

10 March 2023

Section (9)(2)(a)
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Our ref: OIA 102320

Tēnā kōrua Section (9)(2)(a)

Official Information Act request 1982: Support for non-binary, transgender, and gender fluid staff

Thank you for your email of 1 February 2023, requesting, under the Official Information Act 1982 (the Act), any documentation the Ministry of Justice (the Ministry) holds regarding support for the transgender, non-binary, and gender fluid workforce. Specifically, you requested:

'Q1 - Any document and/or information supporting your gender, non-binary, transgender, and gender fluid workforce. For example, anything related to pronouns, gender transition policy or guidelines, specific action plans or strategies, survey results, workforce data, gender-neutral bathrooms policies or information, and leave provisions for gender reassignment/affirmation.

Q2 - If you do not have any of these, do you intend to produce this information during 2023? And if not, what is the rationale for not having it?'

Inclusion and diversity are key parts of the Ministry's strategic priorities of making the Ministry 'a great place to be' and 'enabling our people to succeed'. The Ministry recognises that having people from diverse genders, cultures and backgrounds enables us to see issues and possibilities through a different lens. The Ministry should be a place where employees feel safe and supported to be themselves. To that end, an Inclusion and Diversity Strategy was launched in 2020 and will be refreshed this year, which aims to build understanding of inclusion and diversity across all levels of the organisation. The strategy is included as Appendix 1 and is released to you in full.

The Ministry encourages inclusion and diversity through several People Networks. The Tātou Tātou Rainbow Network (TTRN) was established to create a more LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Takatāpui, Queer, Intersex, and/or A-sexual) friendly environment by:

- ensuring safety, visibility, and positive experiences for LGBTQIA+ staff
- advocating for LGBTQIA+ customers and stakeholders
- providing genuine educational and awareness opportunities for all staff and stakeholders.

The primary purpose of the Rainbow Network is to support the Ministry's LGBTTTQIA+ people and help make our Ministry a great place to be. One way the network does this is through educating all employees about rainbow matters and increasing visibility of our rainbow staff.

In addition, please refer to the attached Appendix 2, information from the Ministry's intranet regarding the use of pronouns. This is released to you in full.

Ministry employees have access to a New Zealand Public Service Diversity & Inclusion learning module. The module was originally built by the Ministry of Business, Innovation and Employment (MBIE) in collaboration with Ngāi Kahukura, their Rainbow network, for use by the public sector. The resource has been generously shared by the Public Service agencies and is only for the use of the New Zealand Public Service, including Crown Entities. Below is a description of an e-module.

This module is a brief introduction to grow knowledge of Rainbow communities. By gaining a better understanding of sexuality, gender, and the most appropriate language to use, to help create a safer and more welcoming environment for everyone.

This learning module is part of the Papa Pounamu's work programme¹ to grow the New Zealand Public Service's diversity and inclusion capability. This learning module is part of the suite of resources to support agencies to implement Papa Pounamu's focus areas:

- cultural competency,
- addressing bias,
- inclusive leadership,
- building relationships,
- and support for Employee-led networks.'

If you wish to request a copy of this e-module you may do so through MBIE's website at [Make a request for official information | Ministry of Business, Innovation & Employment \(mbie.govt.nz\)](https://www.mbie.govt.nz/official-information-act-requests/oia-requests/).

In terms of your question regarding what plans the Ministry has to develop information to support the gender, non-binary, transgender, and gender fluid workforce,- the Inclusion and Diversity Strategy will be refreshed this year. As part of the refresh the Ministry has an opportunity to engage with its employees and People Networks, including the Rainbow Network, on what is important to inform the strategy, and initiatives and actions to achieve the strategy.

Please note that this response, with your personal details removed, may be published on the Ministry website at: [justice.govt.nz/about/official-information-act-requests/oia-responses/](https://www.justice.govt.nz/about/official-information-act-requests/oia-responses/).

¹ Papa Poumanu is Te Kawa Mataaho Public Service Commission work programme that sets the diversity and inclusion work programme for the Public Service. More information about Papa Pounamu can be found on Te Kawa Mataaho website.

