



New Zealand
**DEFENCE
FORCE**
Te Ope Kaitiaki O Aotearoa

NZDF: Addressing the Gender Pay Gap 2020/21

**A FORCE FOR
NEW ZEALAND**

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1.0 NZDF Gender Pay Gap

The gender pay gap is a high level indicator of the difference between men and women's earnings¹. The State Services Commission reports the Gender Pay Gap (GPG) using average (mean) pay. This approach differs to Statistics New Zealand approach of using the median pay gap for the entire workforce (i.e. the middle point of which half the workforce earns more, and half earns less²).

The State Services Commission Gender Pay Gap and Pay Equity Taskforce recommends calculating both the mean and median earnings in order to understand the gender pay gap.

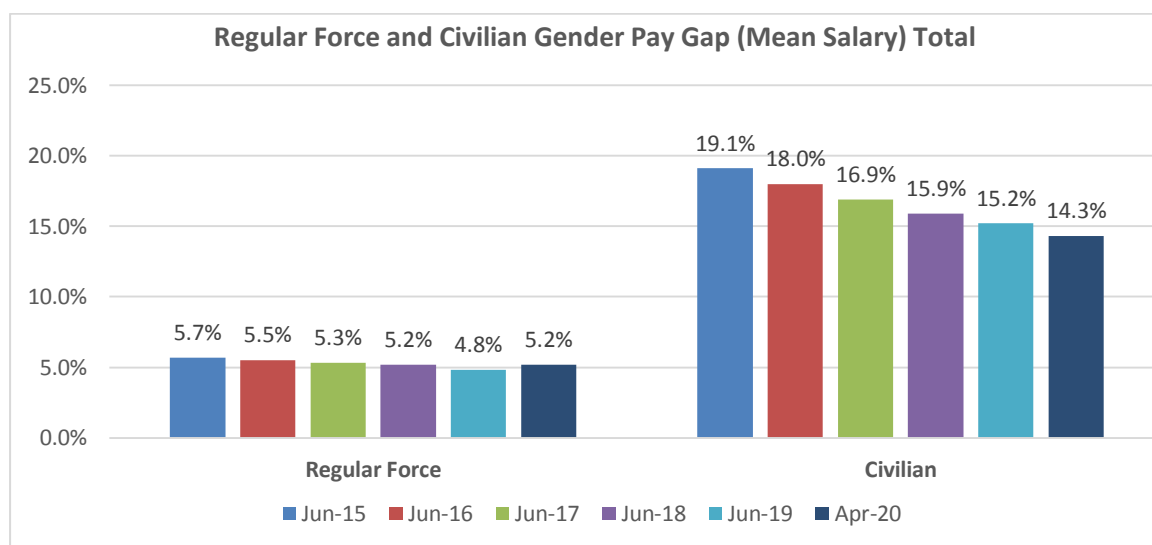
Overall Gender Pay Gap for NZDF

As at 30 April 2020, **the overall gender pay gap (GPG) (mean salary)** for NZDF is 6.1%; when calculating the GPG using the median salary the overall NZDF GPG is 7.9%. *(NB In 2019 the New Zealand Public Service Gender Pay Gap using median salary was 6.2% [a reduction from 2018 when the GPG was 10.7%]).*

1.1 Gender Pay Gap (Mean Salary) (as at 30 April 20)

The Regular Force GPG (mean salary) is 5.2%; this has remained relatively static over the last five years (and is slightly decreased from 2015 when it was 5.7%; refer Table 1). The civilian GPG (mean salary) is 14.3%. The civilian GPG has reduced year on year from 19.1% in 2015 as shown in Table 1.

Table 1. Regular Force and Civilian gender pay gap 2015-2020



For Regular Force, the GPG is impacted by what trade sector and tier³ personnel are in (i.e. more women are in the lower paid trade sectors relative to men, and more men are in the higher paid trade sectors). For Civilian personnel, the GPG is impacted by having more women in junior staff roles and more males in team leader, management and senior management roles. The civilian GPG is

¹ <https://women.govt.nz/work-skills/income/gender-pay-gap>

² <https://ssc.govt.nz/our-work/workforce-data/gender-pay-gap-comparison/>

³ In addition to the rank structure, military roles are assigned to a trade sector and tier. The trade sector placement represents the external market comparison used to determine the value of NZDF trade skills, qualifications and experience.

higher than the Regular Force GPG, there are some key differences in the remuneration approach for military and civilian staff, as follows:

- Negotiation (and associated potential bias) is removed from the Military pay bands (e.g. starting salaries are fixed and progression within the pay band is based on completion of courses, time etc as opposed to subjective appraisals of performance)
- There is greater potential for bias within the pay grades for Civilian staff as they negotiate their starting salary and (unlike Regular Force personnel) annual remuneration reviews are performance based.

There are differences in the GPG by service, as shown in Table 2 below. Table two also shows there is considerable variation in the GPG within the ranks and between services for equivalent ranks.

After civilians, RNZN has the largest GPG (mean salary). The RNZN also has the highest percentage of women (25%), with the least amount of women in the higher paid trade sector tables. Army has a negative gender pay gap when calculated using the mean salary (likely to be due to the fact that the majority of junior army personnel are male). The GPG for RNZN and RNZAF is lower for the ranks classified as “other rank” and higher (by a small margin for RNZN) in the officer ranks.

Table 2: GPG by Service Detailed Breakdown- Calculated using the Mean Salary (30 April 2020)

Rank (E)	RNZN GPG	Army GPG	RNZAF GPG	RF GPG
OFFICER	11.6%	3.1%	12.5%	8.7%
LTGEN (E)			Male Only	Male Only
MAJGEN (E)	Male Only	Male Only	Male Only	Male Only
BRIG (E)	17.3%	-2.7%	Male Only	7.2%
COL (E)	1.3%	5.3%	5.9%	5.1%
LTCOL (E)	4.3%	1.8%	2.0%	2.3%
MAJ (E)	4.4%	-7.9%	6.3%	1.5%
CAPT (E)	2.1%	-3.5%	3.9%	1.1%
LT (E)	-1.7%	0.2%	-6.0%	-1.7%
2LT (E)	1.1%	5.2%	11.5%	9.3%
OFFCDT (E)	-21.3%	6.5%	-11.6%	-9.4%
OTHER RANK	10.2%	3.0%	7.7%	5.8%
CPL (E)	4.7%	1.5%	2.5%	2.7%
WO1 (E)	5.2%	3.6%	1.1%	2.0%
WO2 (E)		-0.1%		-0.1%
SSGT (E)	11.4%	-1.9%	7.8%	4.9%
SGT (E)	5.0%	3.1%	4.8%	4.2%
LCPL (E)	2.4%	2.8%	1.8%	2.7%
PTE (E)	2.1%	1.1%	0.6%	2.3%
Total GPG	11.4%	-0.5%	9.3%	5.2%

The GPG for the civilian pay grades also has variation throughout (refer table three); whilst the overall GPG is 14.3%, for senior management the civilian pay gap is -1.2% in favour of women. More females than males hold junior roles in the organisation (57% of junior roles are held by women,

whereas women only make up about a third of each of the team lead, management or senior management roles).

