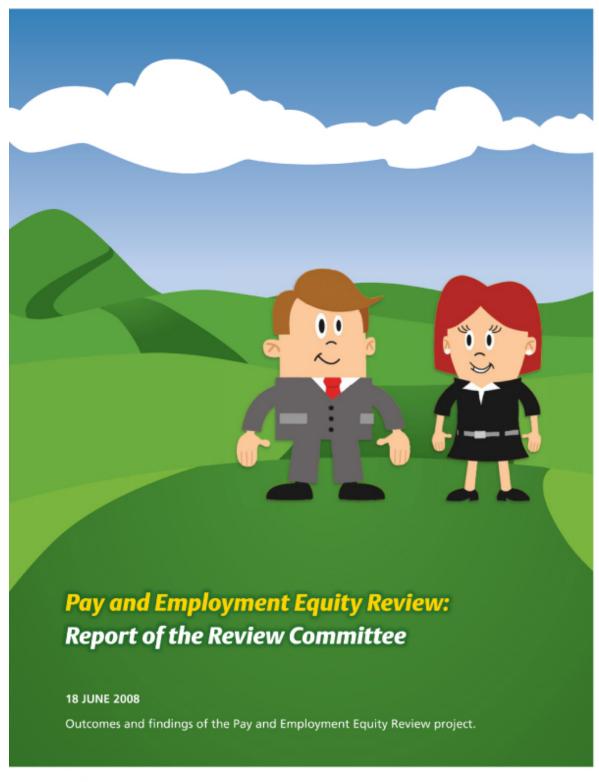| RESPONSE	OUTCOME SOUGHT
2.2 - Promotion/advancement • Establish greater transparency and consistency in promotion processes through a review of policy and guidelines.	Increased confidence of women that the promotions process is equitable and fair to both women and men.
2.3 - Performance Management • Continue implementation of the P File (Position Profile and Personal Performance) system within Organisation. • Continue to build commitment to the P File system from the CMT (Corporate Management Team) across the board.	Increased confidence of women that the performance management system is equally fair to both women and men.
2.4 - Flexible working arrangements • Further develop and promulgate the existing policy and guidelines for flexible working options available within the Organisation. • Develop a new policy on Remote Working. • Identify options that are available or feasible in the District for child care and school holiday programs for staff with child care responsibilities	Greater staff awareness of the flexible working arrangements in the Organisation Increased confidence of women that the flexibility of working arrangements in their current job is satisfactory Greater staff confidence in the Organisation's commitment to assisting employees achieve a good work-life balance

C. RESPECT and FAIRNESS

RESPONSE	OUTCOME SOUGHT
3.1 - Respect • Ensure supervisors/managers are provided with training and guidance on creating and maintaining a positive work environment.	Increased confidence of women that their opinion matters to their supervisor.
3.2 - Exercising of discretion by supervisors • Establish greater transparency and consistency in decision making including a process for reviewing decisions.	Increased confidence of women that in exercising discretion their supervisor is equally fair to men and women.
3.3 - Inappropriate behaviour • Develop and implement a fuller Code of Conduct and Anti-harassment policy. • Ensure supervisors/managers are provided with training on the policy and guidance on managing and resolving cases of inappropriate behaviour. • Ensure all staff are aware of the policy and standards of acceptable behaviour and the consequences of inappropriate behaviour.	A more positive work environment. Increased staff awareness of, and confidence in, the formal processes and procedures for making a complaint about harassment, bullying, discrimination and other inappropriate behaviour. Increased confidence of women (and all staff) that the Organisation: • takes active steps to minimise the risk of harassment, bullying, discrimination and other inappropriate behaviour. • would address and resolve any instance of harassment, bullying, discrimination or other inappropriate behaviour.

D. PAY and EMPLOYMENT EQUITY POLICY ISSUES

RESPONSE	OUTCOME SOUGHT
4.1 - Monitoring progress • Provide a 6 monthly update to staff on progress in implementing the Response Plan.	Staff are confident that the responses are being implemented.
4.2 - Measuring progress • Incorporate gender equity indicators related to the "outcomes sought" from the Response Plan in the annual climate survey and report changes in staff views on these issues on a gender basis.	Staff views surveyed to benchmark against results from 2008 survey.
4.3 - Further full Pay and employment Equity Review • Complete another Pay and Employment Equity review in 3 years time.	Re-assessment of Organisation's performance on Pay and Employment Equity issues following implementation of 2008 Review responses.