If you are not satisfied with this response, you have the right to make a complaint to the Office of the Ombudsman under section 28(3) of the Act. The Office of the Ombudsman may be contacted by email to info@ombudsman.parliament.nz or by phone on 0800 802 602.

Nāku noa, nā



Tina Wakefield
Deputy Secretary, Corporate & Digital Services



OUR ID

It's who we are

*The Ministry's Inclusion & Diversity (ID) strategy
2020 - 2023*





A PLACE YOU CAN BE

*Supported
Involved
Trusted
Healthy & Safe
Yourself*

CONTENTS

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KIA ORA KOUTOU, TALOFA, NĪ HĀO, NAMASTE & HELLO

I want you to come to work at Tāhū o te Ture feeling you're in a safe and supportive environment – where you can be your genuine self without fear of judgement or exclusion.

I want you to feel valued, supported and able to achieve your full potential while working with us.

Our Ministry strategy provides clear direction for the work we need to do together for a fair and safe Aotearoa. This will be significantly enhanced by us all being able to fully participate and contribute.

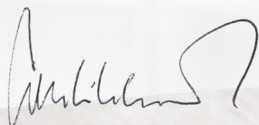
Our Ministry delivers justice services to New Zealanders the length and breadth of Aotearoa, and we need the diversity of culture, life experience and perspective you bring to do this well.

We've listened to your feedback, and we know we've got work to do to improve the experience of inclusion and diversity in our workplace.

I also acknowledge that to respect others' views, cultural values and personal choices, we sometimes have to challenge, or even change, our own opinions and attitudes. This isn't always easy, and we want to give you the support you might need to do that.

We're committed to the principles and goals of our Inclusion and Diversity Strategy, and I hope you'll take the time to read it. It tells you where we are now, where we aspire to be by 2023, and our plan to get there.

I know that by working together we can achieve these goals and be recognised as an employer of choice that embraces a culture of inclusion and diversity for all our people.



**Ngā mihi nui,
Andrew (he/him)**



DEFINING INCLUSION & DIVERSITY AT JUSTICE

Inclusion

A culture of inclusion is one where everyone feels valued, respected and able to fully contribute.

It means recognising, understanding and appreciating differences, and being able to connect across those differences.

Inclusion means challenging and removing barriers so we all can fully participate in the workplace and have access to opportunities that help us reach our full potential.

A key part of inclusion is being open to new thinking and perspectives. We recognise that inclusion may require us to challenge our current beliefs and behaviours and we'll support our people to do that.

A culture of inclusion is the first step towards fully embracing and harnessing the strength of our diversity.

Diversity

Our Ministry is one that sees strength in having a diverse range of people all joining together to provide service to New Zealanders.

This diversity reflects the many and unique dimensions of ourselves that we bring to our workplace*.

We want our Ministry to be a place where our people can come to work feeling safe and supported to be themselves. We're working to foster that environment, so people feel they can express themselves authentically without fear of judgement.

*Diversity includes, but isn't limited to, our cultural backgrounds, our ethnicity, race, nationality and national origin. It includes age, gender identity, disability, sexual orientation, religious beliefs, language, physical capability, family/whānau responsibilities, marital status and education.

OUR OPPORTUNITY

Our focus on inclusion and diversity is a key part of our strategic priority of making our Ministry 'a great place to be'. Having people from diverse genders, cultures and backgrounds is not just a 'tick box' exercise. It enables us to see issues and possibilities through a different lens. This diversity of thought is what enables us to better serve New Zealanders.

For everyone to bring their best self forward, a sense of inclusion and belonging must first flourish. We know that we can't just fast-forward to 'inclusion'. It requires strong and visible leadership and a change in how we do things.

Our opportunity is twofold – for both our people and for the work that we do. By building our inclusion and diversity awareness and capability inwardly, we will be better positioned to support the required change for Aotearoa as defined in our Ministry strategy.

We'll know we've been successful when we see high levels of engagement, wellbeing, collaboration and increased retention. It will lead to improved service for our participants and overall levels of performance. We'll have an inclusive workplace where our people want to come and work.

Research supports the view that major organisational shifts and improved service delivery can be achieved through strategic efforts, such as our inclusion and diversity strategy.