Table 3: GPG by Civilian Grade Detailed Breakdown- Calculated using the Mean Salary (30 April 2020)

Civilian Grade	GPG
Senior Management	-1.2%
SMGRAD06	Female Only
SMGRAD05	Male Only
SMGRAD04	Male Only
SMGRAD03	-8.7%
SMGRAD02	3.3%
SMGRAD01	0.0%
Management	1.7%
GRADE24	-5.5%
GRADE23	4.1%
GRADE22	3.5%
GRADE21	3.2%
GRADE18	0.9%
GRADE19	-0.9%
GRADE20	0.1%
SME Team Lead	1.7%
GRADE15	2.1%
GRADE16	1.0%
GRADE17	3.2%
Junior Staff	1.2%
GRADE14	-0.3%
GRADE13	-1.0%
GRADE12	1.2%
GRADE11	0.3%
GRADE10	-2.2%
GRADE09	2.0%
GRADE08	-3.3%
GRADE07	-1.0%
GRADE06	0.4%
GRADE05	0.0%
GRADE00	0.2%
Grand Total	14.3%

1.2 Gender Pay Gap (Median Salary) May 2020

The NZDF GPG (median salary) was 7.9% as at May 2020. The civilian GPG (median salary) is 15.9%. Of the Services, the RNZN has the highest gender pay gap (median salary) of 12%. When using the median salary calculation the GPG for Army is no longer negative but it is below one percent. As all the Services have an 'apprentice model' (whereby people are grown through the ranks) when the

Services increase the number of junior females the GPG will increase (this may be offset through retention of senior women and placement of women into key senior roles).

GPG by Service - Calculated using the Median Salary⁴

Breakdown	RNZN	NZ ARMY	RNZAF	CIVILIAN	NZDF
Gender Pay Gap	12.0%	0.8%	7.5%	15.9%	7.9%
Female Median Salary	\$ 61,410.58	\$ 62,544.23	\$ 68,701.92	\$ 67,566.00	\$ 65,035.58
Male Median Salary	\$ 69,779.81	\$ 63,038.46	\$74,274.04	\$ 80,350.00	\$ 70,649.04

Additional Analysis

As part of addressing the GPG, this plan proposes undertaking additional analysis (refer Section 4.2), (including analysis of the ethnic gender pay gap) in order to better understand the variance observed in the GPG by rank/grade (and where adjustments should be targeted).

⁴ Gender Pay Gap (GPG) calculated as: (Median Male Total Salary / Median Female Total Salary) / Median Male Total Salary. Total Salary calculated as Base + Mil Factor. Regular Force and Civilian Only.

2.0 Addressing the GPG - Context Setting

The Ministry of Women’s “Closing the Pay Gap – actions for employers” guide is used as a foundational document in framing NZDF’s Gender Pay Gap Action Plan. Additionally, NZDF’s plan is informed by the Public Service Gender Pay Gap Action Plan, the gender pay principles and the United Nation’s Women’s Empowerment Principles (WEPs), as well as drawing on guidance and advice from the Public Services Association.

This section notes the Gender Pay and WEPs Principles, outlines some of the reasons why the gender pay gap exists, and provides contextual data about NZDF.

The Government is committed to eliminating the gender pay gap (GPG) within the Public Service.

Gender Pay Principles

State sector unions and agencies agreed the following principles⁵ with the aim to create working environments that are free from gender based equalities:

- Principle 1: **Freedom from bias and discrimination** - Employment and pay practices are free from the effects of conscious and unconscious bias and assumptions based on gender.
- Principle 2: **Transparency and accessibility principle** - Employment and pay practices, pay rates and systems are transparent. Information is readily accessible and understandable.
- Principle 3: **Relationship between paid and unpaid work** - Employment and pay practices recognise and account for different patterns of labour force participation by workers who are undertaking unpaid and/or caring work.
- Principle 4: **Sustainability** - Interventions and solutions are collectively developed and agreed sustainable and enduring. *(Note this principle explicitly talks about how integration of Te Tiriti o Waitangi (the Treaty of Waitangi) and addressing the needs of Māori women is essential for achieving sustainable systemic change.)*
- Principle 5: **Engagement and Participation** - Employees, their unions and agencies work collaboratively to achieve mutually agreed outcomes.

The NZDF has considered all of the above principles in designing our gender pay gap action plan.

United Nation’s Women’s Empowerment Principles⁶

The NZDF adopted the United Nation’s Women’s Empowerment Principles (WEPs) in March 2020, and these principles were also considered when developing NZDF’s approach for addressing the gender pay gap.

There are seven WEPS principles and underneath each of the WEPs are a number of strategic outcomes. We have highlighted the specific strategic outcomes that we perceive are especially relevant for eliminating NZDF’s gender pay gap (please refer Appendix A).

⁵ <https://ssc.govt.nz/assets/SSC-Site-Assets/Workforce-and-Talent-Management/Gender-Pay-Principles.pdf>

⁶ <https://www.weps.org.nz>

PSA Ngā Kaupapa principles⁷

The PSA Kaupapa support the PSA's commitment to Te Tiriti o Waitangi. There are eight ngā kaupapa principles in total. The principles of Rangatiratanga, Kaitiakitanga, Whakahiato Umanga and Whakamana are of particular relevance to NZDF addressing the gender pay gap for Māori.

These are listed below:

- **Rangatiratanga** - Empowering Māori Leadership (e.g. having a talent pipeline for Māori).
- **Kaitiakitanga** - Protection of Māori to secure fair working conditions in the workplace (e.g. closing gender pay gap for Māori, increasing cultural understanding within the workplace).
- **Whakahiato Umanga** - Career development (e.g. ensuring access to learning and development opportunities for Māori).
- **Whakamana** – Effectiveness (e.g. capability development of Māori, promoting positive outcomes for Maori workers in the workplace).

⁷ <https://www.psa.org.nz/dmsdocument/86453>

Reasons why the Gender Pay Gap Exists

There is no one factor responsible for the gender pay gap, rather there are a number of reasons why the gender pay gap exists (in general, not NZDF specific); the table below highlights some of these⁸:

Reasons	Solutions
<p>A greater number of males in senior roles:</p> <ul style="list-style-type: none"> • “Long hours” culture. • Gender bias in recruiting/internal opportunities. 	<ul style="list-style-type: none"> • Design senior roles to work for all. • Promote flexible working. • Discourage “long hours” culture (making sure full time workers are not required to work long hours is vital for reducing stigma associated with flexible or part time work).
<p>Caring responsibilities and part time roles are shared unequally:</p> <ul style="list-style-type: none"> • Part time jobs have fewer progression opportunities. • More women work part time. 	<ul style="list-style-type: none"> • Create quality flexible jobs for all that allow staff to balance ambition with caring responsibilities. • Work to overcome cultural biases that make it difficult for males to work part time or flexibly. • Ensure part time roles have career progression, access to opportunities and pay increases. • Ensure part time jobs are not fulltime jobs paid less (e.g. a fulltime role worked across 4 days at 80% of pay). • Open up traditional male sectors/trades to flexible working opportunities (this would have the dual benefit of encouraging women to work in them and would increase the number of men who work part time).
<p>Women ‘choose’ to work in low paid roles and sectors:</p> <ul style="list-style-type: none"> • Societal undervaluing of traditional female skills. • Strong legacies of gender segregation (paid and unpaid work). • Women’s unpaid work responsibilities restrict their access to jobs and careers. • Unequal pay limits scope to change the domestic division of labour. 	<ul style="list-style-type: none"> • Changing societal norms requires intentional effort from all sectors (education, public and private sector). • Need to increase perceived value of women’s unpaid work and also encourage males into female dominated sectors. • Raise the wage floor. • Value different skill sets and types of leadership. • Ensure job evaluation systems are not out of date or biased. • Ensure part time roles have career progression, access to opportunities and pay increases. • Reform practices of wage setting, recruitment and promotion.
<p>Women are paid less than men for the same role:</p> <ul style="list-style-type: none"> • Equal pay is an issue of discrimination (paying women less for the same thing) this feeds into the gender pay gap but is not the same thing. • Culture of lack of transparency over pay, lack of scrutiny of discretionary pay decisions. 	<ul style="list-style-type: none"> • Stop paying women less. • Be aware of unconscious bias. • Address gender bias/discrimination. • Review high risk practices such as managerial discretion for starting salaries, long or overlapping pay scales for each grade, more than one grading and pay system and job evaluation systems that may be out of date or gender biased.