Appendix 9: Examples of graphics

Appendix 10: Example of a Summary Case Study

TOWARDS A FAIRER WORKPLACE

■ GISBORNE DISTRICT COUNCIL CASE STUDY SUMMARY

GDC

➡ THE COUNCIL

The Gisborne District Council is one of four New Zealand unitary authorities. Its status comes from the district's relative isolation and the strong communities of interest within it.

Unitary councils combine the functions, duties and powers of a territorial authority (service delivery bodies) with those of a regional council (regulatory authorities).

Council exercises powers and fulfils responsibilities under local and national legislation.

The purpose of the Gisborne District Council is to enable and ensure democratic local decision-making to promote the social, economic, environmental and cultural well-being of the Gisborne district and its residents in the present and for the future.

GISBORNE
DISTRICT COUNCIL

➡ STAFF SNAPSHOT

- 265 permanent staff.
- Forty-six percent of the permanent workforce of the Gisborne District Council are female and 54 percent are male.
- 32% of women and 10% of men are employed part-time.
- The median full time equivalent (FTE) salary of female staff within the Council is 78.4% of the median FTE salary of male staff.
- The median actual salary (taking account of part-time work) of female staff within the Council is 79.3% of the median actual salary of male staff.
- 53% of women have an FTE salary of less than $40,000 compared to 26% of men.
- 27% of men have an FTE salary of more than $60,000 compared to 7% of women.

PURPOSE OF THE REVIEW

The Review was charged with investigating and assessing whether women and men:

1. Have an equitable share of rewards (including pay but not just pay)
2. Participate equitably in all areas of the Council
3. Are treated with equal respect and fairness

Following the completion of the Phase One Reviews in the Public Service and the Public Health and Public Education Sectors, Phase Two Reviews were initiated in Local Government and Crown entities.

The Pay and Employment Equity Unit of the Department of Labour developed a streamlined four step review process using new tools and learnings from Phase One Reviews.

Gisborne District Council volunteered to be the first local government organisation to use the new streamlined review process as a result of negotiations with the Public Service Association which highlighted the issue of pay and employment equity.

1

WORKING TOGETHER TOWARDS ACHIEVING PAY AND EMPLOYMENT EQUITY FOR WOMEN

" When the idea of the Gisborne District Council participating in the pay and employment equity project was first mooted, I was a bit sceptical I'd have to say. None of us – or at least I hope that's the case – set out to create injustices and inequity in our work places. Intuitively then, there's no problem so why go down this track. I've realised that's the point – it's not enough to rely on intuition. The potential issue is such that some hard data is needed. Attracting good people to work for us is challenging enough without running the risk that there is something inherent in our pay policies, practices and procedures that prejudices a high percentage of our market. I'm looking forward to the results and seeing what they might mean for our approach to personnel management in the widest sense. "

LINDSAY MCKENZIE, CHIEF EXECUTIVE

HOW WE DID IT
The Process

Following consultation with relevant unions, a seven member Review Committee was established.

The Review Committee endorsed a Project Plan which outlined the stages, processes and timetable for the Review. A "Working Together" Agreement was signed off by members of the Review Committee.

A Communications Plan was also adopted by the Review Committee and four newsletters were distributed to staff via email and hard copy during the Review. A dedicated website was also available for staff to obtain information about the Review and its progress and outcomes.

The Review used the new four step process and associated tools and support documentation developed by the Department of Labour. The tools and documentation were adapted to meet the specific needs of the Gisborne District Council.

In particular the questions in the staff survey template were rigorously examined to ensure that any questions that were not relevant to the Council or sought information that could be obtained from other sources were not included. The Review Committee believes that the resultant shorter survey contributed significantly to the high response rate.

➡ CASE STUDY HIGHLIGHTS

The Review was very successful in:

- engaging staff
- identifying issues
- meeting deadlines; and
- proposing practical solutions.