Diversity in the workplace ensures a variety of different perspectives.

In an inclusive and diverse workplace, employees are exposed to multiple perspectives and worldviews.

When these various perspectives combine, they often come together in new ways, opening doors to innovation (Deloitte, 2015 & Forbes, 2017).

Organisations with higher workplace diversity solve problems faster are known to have better decision-making results. Diverse teams are also better able to understand and support diverse customer groups. (Catalyst, 2015)

Workplace diversity leads to higher employee engagement and retention.

The link between workplace inclusion and diversity and employee engagement is simple - when employees feel included, they are more engaged. When employees feel accepted and valued, they are also happier in their workplace and stay longer, increasing employee retention. (Deloitte, 2017)

Workplace diversity leads to better hiring results.

Diversity in the workplace boosts an organisations employer brand and presents a company as a more desirable place to work. Workplace diversity is an especially beneficial asset for attracting top talent from diverse talent pools (New York Public Affairs, 2015). We want our Ministry to be an employer of choice for all our diverse candidates.

Two of our Ministry's key priorities will be directly supported by our Inclusion and Diversity Strategy:

- Making the Ministry a great place to be
- Enabling our people to succeed

'A place you can be' represents our commitment to making our Ministry a great place to be for all our people. It's anchored by five core promises that reflect the type of organisation we want our Ministry to be: **A place you can be...healthy and safe, trusted, involved, supported and yourself. Our ID strategy supports all our promises.**



WHAT SUCCESS LOOKS LIKE FOR OUR PEOPLE

We've listened to what you've told us through our Working for Justice survey, Exit survey and the WeCount survey. We've woven your suggestions and ideas into the development of our ID Strategy and actions. We want your voice to continue to inform our work into 2023.

GREAT FOR OUR WORKPLACE

“Sustaining a workplace where all of us can achieve, where we are fully expressed as individuals, and where we address barriers to inclusion for ourselves and our colleagues”

Minimising the ‘barriers’ to access”

“Providing thought leadership and sharing our experience with others, while inspiring and being inspired by other government agencies and private sector partners creating their own diverse and inclusive workplaces”

“Celebrating and leveraging each other’s differences and maximising the advantages that these differences offer us”

“Facilitating individuality”

“Moj has such a great culture”

“There are no pockets of exclusion”

“Court justice users can expect to be treated with respect no matter who they are”

“Behaviours have the same value as outputs”

“Calling out bias and discrimination is seen as an opportunity to improve”

“Bi-lingual MOJ”

“Increased understanding and empathy”

“My differences and uniqueness are valued”

“Leaders, at all levels, increase awareness about diversity and inclusion and support ongoing progress”

GREAT FOR OUR PEOPLE

“Anyone can have time to attend network events”

“Not having to second guess whether being open about your sexual orientation and identity (either generally or to a specific manager) might limit your opportunities”

“I can bring my whole self to work and am valued because of it”

“I feel comfortable asking for flexible working arrangements”

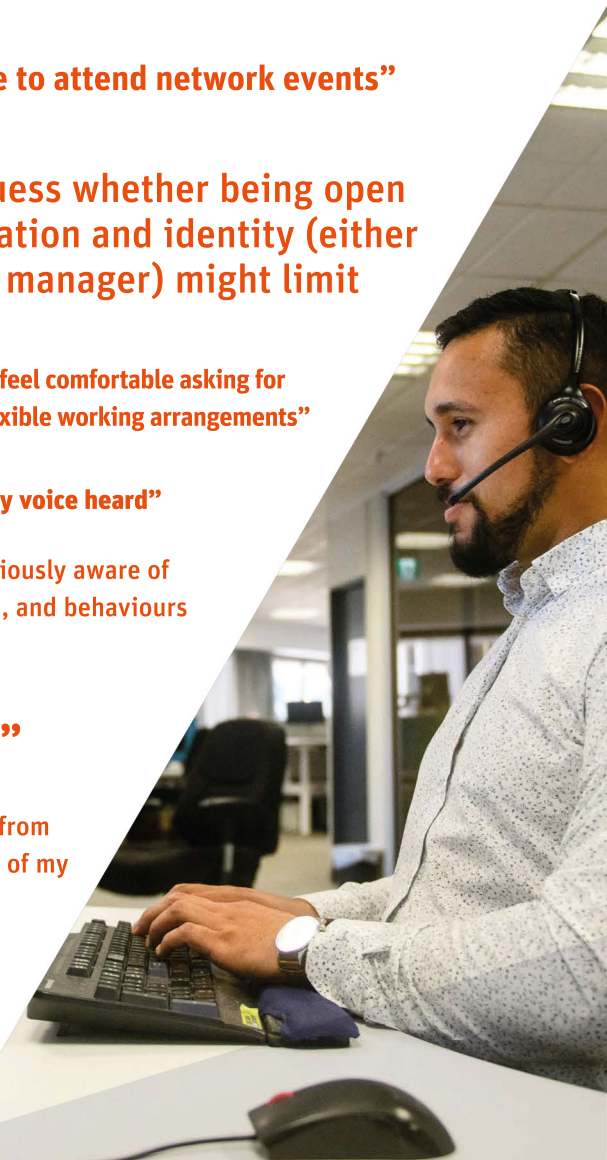
“Having my voice heard”