⁸ <https://timewise.co.uk/article/article-real-reasons-behind-gender-pay-gap/>; <https://journals.sagepub.com/doi/10.1177/0003122410365307>; <https://www.instyle.com/lifestyle/gender-pay-gap-solutions?amp=true>; <https://theconversation.com/to-solve-the-gender-pay-gap-we-need-to-radically-rethink-what-a-job-looks-like-115939>; https://socialprotection-humanrights.org/wp-content/uploads/2016/03/Brief-6_Tackling-the-Gender-Pay-Gap_Rnd5_FINAL.pdf;

Note:

Whilst many organisations may perceive societal factors/norms as out of scope for their gender pay gap plan, the NZDF as a 'whole of life' organisation is potentially better positioned (relative to other organisations) to positively shape norms in relation to men's participation in unpaid labour in the home, and also perceptions of the value of such labour. Addressing traditional gender norms is part of the work that the NZDF Directorate of Diversity and Inclusion is working on.

3.0 NZDF GPG Action Plan

The next few sections outline the basis of the NZDF’s Action Plan for Addressing the Gender Pay Gap (the full plan is summarised in Appendix B). The activities outlined within this document draw upon expert advice available online in the form of guidance from the Ministry of Women, The State Services Commission, as well as expert advice from our partners (the NZ WEPs) and the PSA.

Ministry of Women’s “Closing the Pay Gap – actions for employers”⁹

The Ministry of Women have produced a resource to support employers identify actions for closing the gender pay gap (hereafter referred to as the GPG).

The resource has 7 areas as below – these are all covered in this document (*NB these address the organisation led solutions as to why the GPG exists as outlined in Section one*).



⁹ https://women.govt.nz/sites/public_files/GPG%20Actions%20for%20Employers_0.pdf

4.0 NZDF addressing the GPG

The NZDF GPG Action plan is provided in Appendix 2 of this report. Components of this plan are discussed below and overleaf.

4.1 Lead from the Top

This section outlines the role the NZDF leadership plays in addressing the gender pay gap, closing the GPG depends on culture change and our executive leadership is pivotal in driving change.

Leaders are fundamental to change within an organisation. NZDF leadership has publicly committed to adopting the UN Women's Empowerment Principles and to reporting progress in relation to gender diversity.

In order to address the GPG NZDF leadership commits to:

- **Embrace transparency, measurement and reporting** – reporting on the GPG will be a standing item at the NZDF Board (which meets quarterly). Reporting will include other compounding factors that negatively impact on the GPG (e.g. ethnicity).

Additionally the actions to address the GPG will be discussed (*NB whilst it is important to raise awareness around the GPG, it is important not to normalise it, so alongside any reporting mitigations will also be reported*). The GPG will also be reported in the NZDF Annual Report.

The GPG action plan will be available on the NZDF intranet and also on the NZDF external webpage.

- **Normalise access to flexible working¹⁰ and parental leave for both men and women** – leaders set organisational norms through their words and actions. NZDF leaders, Command and management will promote equal access to flexible working regardless of gender. Ways to normalise access to flexible working and parental leave include:
 - **Role modelling** - encouraging a range of male and female Command and Managers to work flexibly and to role model this practice to their team.
 - **Story telling** – including case studies of men and women who are on parental leave or who work flexibly in NZDF publications (e.g. the Single Service magazines or the NZDF magazine) to illustrate this is supported practice and not 'career limiting' (i.e. that flexible options do not undermine career progression and pay)
 - **Challenge assumptions** – such assumptions as flexible and part-time workers are less committed or ambitious.
 - **Training and manager support** – to assist realising flexible working practices.
- **Set expectations** – around supporting gender diversity and inclusion, about access to flexible working for those roles that are able to support this, and about NZDF's commitment to closing the GPG. Ways the NZDF leadership team will demonstrate their commitment to gender diversity include:

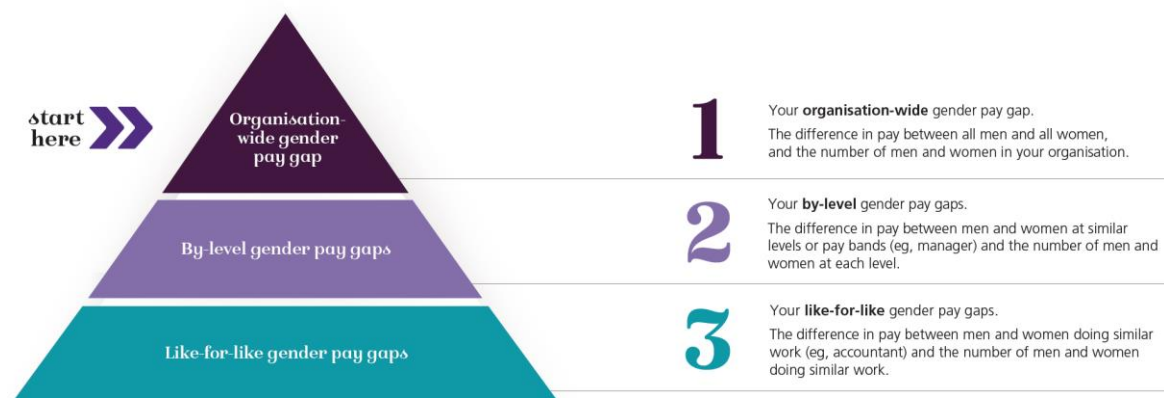
¹⁰ NZDF has a flexible working policy. In 2019 the NZDF developed a Flexible Working Implementation Guide for Commanders, Managers and personnel. Work is planned for 2020 to further promote and normalise flexible working. NB Due to the nature of military service it is not always possible to approve a flexible working request. The core task of the NZDF is to conduct military operations and be combat ready. However, the NZDF recognises that there is more that it can do to normalise the flexible working that is possible for both its men and women.