The responses contained in the report seek to address the identified gender equity issues to move towards a fairer workplace. They aim to:

- Ensure there is no gender bias in job evaluations
- Address the low proportion of women in management positions
- Improve participation in KiwiSaver amongst lower paid staff

- Build women's confidence in the fairness of training and development, promotions processes, performance management and use of discretion by supervisors
- Build awareness and confidence in flexible working arrangements
- Build a more positive work environment.

2

" The process gave us the guidance, tools and ability to use the documentation to validate/improve on the plans required for discussions and decision making by the committee members. "
REVIEW COMMITTEE MEMBER

" I thought the four step process was good as you only had to focus on one step at a time. "
REVIEW COMMITTEE MEMBER

Training the Committee

The Review Committee undertook a day's training delivered by the Department of Labour assisted by the Project Manager.

" Understanding the review and the intricacies of the process and timeframes was a little bewildering at the beginning. I think the training was informative and it was encouraging to know that other sectors had completed the review process, and furthermore that the Project Manager understood the review to guide us through. "
REVIEW COMMITTEE MEMBER

" The training day was very informative – assisted me in the understanding of what the purpose of the Pay and Employment Equity Review was. "
REVIEW COMMITTEE MEMBER

Review Committee

Following the training day in July, the Review Committee met four times at fortnightly intervals during August and September. Papers were provided to the Review Committee several days before each half day meeting.

" . . . meetings had great support from Human Resources Department which was important for the success of meeting deadline targets and everything seemed to be well organised. "
REVIEW COMMITTEE MEMBER

" The main aspect of the review committee in my opinion was to participate and be involved to the completion and to have a quality result for the benefit and improvement of our organisation. "
REVIEW COMMITTEE MEMBER

" It was good to see the team develop together in their understanding of the issues. "
REVIEW COMMITTEE MEMBER

Project Management

The Council engaged an external Project Manager with experience in conducting a number of Pay and Employment Equity Reviews in the Public Health Sector. The use of an experienced external consultant in this small organisation assisted the review being able to be completed within the timetable established in the Project Plan.

" . . . excellent project management. Always easy to follow his guidance, very well organised. "
REVIEW COMMITTEE MEMBER

" Thoroughly enjoyed working with Doug – he understood what the role was and also how to bring the team together. "
REVIEW COMMITTEE MEMBER

" I was very impressed with the skills and organised manner of our Project Manager. "
REVIEW COMMITTEE MEMBER

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■ WORKING TOGETHER TOWARDS ACHIEVING PAY AND EMPLOYMENT EQUITY FOR WOMEN

Analysing and Prioritising the Data

Workforce data from July 2008 was used by the Review Committee as the basis for analysis.

For the purpose of analysis, jobs were grouped according to the Australian and New Zealand Standard Classification of Occupations (ANZSCO). The initial grouping resulted in 66 separate classifications for the 265 permanent positions (casuals excluded). These were then grouped into 13. These groups and the gender breakdown of each are listed in the following table. Those which are female or male dominated groups are shaded.

GROUP	FEMALE %	MALE %
Clerical and Administrative Workers	77	23
Call or Contact Centre Operator	81	19
Librarian	95	5
Inspectors and Regulatory Officers	29	71
Information and Organisation Professionals	47	53
Caretaker	56	44
Secretary (General)	100	
Urban and Regional Planner	88	12
Manager	16	84
Lifeguard	30	70
Engineering Professionals		100
Specialist Managers		100
Technicians and Trade Workers		100

" The data analysis, preparation of papers and facilitation was of a high quality, timely and consistent, accurate and the quality of the data bodes well for a good relationship and a good result. "

REVIEW COMMITTEE MEMBER

Engagement with Staff

The Review Committee surveyed all staff in July 2008 to find out their perceptions and views on the issues being investigated. This opportunity to have a say was taken up by 214 staff. This represented 81% of all staff. Eighty-five percent of female staff and 77% of male staff responded.

The Review findings in relation to participation and respect and fairness were largely drawn from the responses to the staff survey, including the comments from individuals. While some of these comments from staff may not have related to gender specific issues, they did provide a good snapshot of the perceptions and views of staff at the time the surveys were undertaken.