“Including me in the conversation and consultation”

“Everyone is more consciously aware of what they say, tone used, and behaviours used in work place”

“Positive intent is assumed”

“All of the skills and experience from outside of work is valued as part of my role”

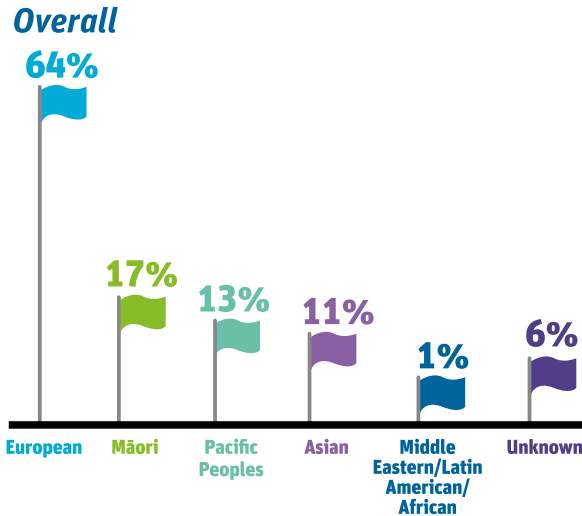


A SNAPSHOT BY THE NUMBERS

WHAT OUR DATA AND INSIGHTS ARE TELLING US

Ethnicity

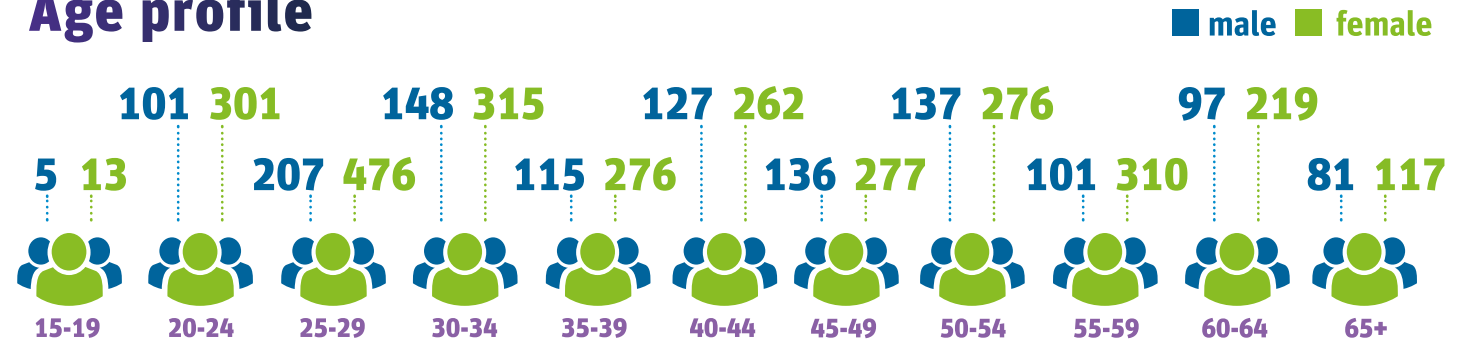
Employees can self identify with up to three different ethnicities within the standard classification