- **Setting targets** – that support gender diversity (for example, the Single Services have committed to having 30% gender diversity on key decision making boards).
 - **Communications** – both formal and informal that are supportive of gender diversity (in both words and images), and intolerant of sex based discrimination.
 - **Promote work/life balance** – research shows that “long hours” cultures in senior roles disadvantage women.
 - **Supporting gender networks** – The NZDF has recently refreshed its Women’s Advisory network (now called Gender Equality Network) and having leaders supporting staff to participate in gender networks, communicates that these networks are valued.
 - **Supporting networks of Māori, Pacific and ethnic minority women** – the NZDF Directorate of Diversity and Inclusion is currently exploring the development of a network for Māori, Pacific and ethnic minority women in acknowledgement that the challenges these women face in the workplace are greater than those faced by European women.
- **Celebrate achievement** – communicate to NZDF personnel when positive inroads are made to address the gender pay gap.

4.2 Develop our HR Data Analytics

As a large organisation, the NZDF will need to do detailed and comprehensive analysis of data in relation to our GPG. The NZDF would like to share the analysis with the PSA on a regular basis (quarterly or six monthly) to ensure a collaborative process is in place in regards to monitoring, designing and implementing activities to close the GPG.

As per the Ministry of Women’s guidance, the NZDF will look at the following three areas in relation to its GPG.



Additionally, the NZDF will look at:

- the combined effects of gender and ethnicity;¹¹
- number of males and females paid using the special remuneration table (by ethnicity also);

¹¹ The limitations of the ethnicity data that the NZDF collects will need to be noted; a key limitation being that personnel can only select up to three ethnicities within our HR data system, and that the default for the system is to report one ethnicity (the first of the three provided by personnel). The latter the NZDF can work around with additional analysis, but the former cannot be modified without modifications to the current HR system which are cost prohibitive.

- take-up of flexible working (by gender/ethnicity) (and the number of declined applications);
- access to executive coaching and the like (by gender/ethnicity);
- career progression (promotion) data by gender (e.g. men progressing faster) and also work arrangements (e.g. whether there is slower career progression for those working flexibly or part time);
- the Pulse 2020 staff engagement survey for perceptions of fairness, experiences in relation to career development, and work/life balance by gender/ethnicity;
- number participating in War College, deployment (and other training opportunities [military and civilian] that lead to career advancement) (by gender/ethnicity);
- exit data, numbers leaving and average length of time with NZDF (to understand the talent pipeline) (by gender/ethnicity); and
- recruitment data (civilian) on the gender split of applicants for roles compared to those that are hired; and the application to attestation data for military personnel by (by gender/ethnicity)
- civilian starting salary (grade and positioning within grade) by gender and ethnicity.

“Pay equity is not something leaders can set and forget – it requires an understanding of the data and a willingness to investigate and address the gaps every time pay outcomes are determined.”

Christine Christian, President Chief Executive Women¹²

4.3 Be Aware of Bias

The Ministry of Women’s GPG actions for employers report notes that 80% of the gender pay gap is driven by hard to measure factors, including bias.

In 2020/21 NZDF will examine all the “segments” in its employment lifecycle for personnel and identify where potential gender bias may exist (for example, in recruitment - the language used in advertising and the way the interview and selection process is run). Some of this work within the employment cycle has already been undertaken, for example in 2019:

- NZDF Organisational Development created clear guidance for setting performance development review (PDR) expectations and determining PDR outcomes to ensure that these are free from bias.
- NZDF HR Service Delivery reviewed the annual remuneration review (ARR) and moderation guidelines to ensure that they were free from bias.

Specific bias training has been provided for key roles including recruiters, members of the senior leadership, and individuals in career management roles. This needs to be revisited to ensure it is ongoing and enduring (i.e. that someone with expertise in bias training provides senior leadership with training as each new cohort of senior leadership posts into their role) and also that the training is specific to gender bias.

¹² Workplace Gender Equality Agency (2017). Guide to gender pay equity: Practical steps to improve pay equity between women and men in your organisation. Retrieved from www.wgea.gov.au.

4.4 Maximise Female Talent

The NZDF understands that it is important to maximise female talent in order to close the GPG. The NZDF commits to:

- Understand the talent pipeline (who stays, who goes, and at what point in their career?) and what opportunities there are to addressing any issues in female talent retention.
- Understand access to advancement opportunities.
- Promote flexible work (for men and women).
- Ensure 30% gender diversity on key decision making boards.
- Promote work/life balance (not supporting a “long hours” culture).
- Provide opportunities for formal and informal networking events with senior leaders within the organisation.
- Raise awareness of gender bias, and addressing gender bias in the employment life cycle of NZDF personnel (*NB before appointment boards, participants have a legal briefing on discrimination including gender and relationship status bias*).

The NZDF has mentoring schemes in place in the Single Services already (access to these by gender/ethnicity will be looked at). Additionally, the NZDF (within our Wāhine Toa [Gender Diversity - formerly More Military Women] programme, is looking to pilot female centric group mentoring and also develop a paired mentoring scheme for women (as well as upskilling the women, the scheme will pair them with more senior male colleagues to provide them with insights as to the experience of women moving through the talent pipeline).

Gender targets have been set for both RNZN and RNZAF in relation to participation of women within their service (Army has committed to overall growth in the number of women, and to targets for those entering its tertiary education scheme and commissioning courses).

Currently there are no articulated targets for diversity in leadership (beyond the participation in decision making boards); this may be considered in relation to the current and projected talent pipeline (once the analysis has been completed).

4.5 Review our Recruitment and Talent Management Processes

Transparency in relation to recruitment, performance reviews, and pay rounds is necessary as these areas can be influenced by bias. The NZDF has completed work in relation to both performance reviews and pay rounds (refer Section 3.3); this work will be reviewed in 2020/21.

Increasing gender diversity in recruitment is supported by using gender neutral language in job descriptions, managers asking for diverse shortlists, and promoting your organisation as one that is open to diversity.

As of 2019, NZDF civilian job advertisements include the following diversity statement: *“The NZDF is committed to ensuring it has an inclusive workforce regardless of gender, ethnicity, disability, sexual orientation, age, beliefs/opinions, or family circumstances.”*

The civilian recruitment team have had training via Seek to ensure job advertisements are gender neutral and/or inclusive. NZDF civilian job advertisements are crafted to ensure gendered language is minimized, as an additional safeguard, all advertisements go through a gender decoding website - <http://gender-decoder.katmatfield.com> to ensure the language is gender neutral.

The civilian recruitment team encourage diversity in panel members for interviews, have employment decisions reviewed by a third party (the 2-up of the role), use a competency matrix for the appointment process, appointing within the same band if appointing people to the same role

Opportunity still exists to further reduce gender bias in recruitment, for example discussions around salary expectations; reviewing the job sizing process; and better understanding how hiring managers negotiate starting salaries.

4.6 Normalise Flexible Work and Parental Leave for Men and Women

Flexible Working

The NZDF has a flexible working policy, gender neutral scenarios of what flexible working might look like, and a guide for implementing flexible working for Commanders, Managers and personnel. From the 2019 NZDF Pulse Survey data we know that 28% of men and 39% of women had undertaken flexible working either as part of a formal or an *ad hoc* arrangement on an at least a monthly basis. Whilst the NZDF has some challenges in relation to flexible working (i.e. it is not possible in some roles – for example on deployment) there is still opportunity to consider flexible working options for a number of roles within the NZDF.