The substance of these additional comments has been summarised and forwarded to the Chief Executive for consideration.

Given the very high response rate, the Review Committee had confidence that the gender differences identified in the staff responses could be relied upon in formulating their findings.

During the course of the Review, staff were asked for further feedback on findings and suggestions for responses.

" Communication to staff that this was a national survey and not an internal survey caused a large percentage of staff to participate in the survey. The feedback at each step was excellent – the staff were kept informed of the results and findings and had the opportunity to provide feedback at each step. "

REVIEW COMMITTEE MEMBER

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KEY FINDINGS AND ACTIONS

The findings from the Review, responses and outcomes sought are contained in the following tables.

Reward

	FINDING	RESPONSE	OUTCOME SOUGHT
1.1	**Job Evaluation** Job evaluation for all jobs has not been checked to ensure they comply with the Gender-Inclusive Job Evaluation Standard.	Implement the new Job Evaluation (JE) system. Monitor and report resultant changes in JE ratings on a gender basis.	All job evaluations comply with the Gender-inclusive Job Evaluation Standard.
1.2	**Low proportion of women in Tier 1–3 jobs** Only 14% of Tier 1-3 positions in the Council are occupied by women. Women constitute 46% of the total workforce.	Identify "feeder" positions for Tier 3 positions within Council. Identify development opportunities for those staff occupying feeder positions. Ensure developmental opportunities are fairly and equitably allocated. Develop guidelines for rotation of short term higher duties to ensure development opportunities are shared.	Increased proportion of women in Tier 1-3 jobs (whilst maintaining merit based selection).
1.3	**Superannuation** Overall, 41% of women and men are receiving employer subsidised superannuation. However the proportion is less for low paid staff (predominately female) and greater for higher paid staff (predominately male).	Ensure all staff are aware of KiwiSaver. Identify reasons that some staff do not take up the option. Investigate alternate employer contributor options.	Increased participation of lower paid (predominately female) staff in KiwiSaver.

Participation

	FINDING	RESPONSE	OUTCOME SOUGHT
2.1	**Training and Development** Women are less confident than men that they are provided with good opportunities for training and development and that development opportunities are fairly allocated to both men and women in the Council	Implement the new Training and Development Policy and develop associated guidelines. Establish a Professional Women's Focus Group within Council to discuss training and development issues for women within the Council.	Increased confidence of women that they are provided with good opportunities for training and development. Increased confidence of women that development opportunities are fairly allocated to both men and women in the Council

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WORKING TOGETHER TOWARDS ACHIEVING PAY AND EMPLOYMENT EQUITY FOR WOMEN

2.2	Promotion/advancement		
	Women are less confident than men that the promotions process is equally fair to women and men.	Establish greater transparency and consistency in promotion processes through a review of policy and guidelines.	Increased confidence of women that the promotions process is equitable and fair to both women and men.
2.3	Performance Management		
	Women are less confident than men that the performance management system is equally fair to both women and men.	Continue implementation of the P File (Position Profile and Personal Performance) system within Council. Continue to build commitment to the P File system from the Corporate Management Team across the board.	Increased confidence of women that the performance management system is equally fair to both women and men.
2.4	Flexible working arrangements		
	Women are less confident than men that the flexibility of working arrangements in their current job is satisfactory.	Further develop and promulgate the existing policy and guidelines for flexible working options available within the Council Develop a new policy on remote working. Identify options that are available or feasible in the District for child care and school holiday programs for staff with child care responsibilities.	Greater staff awareness of the flexible working arrangements in the Council. Increased confidence of women that the flexibility of working arrangements in their current job is satisfactory. Greater staff confidence in the Council's commitment to assisting employees achieve a good work-life balance.

Respect and Fairness

	FINDING	RESPONSE	OUTCOME SOUGHT
3.1	Respect		
	Women are more unsure than men that their opinion matters to their supervisor.	Ensure supervisors/managers are provided with training and guidance on creating and maintaining a positive work environment.	Increased confidence of women that their opinion matters to their supervisor.
3.2	Exercising of discretion by supervisors		
	Women are less confident than men that in exercising discretion (for example over allocation of work) their supervisor is equally fair to men and women.	Establish greater transparency and consistency in decision making including a process for reviewing decisions.	Increased confidence of women that in exercising discretion their supervisor is equally fair to men and women.