Ministry Leadership split by Ethnicity

| TIER | 2 | 3 | 4 | 5 | 6 |
|---------------------------------------|---|----|----|----|-----|
| European | 7 | 38 | 66 | 95 | 156 |
| Māori | | 3 | 12 | 18 | 50 |
| Pacific Peoples | | 1 | 2 | 8 | 37 |
| Asian | 1 | | | 6 | 12 |
| Middle Eastern/Latin American/African | | | | 1 | 1 |
| Unknown | | | 4 | 14 | 12 |

Age profile



Gender

Overall



Ministry Leadership split by gender

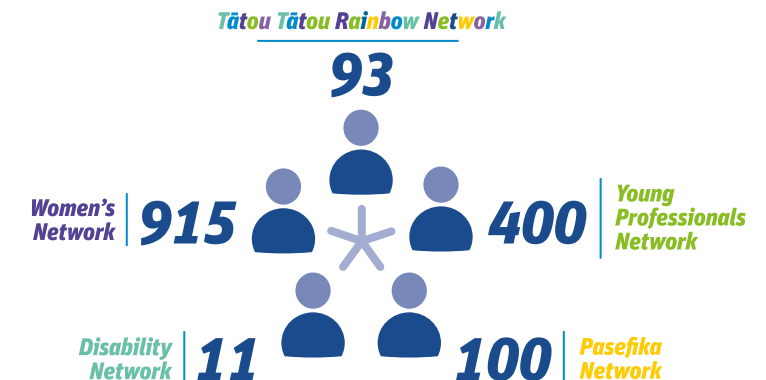


8%
identify as
LGBTQIA+

4%
identify as having
a disability



Memberships



*Data has been collected on 1 Jan 2020 from a combination of our Payroll system and our Working for Justice survey data. There are limitations to the collection of data. Currently our systems only allow us to collect two genders.

WHERE DO WE WANT TO GET TO?

Building on a strong foundation

In developing our way forward to 2023, we're building on a good foundation. We've had a strategic priority of making the Ministry a great place to be for some time now, which has had a strong focus on employee wellbeing and development of our leaders. This priority has also been supported by employee-led efforts through our Employee Networks. Our Inclusion and Diversity Strategy gives us the opportunity to reflect on our current state and describe our future direction. It coincides with our Te Haerenga Māori Strategy, the development of an overall Workforce Strategy and our Gender Pay Gap and Positive Workplace Behaviours programmes.

We're also guided by the goals of the Papa Pounamu programme, committed to by all Public Service chief executives, that has a current focus on disability, rainbow and ethnic diversity. Papa Pounamu strives to support a Public Service that represents and responds to all New Zealanders by embracing diversity, creating inclusive workplaces, and building sustained organisational change.

Our people have told us we're doing some things well at Justice. However, our current state also highlights areas where we need to improve. We've got a clearer idea about what we need to do to create our desired environment and the work plans we need to get us there.

CURRENT STATE

Capability

Our wellbeing modules help to raise awareness of, and reduce stigma around, mental health, disabilities and long-term health conditions. Uptake is low, but plans are underway to promote.

We've invested in training and awareness around issues such as unconscious bias and cultural competency. However, we don't currently have a clear and consistent approach to building awareness of, and support for, inclusion and diversity across our Ministry.

Our internal leadership and coaching workshops have some focus on managing diversity; however, there's opportunity to do more.

Collaboration and inclusive working practices across our Ministry are varied and our workspaces are still largely siloed.

FUTURE STATE

We have built an understanding of inclusion and diversity across all levels of our organisation, particularly as new leaders and employees join us.

Our leaders have increased awareness and ready access to relevant resources and guidance to support employees as needed.

We have increased the inclusive capability of our leaders. Leadership interactions and behaviours are driven by awareness, openness and honesty that result in high levels of inclusion for their teams, across teams and their colleagues.

We grow talent in the Ministry that provides opportunities for all our people to develop and succeed in the workplace.

We make the most of our workplaces and are intentional in creating a welcoming, collaborative and inclusive physical space for all our people.