In 2020/21 the NZDF plans to use Prosci's ADKAR® change management model¹³ to promote flexible working on camps and bases. ADKAR® works on the premise that organisational change requires individual change (and is explained in the box below).

THE ADKAR MODEL

Organisational change requires individual change.

Prosci's model of individual change is called the Prosci ADKAR® Model, an acronym for *awareness, desire, knowledge, ability and reinforcement*.

- A** Awareness of the need for change
- D** Desire to participate in and support the change
- K** Knowledge on how to change
- A** Ability to demonstrate new skills and behaviours
- R** Reinforcement to sustain the change

ADKAR is about each individual working from the present state, through transition, to the future state. This is the core of effective change management: leveraging change management activities and skills to drive individual transitions. All of our projects have benefits that are dependent on people changing the way they do work.

The Directorate of Diversity and Inclusion will be partnering with HR Advisors and PCP Business Partners to develop a communication and education approach to promoting flexible working on camps and bases. NZDF will also seek advice from relevant external stakeholders (e.g. Ministry of Women, State Services Commission and the PSA). Uptake and declines of flexible working will be tracked.

Consultation with the Services will help inform this work in terms of understanding what the barriers¹⁴ and opportunities to flexible working are on camps and bases. Champions of flexible working will be sought to role model and/or support flexible working in the workplace. Case studies of those working flexibly (and what enables this) will be shared in Defence publications and with

¹³ Reference: <https://www.prosci.com/adkar/adkar-model>

¹⁴ Especially any biases that may make it difficult for males to work part time or flexibly.

commanders and managers. Pay and promotion data for flexible and part-time workers will be monitored to ensure access to opportunities and pay increases.

Parental Leave¹⁵

A handbook on parental leave and entitlement has been drafted for the Army (for both parents as well as commanders and managers); this handbook once finalised can be modified for RNZN and RNZAF (as well as the NZDF more generally). Communications that go out with the handbook will need to promote the use of parental leave entitlements for both women and men. All commanders and managers will be encouraged to stay in touch (as per the wishes of the person on parental leave) and to support personnel returning to work.

Valuing unpaid work/caring duties in the home

The NZDF will demonstrate it values unpaid work/caring duties in the home by supporting work/life balance (discouraging a “long hours” culture); and by supporting those men and women who work flexibly/part time.

¹⁵ NB Military and Civilian staff are not adversely affected by being on parental leave (i.e. progression can still occur).

Appendix A: UN Women's Empowerment Principles

The sections (strategic outcomes) highlighted in orange below are those in particular that informed our Gender Pay Gap Action Plan.

Principle 1	Establish high-level corporate leadership for gender equality
Leadership for Gender Equality	Strategic outcomes
<p><u>Statement of Commitment:</u> This statement should clearly show the management, employees, business partners and wider community how dedicated the company is to promoting equality and equal opportunities for women.</p> <p><u>Evaluate your company's policies, plans and practices:</u> Identify factors that impact women and men differently and to establish a shared plan on how gender equality will be implemented, monitored and measured, with goals and actions for all areas of the business.</p>	<p>a. The chief executive has signed up to support and implement the seven Women's Empowerment Principles.</p> <p>b. A public statement of commitment to gender equality by the chief executive and/or the board of directors is widely disseminated.</p> <p>c. An action plan is implemented to support the statement of commitment, including specific initiatives, policies and programmes, with defined goals and time scales.</p> <p>d. Resources have been allocated to cover the time and cost of putting the action plan into operation.</p> <p>e. The action plan states that its effectiveness will be monitored and reviewed regularly and results shared with employees and their representatives, as well as in public reporting.</p> <p>f. A designated high-level individual champions the organisation's gender equality policies and plans, acting as a voice for women's empowerment in the workplace.</p> <p>g. Feedback is gathered from both men and women across the company to inform gender equality initiatives and to ensure the commitment to gender equality is visible and understood by employees.</p> <p>h. Progress on gender equality is a factor in the performance reviews of senior executives.</p> <p>i. Diversity and inclusion questions are included in all interviews for leadership positions.</p> <p>j. Corporate values and culture reflect principles of gender equality and equal opportunities.</p>
Women in leadership	Strategic outcomes
<p><u>Representation:</u> Women should be represented in leadership roles across your business, including management, executive and director positions.</p> <p><u>Programmes:</u> Programmes should be in place to identify high potential and high performing women, and initiatives in place to support them in their leadership career.</p> <p>Actively challenge biased perceptions about women's ability to lead and to recognise and appreciate a range of leadership styles.</p>	<p>a. Women are supported into leadership positions, with targets or other affirmative measures in place to increase the proportion of women in leadership roles, including management, executive and director positions.</p> <p>b. A range of different leadership styles are used and valued.</p> <p>c. Career and development plans encourage talented women to progress and stay in the organisation.</p> <p>d. Career and development plans accommodate career breaks and flexible work arrangements.</p> <p>e. Women participate on all decision making committees and on every major project.</p> <p>f. Opportunities to develop leadership skills are available to women throughout the organisation, including those in low paid roles.</p>

Principle 2	Treat all women and men fairly at work – respect and support human rights and non-discrimination
Unconscious bias	Strategic outcomes
<p><u>Education:</u> Educate leader about unconscious bias and its impact to ensure that women are not being overlooked or treated unfairly in the workplace.</p>	<p>a. Unconscious bias is addressed through awareness-raising and training, starting with managers and those actively involved in recruitment and career development.</p> <p>b. All employees are aware of and understand the company’s policy on promoting equality and avoiding discrimination, and this policy specifies unconscious bias as a potential cause of unintentional discrimination in the workplace.</p> <p>c. Employees have the opportunity to meet a wide range of people and hear about their experiences.</p> <p>d. The company seeks to uphold human rights and the values of respect, dignity and equality for every person - regardless of race or colour, sex, religion, political opinion, national origins, employment status, disability, sexual orientation, gender identity, social status, age, or any other characteristic.</p> <p>e. The company recognises and promotes the unique rights of Tangata Whenua as the indigenous people of Aotearoa New Zealand, including by establishing relationships with Māori women leaders.</p>
Recruitment and retention	Strategic outcomes
<p>Establish a clear picture of where women are in your business.</p> <p>Look at the way you advertise jobs, shortlist, interview, appoint and retain staff.</p>	<p>a. Data is gathered tracking where women and men are in the organisation, including the numbers in leadership, management and on the governing body, as well as promotion and turnover rates and outcomes of performance appraisals. This information is used to identify and act on inequalities between men and women.</p> <p>b. Women are proactively recruited and appointed to managerial, executive and board positions, with targets for the number of women in these roles, where appropriate.</p> <p>c. The company’s efforts toward gender equality are prominently publicised in recruiting materials.</p> <p>d. Women applicants are included at shortlist and interview stages.</p> <p>e. Women participate on interview panels, including for every senior or board appointment.</p> <p>f. Women have equal opportunities to lead on major projects and task forces.</p> <p>g. Exit interviews are conducted with women leaving the organisation to learn about the reasons contributing to their departure and to identify strategies to help prevent other women from leaving.</p> <p>h. In the event of workplace restructuring, equality impact assessments are used to help ensure that women are not disproportionately affected.</p> <p>i. The criteria used to measure the performance of male and female employees is objective and measureable and does not unwittingly reward certain competencies more than others.</p> <p>j. All women in the organisation access opportunities to fulfill their career aspirations, including those in low paid roles and women approaching retirement.</p>