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3.3 **Inappropriate behaviour**

Women are less confident than men that the Council:

- takes active steps to minimise the risk of harassment, bullying, discrimination and other inappropriate behaviour.
- would address and resolve any instance of harassment, bullying, discrimination or other inappropriate behaviour.

Develop and implement a fuller Code of Conduct and Anti-harassment Policy.

Ensure supervisors/managers are provided with training on the Policy and guidance on managing and resolving cases of inappropriate behaviour.

Ensure all staff are aware of the Policy and standards of acceptable behaviour and the consequences of inappropriate behaviour.

A more positive work environment.

Increased staff awareness of, and confidence in, the formal processes and procedures for making a complaint about harassment, bullying, discrimination and other inappropriate behaviour.

Increased confidence of women (and all staff) that the Council:

- takes active steps to minimise the risk of harassment, bullying, discrimination and other inappropriate behaviour.
- would address and resolve any instance of harassment, bullying, discrimination or other inappropriate behaviour.

Pay and Employment Equity Policy Issues

	POLICY ISSUE	RESPONSE	OUTCOME SOUGHT
4.1	Monitoring progress	Provide a 6 monthly update to staff on progress in implementing the Response Plan.	Staff are confident that the responses are being implemented.
4.2	Measuring progress	Incorporate gender equity indicators related to the "outcomes sought" from the Response Plan in the annual climate survey and report changes in staff views on these issues on a gender basis.	Staff views surveyed to benchmark against results from 2008 survey.
4.3	Further full Pay and Employment Equity Review	Complete another Pay and Employment Equity review in 3 years time.	Re-assessment of Council's performance on Pay and Employment Equity issues following implementation of 2008 Review responses.

KEY LEARNINGS AND CHALLENGES

Overall the Review was very successful in engaging staff, identifying issues, meeting deadlines and proposing practical solutions.

The four step process worked very well within the project timeline for an organisation of this size.

Some of the responses contained in the Report build on or link to existing initiatives already underway in the Council.

The Review Committee members rated their level of confidence on the outcomes of the Review from 1 (not confident) to 10 (very confident).

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WORKING TOGETHER TOWARDS ACHIEVING PAY AND EMPLOYMENT EQUITY FOR WOMEN

- The level of confidence that the Review has identified the key gender equity issues within the Council was rated at 8.9.
- The level of confidence that the proposed responses will improve gender equity within the Council if implemented was rated at 8.3.
- The level of confidence that staff morale will improve if the responses are implemented was rated at 7.6.

❝ ...what has been developed for preparation to the final report looks achievable. ❞

[REVIEW COMMITTEE MEMBER]

❝ The review has done what it is meant to do. It has identified the key gender equity issues and some issues have been discussed and organisational awareness has progressed in a positive way. The proposed responses/recommendations will improve gender equity within Council and have a positive snowball effect on how it is implemented and reviewed by the organisation. ❞

REVIEW COMMITTEE MEMBER

❝ I see this national review on gender equity in local government as a reality check and a conscious step for equity within Council. It is healthy and honest awakening some of the findings/results that come out of it, and it impacts on all staff at varied levels who work for Council. ❞

REVIEW COMMITTEE MEMBER

❝ This was the first constructive opportunity (where issues AND solutions were sought from staff) for staff to comment on working conditions. It is inevitable that a range of issues not specifically related to gender and pay equity were raised. The process needs to provide a clear path for those issues to be raised with management. ❞

REVIEW COMMITTEE MEMBER

❝ There have been some valid issues raised and I feel confident that most of these issues will be taken seriously by the Chief Executive and Corporate Management Team as a result of the review. ❞

REVIEW COMMITTEE MEMBER

➡ PAY AND EMPLOYMENT EQUITY REVIEW CASE STUDIES

The Pay and Employment Equity Review Case Studies series provides future review committees with an opportunity to learn from others experiences. Further summary and full case studies are available on the website: www.dol.govt.nz/services/PayAndEmploymentEquity/index.asp.

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