OUR PEOPLE'S VISION...

"All employees are provided with ongoing training and awareness within diversity and inclusion"

"Leaders are capable and confident with all minorities"

"Managers (all business units and levels) totally understand and support ongoing progress in the I&D area"

CURRENT STATE

Diversity in Leadership

Employees who identify as female make up 69% of our organisation. There is a 60% female to 40% male gender split at the leadership levels from tiers two to six.

Ethnic diversity currently drops as we move higher up the leadership tiers.

Across the Public Service non-European ethnicities are also under-represented at lower levels of management. The lack of ethnic diversity in management is a key challenge.

Honouring our obligations to Te Tiriti o Waitangi

Te Haerenga - our Māori Strategy provides the roadmap for achieving our priorities of building capability to engage and partner with Māori and honouring our responsibilities to Māori. More recently, Te Kōkenga defines priorities to lift our organisational capability.

Our Working for Justice survey results indicate that our Māori employees have lower levels of engagement. Our efforts to lift organisational capability are critical to providing a workplace that embraces te ao Māori and tikanga and where Māori are able to bring their whole selves to work.

We know that Māori are disproportionately represented as both victims and offenders of crime. Māori make up 51% of people in prison and comprise of around 16% of the New Zealand population. Hāpaitia te Oranga Tangata – Safe and Effective Justice is a cross-sector initiative set up to transform the criminal justice system and create a safer Aotearoa.

Closing the Gender Pay Gap

Our Ministry's Gender Pay Action Plan provides a comprehensive approach to closing the gender pay gap.

We're focusing specifically on flexible working by default and gender-balanced leadership.

FUTURE STATE

We recognise that gender balanced leadership is a strength of a high performing organisation and actively maintain and develop our gender balanced leadership in the Ministry.

We have increased ethnic diversity within all levels of leadership. Our Ministry and our people benefit from a broad range of perspectives and experiences.

Our people will work proficiently across te ao Māori and te ao hurihuri, continually improving our cultural capability through increased use and knowledge of te reo Māori, tikanga Māori, and the principles of the Treaty of Waitangi.

We acknowledge and respect the perspectives and attributes that Māori employees bring to our organisation.

The Ministry will be an employer of choice for Māori pursuing careers and advancement in the public service.

Māori will be represented at all levels of leadership.

Our wellbeing and leadership programmes will have a te ao Māori lens and provide options for culturally appropriate support.

We will have a greater internal capability and understanding of the Māori worldview enabling better services to our participants.

Women's pay within our Ministry fairly reflects their skills, experience and responsibilities.

Our pay systems and human resource practices are free of bias.

Women are represented across all levels of leadership.

Flexi-working is normalised, and flexible ways of working support diverse working practices that meet both individual circumstances and organisational performance.

OUR PEOPLE'S VISION...

“Everyone feels represented at all levels”

“Having a more diverse leadership team”

“Māori are sitting at all levels of decision making in MoJ”

“We have normalised the use of tikanga and te reo Māori throughout the Ministry and have given our people the tools to be confident in using this in the work place”

“All of our people have an understanding of the Māori worldview”

“There are choices in the way we work”

“My career isn't hindered by having children”

“Seeing things being done differently”

CURRENT STATE

Positive Workplace Behaviours

We've been working to improve our tools and processes for addressing inappropriate behaviours in our workplace. Our 2019 Working for Justice survey has given us important benchmark information to measure perceptions and identify improvements needed.

We've got a programme of work underway to ensure our people at all levels understand expectations and feel comfortable to speak up about inappropriate behaviours. This includes actions that help our leaders build trust with those they lead. This will ultimately result in our Ministry being a place where everyone can be healthy and safe, supported and themselves.

Recruitment

Recruitment guidance currently focuses on the recruitment process. We've made minor changes to present I&D information for candidates and encourage a wider range of applicants, but inclusion and diversity haven't been key focus areas when recruiting new employees.

Involving our people

We want the voice and experiences of our people to be included in the development of new initiatives and are putting in place ways to achieve this.

We established the Inclusion and Diversity Forum in 2019 to give our diverse groups a voice at a strategic level.