Gender pay equity	Strategic outcomes
<p>Ensure that factors contributing to the gender pay equity gap (e.g. the undervaluation of women’s skills, women’s lack of access to work-based training, women not progressing through as they should to senior positions, women not negotiating their salary or pay rises, and workplace practices that restrict the employment prospects of employees with family responsibilities) are actively identified and removed or mitigated.</p> <p>Collecting and publish data on the gender pay gap in your organisation.</p>	a. Regular gender pay equity audits are undertaken to ensure that both women and men are paid fairly for the work they perform. This includes reviews of payroll data to identify areas where inequity may exist, and takes account of wage rates, discretionary pay, overtime and shift payments, allowances, performance payments, merit payments, bonus payments, and superannuation.
	b. Comparisons are made between the starting pay rates for men and women and the speed of pay progression and promotion, to analyse and address where gaps exist.
	c. The wages and conditions of jobs are assessed in a transparent and non-discriminatory way. This is done by valuing skills, responsibilities and working conditions in each job or job type (even where the work itself is different) and then remunerating employees accordingly.
	d. A wide range of skills are recognised and appreciated for the value they bring to the business.
	e. All jobs are fully and fairly described, with input from employees and their representatives, and work value factors such as skill, level of responsibility and working conditions are measured in a consistent way.
	f. Pay equity data is regularly reported to executives or board, and included in annual reports.
Family-friendly workplaces	Strategic outcomes
<p>Examples of family-friendly provisions include primary carer leave, leave or payments for parents and caregivers, childcare provision or subsidies, options in the way leave is accrued and taken, and flexible working.</p> <p>Flexible working can cover a variety of different work patterns or arrangements, such as a flexible working week, flexitime, working from home, job-sharing, termtime working, compressed hours, staggered hours and self-rostering.</p> <p>The culture of your organisation should be supportive of flexible working. It should be a normal part of working life and available to all employees.</p> <p>Flexible working should be endorsed by those at the top of your business and evident in company policy.</p>	a. The concept of work and family balance and its benefits is positively received and understood by managers and employees.
	b. All employees are aware of what family-friendly entitlements exist in the workplace and how to utilise the provisions.
	c. Flexible working arrangements are available to all employees and the workplace culture supports these arrangements.
	d. Family-friendly provisions reflect the full diversity of families in today’s society, including same-sex couples and carers, parents through surrogacy, adoptive and foster parents.
	e. Employees who use family-friendly provisions, such as flexible working hours or parental/caregiver leave, are offered the same opportunities as other employees and not overlooked for promotion, benefits, training, routine pay increases, contractual benefits, employer superannuation contributions and accrual of annual leave.
	f. Employees on flexible working arrangements have access to quality work, including meaningful part-time employment opportunities.
	g. Staff or team meetings take place when most people can attend, so no one is excluded from critical decisions or projects.
	h. Professional development or training is scheduled during ordinary work hours.
	i. Employees entitled to work remotely have access to the tools they need to do their job effectively, such as laptops, mobile devices, email accounts, documents, access to shared files, and the internet.

Supporting women to re-enter the workforce	Strategic outcomes
	<p>a. Women returning to work following career breaks are supported to get their career aspirations back on track, including discussions about future training, development and career progression.</p> <p>b. Women return to work or re-enter the workforce in a role that is commensurate with their skills and experience and value to the organisation.</p> <p>c. Women on primary carer's/parental leave are supported by a structured 'keeping in touch' programme (e.g. access to internal newsletters, invites to training and social events, information on job vacancies and key workplace changes, scheduled visits, etc).</p> <p>d. Women returning from primary carer's/parental leave are supported in their transition back to work. (e.g. access to options such as a handover period, phased return, flexible working, meeting free windows, working from home, childcare assistance, reserved car park, loyalty bonus and/ or salary review, etc).</p> <p>e. Breastfeeding mothers have access to a secure clean fridge for storing milk and time off to express milk or to breastfeed. (For information on Breastfeeding Friendly Workplaces visit: bfw.org.nz.)</p> <p>f. Employees working part-time or working at home/off-site are not excluded from meetings or discussions, projects or networking opportunities.</p> <p>g. Women on career breaks or primary carer's leave are considered for project work (check for any impact on parental leave pay or other entitlements).</p> <p>h. Male employees are incentivised to take parental/primary carer's leave and time out of their career to care for children or other dependents.</p> <p>i. The take-up of partner's leave by male employees is monitored and action taken to promote these entitlements if they are left unused.</p>
Principle 3	Ensure the health, safety and well-being of all workers – women and men
<p>It is important that your health and safety policies are tailored to serve the needs of women, including pregnant women.</p>	<p>a. All women and men employees are aware of their rights to time off for health care and counselling for themselves and their dependents.</p> <p>b. Both women and men receive entitlements to paid time off to care for dependents.</p> <p>c. There is a zero tolerance policy on all forms of violence and harassment at work and it is understood by all staff.</p> <p>d. A code of conduct, developed with input from both women and men, clearly sets the expectations of how employees should behave toward each other at work.</p> <p>e. All staff are aware of the procedure for raising concerns or complaints about behaviour in the workplace and they have access to appropriate support and advice.</p> <p>f. Prompt action is taken when employees report that they are experiencing threats to their wellbeing and safety or exposed to sexual harassment, discrimination or violence at work.</p> <p>g. A fair and equitable grievance management process is in place and grievances are responded to, tracked and reported.</p> <p>h. Safety policies address the safety of employees after hours, including securing the workplace after hours and ensuring female employees can travel safely to and from work (e.g. electing to be escorted to their vehicle after hours or accessing taxis home when public transport is less accessible).</p> <p>i. A full risk assessment is undertaken of any working conditions or physical, chemical and biological agents that could jeopardise the health and safety of a woman or her child while she is pregnant or breast feeding.</p>

