



# NZQA's Kia Toipoto Plan 2023-24

**NZQA**

Mana Tohu Mātauranga o Aotearoa  
New Zealand Qualifications Authority



## Table of Contents

Tirohanga Whakahaere

Tirohanga Whakahaere/Organisational Overview .....	3
Whakatata/Approach .....	3
Utu Raraunga āputa/Pay Gap Data.....	3
Mahi ki te kati utu Raraunga āputa /Actions to Close the Pay Gaps.....	5
Appendix 1 – Pay Gap Calculations and Data Assumptions .....	7
Appendix 2 – Additional Data .....	8

## Tirohanga Whakahaere/Organisational Overview

NZQA | Mana Tohu Mātauranga o Aotearoa ensures that New Zealand qualifications are valued as credible and robust both nationally and internationally. “Qualify for the future world” describes the focus of our work.

We are accountable for managing the New Zealand Qualifications Framework, administering the secondary school assessment system, independent quality assurance of non-university education providers, qualifications recognition and standard setting for some specified unit standards.

## Whakatata/Approach

A review of the quantitative data was completed to identify where gender and ethnic pay gaps exist that has resulted in the first Kia Toipoto plan.

The data was shared through a series of workshops to engage with staff, unions, our Te Kāhui Māori Staff Network, and our Pasifika Staff Network. These workshops helped to identify the drivers of the pay gaps through staff sharing their experiences and providing insights around transparency, bias, and equity across the employment life cycle.

Further analysis was completed to focus on areas that were highlighted during the workshops.

The identified pay gap drivers were aligned with the Kia Toipoto focus areas and milestones to determine the actions that will be undertaken through to June 2023 to close the pay gaps.

NZQA is committed to further work in closing the gender and ethnic pay gap. This plan builds on the progress we have made in our inaugural Kia Toipoto plan and our commitment over 2023-24.

## Utu Raraunga āputa/Pay Gap Data

The data assumptions and calculations used are aligned with the Public Service Guidance and are set out in Appendix 1.

NZQA’s median and average gender pay gaps have decreased slightly since 2022 and as of June 2023 are as follows:

<b>Gender Pay Gap</b>	<b>% June 2022</b>	<b>% June 2023</b>
Median	3.1%	2.3%
Average	7.9%	7.1%
By Salary Band Median	1.1%	1.2%
By Salary Band Average	2.7%	2.7%

The pay gaps within salary bands are smaller.

NZQA's Ethnic pay gaps as of June 2023 are as follows:

<b>Ethnic Pay Gaps</b>	<b>Median</b>	<b>Average</b>	<b>By Salary Band Median</b>	<b>By Salary Band Average</b>
Pasifika	13.4%	11.4%	0.2%	3.5%
Asian	5.9%	8.4%	0.1%	-0.1%
Māori	1.1%	-1.1%	0.0%	1.6%
MELAA*/Other	-0.7%	69.6%	-1.2%	-1.7%

\* *Middle Eastern, Latin American, and African*

Māori, Pacific and Asian average pay gaps have been decreasing over the last four years (see Appendix 2). Please note, median & average figures for female & male have been rounded to 1 decimal point.

Over 80% of our Pasifika staff are employed in our lower paid roles, which can be seen in the high median and average pay gaps.

In reviewing the pay gaps for ethnicity and gender combined, it was discovered that females across all non-European ethnic groups have higher pay gaps, and these have been increasing, both in overall average pay and within salary band ranges. It is therefore males that are driving the ethnic pay gap decreases, not females.

These insights informed actions that are included in this plan.

## Mahi ki te kati utu Raraunga āputa /Actions to Close the Pay Gaps

### Te Pono – Transparency

*Publish annual action plans based on data and union/employee feedback*

Planned Actions to June 2024	Status
Improve capture of ethnicity data at recruitment by updating Springboard with the NZ Statistics ethnicities and allowing for up to three ethnicities to be recorded.	In Progress
Specifications/requirements for the new HR/Payroll system being implemented in 2023 will be aligned to the NZ statistics ethnicity and iwi options.	In Progress
Review the Pay Gap data annually.	In place

### Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes

*Ensure starting salaries and salaries for the same or similar roles are not influenced by bias*

Planned Actions to June 2024	Status
Undertake a review of the remuneration system, including job evaluation, salary bands, starting salaries and annual reviews, in line with the transparency and pay equity principles (subject to resourcing).	Not started

### Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes

*Monitor starting salaries/salaries so that pay gaps don't reopen*

Planned Actions to June 2024	Status
Consider as part of the remuneration system review to undertake a cross-divisional moderation of starting salary recommendations to ensure placement within salary bands is being consistently applied across teams, divisions and all levels within NZQA.	Not started

### Te whai kanoahi i ngā taumata katoa - Leadership and representation

*Plans and targets to improve gender and ethnic representation in our workforce and leadership*

Planned Actions to June 2024	Status
Continue the Te Kōkiritanga and Takiala Pasifika 2023 - 2026 work streams to meet the targets of our Māori and Pacific representation in NZQA and leadership.	In progress
Pilot the Aspiring Leaders programme specifically for our Māori and Pacific staff	In progress