	<p>j. Company wellness programmes include initiatives specifically aimed at women, e.g. breast cancer and cervical cancer awareness, free or subsidised cervical smear tests or mammograms, access to female health care professionals in any company provided health services.</p> <p>k. Women are not penalised if they need time off for gender-specific health conditions.</p> <p>l. Pregnancy-related illness is recorded separately from sickness absence.</p> <p>m. Women have the option of speaking confidentially about their health or wellbeing to someone from human resources or from an employee assistance programme, particularly if their line manager is male.</p> <p>n. Both women and men are encouraged to disclose any mental health problems to ensure that they get the support they need at work and training is in place for managers to help them recognise and be open to discuss mental health issues.</p> <p>o. There is a culture of openness about time constraints and workload, enabling employees to speak up if the demands placed on them are too great.</p> <p>p. The company recognises the significant impact that family and domestic violence has on workers and employers in New Zealand and takes steps to ensure victims of such violence are able to stay safe at work and stay employed.</p>
Principle 4	Promote education, training and professional development for women
<p>Invest in education, leadership, career development and mentoring initiatives specifically designed for women employees. These initiatives should seek to open up avenues for the advancement of women at all levels and across all business areas.</p>	<p>a. There is equal access for men and women to training and professional development, including talent and leadership programmes.</p> <p>b. A skills profile is developed for all staff. This data is then used when opportunities arise such as short-term vacancies, positions on project teams and committees, etc – and women are actively sought for these roles.</p> <p>c. Women have opportunities for formal and informal networking. This may include establishing a network or forum for women employees, and encouraging women’s participation in local professional networks.</p> <p>d. Individual mentoring or coaching is provided by senior managers, peers or external mentors to enable women to pursue their career aspirations. Mutually agreed objectives and timescales are in place and participants are asked to provide feedback on the impact.</p> <p>e. Annual data is gathered on the number of men and women accessing training and professional development opportunities, broken down by job category.</p> <p>f. Training and education programmes are scheduled at times and locations which take account of the needs of employees with family commitments.</p> <p>g. Regular training, updates and information is provided to ensure the success of the gender equality strategy. Employees, particularly male staff, receive training on the company’s business case for women’s empowerment.</p>
Principle 5	Implement enterprise development, supply chain and marketing practices that empower women
<p>As part of your gender equality strategy, send a clear message to your suppliers and distributors, business partners, consumers and clients that gender equality is a key component of how business is conducted.</p>	<p>a. Existing suppliers are asked whether they have gender equality policies in place, and the offer is made to collaborate with them if they need support to establish these.</p> <p>b. Potential suppliers are asked for information on their gender and diversity policies and this is included in criteria for business selection.</p> <p>c. The company actively seeks out business relationships with women-owned enterprises and women entrepreneurs.</p> <p>d. Women have input into the development of new products or services.</p> <p>e. Customer research, including feedback and complaints, is used to identify and address any barriers to women accessing products and services.</p> <p>f. Women have input into marketing practices.</p>

<p>If your business uses external contractors to supply these services, then include gender equality goals in contract specifications.</p> <p>Take care to provide a positive and empowering portrayal of women in your advertising and marketing materials.</p>	<p>g. A company policy is in place regarding gender sensitive marketing and the portrayal of women and girls, including a process for recording and acting on any complaints.</p> <p>h. The company has a policy on prohibited types of client entertainment (e.g. sex industry) and clearly communicates this policy internally.</p> <p>i. Links are maintained with associations of business women and members are invited to speak with the senior management team.</p>
<p>Principle 6</p>	<p>Promote equality through community initiatives and advocacy</p>
<p>Start by making your efforts toward women’s equality publicly visible.</p> <p>Seek out opportunities to collaborate with community leaders and support community organisations that undertake activities to empower women and girls.</p>	<p>a. Active support, such as volunteer time, services or philanthropic funding, is given to community programmes that benefit women and girls.</p> <p>b. Findings on the company’s efforts towards gender equality are prominently publicised on its website and in public reports.</p> <p>c. The company shares its good practice and supports other businesses to establish their own gender equality strategies.</p> <p>d. Women are represented in all community consultations or stakeholder engagement.</p> <p>e. Opportunities are provided to women from both within and outside the organisation to share their stories, and celebrate their successes.</p> <p>f. Women’s leadership in, and contributions to, their communities is promoted and recognised (e.g. via staff intranet, newsletters, website, at events or conferences, or through personal acknowledgement).</p> <p>g. Women employees at all levels are asked for their views and ideas on what the company can do to create opportunities for women and girls in the community.</p> <p>h. Transparent criteria are used to determine which community projects receive company backing, and it is ensured that women and girls are able to fully participate.</p> <p>i. Seek out opportunities to collaborate with unions to empower women at work and in the community.</p>
<p>Principle 7</p>	<p>Measure and publicly report on progress to achieve gender equality</p>
<p>Your gender equality strategy should set out goals and targets for increased representation and participation of women, and better practice in your organisation.</p> <p>The strategy should identify specific dates for when these will be monitored and reviewed. It should also include performance indicators so that you can measure the impact of your actions.</p>	<p>a. The effectiveness of the gender equality strategy is regularly monitored and reviewed and the information shared with staff and their representatives.</p> <p>b. Data on gender equality is regularly captured and reported, including data on gender pay equity, the gender composition of the governance body, leadership and management positions, and the uptake of training, flexible working and family friendly provisions.</p> <p>c. Performance indicators are used to show the extent to which policies and strategies have been implemented and the results that they have achieved (as opposed to simply stating ‘yes, we have done something’ or ‘no, we have not’).</p> <p>d. Progress toward gender equality is publicly reported, including in annual reports.</p> <p>e. The company’s commitment to gender equality is prominently publicised on your website, accompanied by regular updates on what is being implemented and what is being achieved.</p> <p>f. The gender equality strategy is brought to the attention of business partners, suppliers, contractors, customers and clients.</p> <p>g. Advice is sought from a gender equality expert when reviewing your strategy.</p> <p>h. Commitment to the Women’s Empowerment Principles is demonstrated by participating in the UN Women’s Empowerment Principles survey (New Zealand) and nominations submitted to the international UN Women’s Empowerment Principles CEO Leadership Awards.</p>

Appendix B NZDF GPG Action Plan

Our Focus Areas	Our Actions for 2020-21	What will success look like?	Timing/Outputs
Lead from the top	<ul style="list-style-type: none"> Embrace transparency, measurement and reporting. Ensure pay equity is an agenda item at the executive level and raise pay equity to the board level. Include pay equity metrics in management and board reporting. Normalise access to flexible working and parental leave for men and women. Set clear expectations and targets for reducing gender pay gaps. Celebrate achievement. 	<ul style="list-style-type: none"> Visibility and engagement at NZDF board level re: the NZDF GPG The Gender Pay Action Plan has been published internally and externally. Data transparency - GPG data published in the NZDF's Annual Report. NZDF leadership: <ul style="list-style-type: none"> Actively communicate internally and externally to key stakeholders, the importance of ensuring equal remuneration between men and women. NZDF leadership, commanders and managers support flexible work arrangements to their teams. NZDF leadership set and review targets to support gender diversity. NZDF leadership actively promote work/life balance culture. NZDF leadership actively support the development and use of gender and ethnic networks to promote, value and recognise diversity within the organisation. NZDF leadership actively celebrate achievement by communicating to the organisation whenever positive. Inroads are made to address the GPG. 	<p>Every Quarter (2020/21)</p> <ul style="list-style-type: none"> Reporting on the GPG is a standing item at the NZDF Board (which meets quarterly). Reporting includes other compounding factors that impact on the GPG (e.g. ethnicity). <p>July 2020</p> <ul style="list-style-type: none"> Gender Pay Action Plan is available on the Intranet and NZDF external facing website. <p>August 2020</p> <ul style="list-style-type: none"> NZDF's annual gender report is published. Includes targets, GPG, flexible working uptake, gender pipeline information and other relevant gender diversity statistics. <p>Annual Report 2020</p> <ul style="list-style-type: none"> The NZDF's Annual Report contains NZDF's Gender Pay Gap statistical data and performance. <p>December 2020 – ongoing</p> <p>Communications and other collateral to support leaders developed:</p> <ul style="list-style-type: none"> Leaders set organisational norms through their words and actions. NZDF leaders, commanders and managers communication developed to support and promote equal access to flexible working regardless of gender.
Develop our HR data analytics	<ul style="list-style-type: none"> Analyse our HR data in relation to the organisation's gender and ethnic pay gaps and take steps to address these differences. Work in partnership with unions to ensure a collaborative process is in place to monitor, design and implement activities to close the gender pay gap. 	<ul style="list-style-type: none"> Quarterly and annual statistics on GPG produced. Data is shared with Unions/SSC. Quarterly catch ups with unions/SSC. 	<p>June 2020</p> <ul style="list-style-type: none"> Detailed data request for GPG data designed. <p>July 2020, October 2020, January 2021 and April 2021</p> <ul style="list-style-type: none"> Quarterly reports produced (and shared with Unions and NZDF Executive). <p>August 2020</p> <ul style="list-style-type: none"> Ethnic GPG data reported in Annual Ethnic Diversity Reports (for Māori and Pacific).
Be aware of bias	<ul style="list-style-type: none"> Examine all segments in the employment lifecycle for our members, identify where potential gender bias may exist and correct where required. Ensure diverse selection panels, shortlists and actively source diverse talent pools. Review our recruitment and talent development processes to reduce the potential for bias, using best practice guidance from the Gender Pay Gap and Pay Equity Taskforce. Implement inclusive leadership practices which address bias. 	<ul style="list-style-type: none"> Bias is identified and corrective measures (including training) developed. Staff report increased knowledge and confidence in addressing bias. 	<p>July 2020</p> <ul style="list-style-type: none"> Bias exploration work (D and I to lead). <p>September 2020 – ongoing</p> <ul style="list-style-type: none"> Bias mitigations plan developed (awareness, training, other) and implemented.
Maximise female talent	To achieve this objective for 2020-21 we will:	<ul style="list-style-type: none"> Awareness of talent pipeline (issues and opportunities). Specific activities in place to support retention of women. 	<p>August 2020</p> <ul style="list-style-type: none"> NZDF's annual gender report is published.

Our Focus Areas	Our Actions for 2020-21	What will success look like?	Timing/Outputs
	<ul style="list-style-type: none"> Review the talent pipeline and identify what opportunities exist to address gender pay gap issues in female talent retention. Improve access to advancement opportunities for women. Promote flexible working arrangements for women and men. Ensure 30% gender diversity on key decision-making boards. Promote work/life balance and not supporting a “long hours” culture. Promote opportunities for formal and informal networking events with senior leaders within the organisation. Raise awareness of gender bias and addressing gender bias in the employment lifecycle of our members. 	<ul style="list-style-type: none"> Increased engagement (reduced number of pers looking to leave organisation as measured by the annual Pulse survey). Increased numbers of people working flexibly. Declines for flexible working reported. Gender equality network increases women’s opportunities for networking. Staff wellbeing is recognised as a priority. Staff are happy with their work/life balance as measured by the annual Pulse survey. 	<ul style="list-style-type: none"> Includes targets, GPG, flexible working uptake, gender pipeline information and other relevant gender diversity statistics. Includes information on Wāhine Toa Programme and steps to address gender diversity. <p>July 2020</p> <ul style="list-style-type: none"> Internal flexible working group reconvenes. Change management plan to raise awareness and promote flexible working developed (sign off September 2020). <p>September 2020 – ongoing</p> <ul style="list-style-type: none"> Flexible working programme. <p>July – September 2020</p> <ul style="list-style-type: none"> Review of the 30% gender diversity on key decision-making boards to ensure it is working as intended.
<p>Review our recruitment and talent management processes</p>	<p>To achieve this objective in 2020-21 we will:</p> <ul style="list-style-type: none"> Work with career managers, commanders and managers to ensure clear and transparent progression and promotion opportunities for all. Undertake analysis on the proportion of women vs men being promoted internally. Provide commanders and managers with guidance regarding selecting members for secondments and/or project opportunities. Provide commanders and managers with guidance to help them feel confident navigating performance and feedback discussions. Provide commanders and managers with guidance on appropriate appointment salaries using zones within the bands. Ensure commanders and managers are aware of the requirement to appoint within zone guidance and are aware of internal comparisons when appointing new employees. Increase transparency around our pay bands – internally and externally (when advertising opportunities). Investigate the feasibility of introducing a starting salary calculator. Analyse and remove gender bias in role titles, job descriptions and advertisements. Investigate alternative interview options to improve accessibility. Complete an annual review of starting salaries in ‘like’ roles. 	<ul style="list-style-type: none"> Gender diversity data is readily available in relation to the talent pipeline. Career talent management consider gender in their work (and this is reflected in planning documents). Commanders and managers feel comfortable undertaking coaching conversations. Guidance (and supporting tools/collateral) is available from the Rem team in relation to remuneration. NZDF recruitment process is free from bias. 	<p>July 2020 – ongoing</p> <ul style="list-style-type: none"> Raise awareness internally re: NZDF pay bands and where this information can be found. <p>July – September 2020</p> <ul style="list-style-type: none"> Defence Remuneration to investigate the feasibility of introducing a starting salary calculator. <p>September – December 2020</p> <ul style="list-style-type: none"> Analysis of the like for like pay gap examined – (including in relation to starting salaries). <p>January – March 2020</p> <ul style="list-style-type: none"> Defence Remuneration develop a plan to address like for like pay gap. <p>July – December 2020</p> <ul style="list-style-type: none"> Defence civilian recruitment to develop a plan to support diversity in recruitment in conjunction with the Wāhine Toa Programme in D and I. <p>July – December 2020</p> <ul style="list-style-type: none"> CTM develop a plan to support gender diversity in conjunction with the Wāhine Toa Programme in D and I. <p>January 2021 – ongoing</p> <ul style="list-style-type: none"> Defence civilian recruitment and CTM implement their plans as above.
<p>Normalise flexible work and parental leave for men and women</p>	<p>To achieve this objective in 2020-21 we will:</p> <ul style="list-style-type: none"> Engage with our members to continue promoting awareness of the NZDF’s flexible working policy. Ensure members understand what flexible work options we can support due to the nature of our work. 	<p>Flexible working has been designed and implemented in a way that works for our people, teams, managers and the organisation.</p> <p>For example:</p> <ul style="list-style-type: none"> The supporting system (<i>e.g. principles, policies, processes, and communications</i>) has been developed in collaboration with a diverse mix of people from across the NZDF. 	<p>July 2020</p> <ul style="list-style-type: none"> Internal flexible working group reconvenes. Change management plan to raise awareness and promote flexible working developed (sign off September 2020).

Our Focus Areas	Our Actions for 2020-21	What will success look like?	Timing/Outputs
	<ul style="list-style-type: none"> Role model flexible working in senior roles. 	<ul style="list-style-type: none"> The solution is fit for purpose and free from bias and discrimination. Members clearly understand how flexible-by-default works and feel empowered and enabled to work flexibly where possible. Commanders and managers value flexible-by-default and understand how they can make it work successfully in their teams. They feel confident in their ability to apply the policy consistently and are supported when they need help. Numbers of people working flexibly increases. 	<ul style="list-style-type: none"> Statistics available on types of flexible working arrangements (pre Flexible working programme implementation). 100 percent of jobs advertised state we are open to flexible working. <p>September 2020 - ongoing</p> <ul style="list-style-type: none"> Flexible working programme. Reporting on flexible working numbers quarterly (includes declines). Statistics or analysis on decisions made, where certain types of roles /flexible arrangements are deemed not suitable.