## **Te Whakawhanaketanga i te Aramahi - Effective career and leadership development**

*Career pathways and equitable progression opportunities that support women, Māori, Pacific and other ethnicities to achieve their career aspirations*

<b>Planned Actions to June 2024</b>	<b>Status</b>
Update the recruitment toolkit with workplace flexibility information to ensure hiring managers actively consider the levels of workplace flexibility for an advertised role.	In progress
Unconscious bias training for all managers, with an emphasis on those undertaking recruitment and/or assessing internal employees for progression or promotion.	Not started
Develop an onboarding guidelines document for managers to ensure consistency in onboarding experience for employees.	In progress
Continue to support the internship programme for Pacific students.	In progress

## **Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination**

*Remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination*

<b>Planned Actions to June 2024</b>	<b>Status</b>
Update the Recruitment Toolkit to actively identify and alert hiring managers on how to mitigate gender or cultural biases.	Not started
Ensure consistency in the inclusion of questions on Te Tiriti O Waitangi in interviews and create guidance on how to score candidate answers.	Not started
Include in job descriptions and advertisements that NZQA values “lived experiences” and embed that within our recruitment practices.	Not started
Continue to develop positive recruitment interview experiences for our Māori and Pacific candidates by having Māori and/or Pacific members on the interview panels and using the Talanoa interview style where appropriate.	In progress
Research and possible recommendation to use a gender decoder on job adverts and position descriptions to ensure the language used on NZQA job adverts is gender neutral.	Not started

## **Te Taunoa o te Mahi Pīngore - Flexible-work-by-default**

*Offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay*

<b>Planned Actions to June 2024</b>	<b>Status</b>
Update the Flexible Working Policy and guidelines to better support leaders with the consistent application of workplace flexibility.	In progress
Develop and run Workplace Flexibility workshops with people leaders to build confidence and mitigate any bias in its application.	In progress
Proactively build workplace flexibility into position descriptions	Not started

## Appendix 1 – Pay Gap Calculations and Data Assumptions

Calculations are aligned with guidance from the Public Service Commission and NZ Statistics.

Gender pay gaps are calculated using the following methodology:

$$\frac{\text{Average pay for males} - \text{Average pay for females}}{\text{Average pay for males}} \times 100$$

Ethnic pay gaps are calculated using the following methodology:

$$\frac{\text{Average pay for non-ethnic group} - \text{Average pay for ethnic group}}{\text{Average (or median) pay for non-ethnic group}} \times 100$$

Combined Gender and Ethnic pay gaps are calculated using the following methodology:

$$\frac{\text{Average pay for all men} - \text{Average pay for females in ethnic group}}{\text{Average pay for all men}} \times 100$$

“Pay” was defined as base salary only and a full time equivalent base salary was used for part time staff. Overtime and additional allowances were excluded.

In calculating pay gaps within salary grade bands, the average percentage in salary range was used. Therefore, the calculation for the gender pay gap becomes:

$$\frac{\text{Average \% in range for males} - \text{Average \% in range for females}}{\text{Average \% in range for males}} \times 100$$

Ethnicity data is based on approximately 70% of employees having declared an ethnicity.

In line with NZ Statistics guidance and reporting, anyone who has identified themselves as a “New Zealander” appears under the “Other” ethnicity.

People who identified as Middle Eastern, Latin American and African (MELAA) have been grouped with the “Other” category due to the very small number in NZQA’s MELAA population.

## Appendix 2 – Additional Data

<b>Gender Pay Gap by Percentage in Salary Band Range</b>				
<b>Median % in Range</b>	Jun-20	Jun-21	Jun-22	Jun-23
Female	100.0%	100.1%	100.0%	100.0%
Male	100.6%	101.01%	101.0%	101.2%
Gender Pay Gap - Median	0.6%	0.9%	1.1%	1.2%
<b>Average % in Range</b>	Jun-20	Jun-21	Jun-22	Jun-23
Female	99.0%	100.5%	100.9%	100.8%
Male	100.9%	102.4%	103.6%	103.6
Gender Pay Gap - Average	1.9%	1.9%	2.7%	2.7%

<b>Ethnic Pay Gaps – NZQA</b>				
<b>Average Salary</b>	Jun-20	Jun-21	Jun-22	Jun-23
Māori	1.7%	6.4%	4.9%	-1.1%
Pacific Peoples	22.0%	17.0%	16.7%	11.4%
Asian	12.1%	11.9%	10.1%	8.4%
MELAA/Other	-8.0%	-7.0%	-2.2%	-9.6%
<b>Ethnic Pay Gap by Percentage in Salary Band Range</b>				
<b>Average % in Range</b>	Jun-20	Jun-21	Jun-22	Jun-23
Maori	-0.4%	2.7%	2.4%	1.6%
Pacific Peoples	1.7%	1.3%	2.2%	3.5%
Asian	0.5%	0.8%	-0.1%	-0.1%
MELAA/Other	-0.5%	0.0%	-1.3%	-1.7%

We are unable to publish the pay gaps and the average salary by gender and ethnicity due to some of the groups having less than 20 staff.