The Inclusion and Diversity Forum assists in identifying and supporting inclusion and diversity strategic priorities and initiatives, as well as supporting our Ministry's employee networks.

FUTURE STATE

Our people feel safe, supported and empowered to speak up about bullying, harassment and inappropriate behaviour.

Where concerns are raised individuals feel they have been listened to and treated with empathy and respect.

Our people know what the expectation of behaviour in the workplace is, have trust and confidence in leadership, and know how to access support when needed.

Our recruitment process and supporting guidance build our Manager capability and establish processes which encourage diversity throughout the recruitment process.

Recruitment candidate feedback tells us we have a supportive and inclusive recruitment process.

Our recruitment processes and supporting guidance are designed to help eliminate inequality, gender pay gaps and any other forms of bias.

Our Ministry is helping to establish networks that support the needs of our people.

The success and diversity of our networks is part of our employee value proposition.

Network members that take up leadership roles are supported in their professional development, and our leaders recognise their contribution to our inclusion efforts.

OUR PEOPLE'S VISION...

"A culture that does not discriminate and the challenging of inappropriate behaviours, role modelled from the top down"

"We work in a space that is safe to call out behaviour that is not inclusive"

"I can bring my whole self to work and am valued because of it"

"I'm judged only on my capability and expertise"

"Everyone in the Ministry has a responsibility to support diversity and inclusion. It is a recognised and legitimised part of everyone's role, at all stages of the employee lifecycle"

"Less uncovered ground in the I&D space, more established networks and communities"

CURRENT STATE

Involving our people cont.

The Inclusion and Diversity Forum is the opportunity to have discussion and collaboration on strategy, policy or process that affects inclusion and diversity for our people.

Employee Networks – we have several strong and flourishing employee-led networks. The Women’s Network, Young Professionals and Tātou Tātou Rainbow Network (TTRN) are well established. These networks offer peer support and guidance to emerging networks, including Disability, Māori and Pasefika.

These networks educate, develop, celebrate and provide networking opportunities for their members and our wider Ministry. They’re becoming an integral part of our journey towards a more inclusive and diverse workplace.

A focus on our under-represented groups

Notwithstanding the gaps in our data we do know that our under-represented groups score lower across many of the dimensions measured in our Working for Justice survey. Our survey results told us that our employees who identified as having a disability scored lower than the Ministry average across all survey questions.

The WeCount survey* indicated that the public service is doing some things well with inclusion of rainbow community employees, but still has a long way to go. Gender diverse and transgender groups reported experiencing the most challenges in being themselves at work. A common theme was the importance of respect and tolerance.

Our Working for Justice survey results tell us that our employees who identify with the rainbow community had similar results to the Ministry average, but a slightly lower sense of belonging as well as experiencing more difficulty maintaining a balance between personal and working life.

FUTURE STATE

Employees are encouraged to join networks and are given the time to attend events and support their network/s of choice.

Involvement in networks is acknowledged by leaders as adding value to the employee experience.

We engage and partner with the PSA, employee-led networks and other representative groups to achieve diversity of thought and perspectives when reviewing, developing and delivering our work programmes.

Communication channels will be used to encourage feedback and engagement.

Our people feel and believe that our Ministry has an inclusive culture. We’re seeing an increase in the diversity of our workforce.

Our people with disabilities and those who identify with the rainbow community have an increased sense of being supported and valued and can bring their whole selves to work.

Our people with disabilities feel they have fair access to opportunities for professional development and growth.

Our Ministry is recognised as an employer of choice for prospective candidates from diverse communities.

OUR PEOPLE’S VISION...

“Diverse groups’ inform but aren’t solely responsible for education and I&D work”

“Membership in employee network groups are a recognised part of staff development”

“Ensuring no one is left behind”

“What makes us different is not only tolerated but is celebrated and seen as a competitive advantage”

“Differences/individualities are valued so much that different becomes the norm”

*The WeCount 2019 survey, ran by the State Services Commission and the Cross-Agency Rainbow Network (CARN), was designed for all those who identify as part of the LGBTTTQIA+ community to explore both the diversity and inclusion of rainbow public service employees. Ministry of Justice employees were invited to participate.



CURRENT STATE

A focus on our under-represented groups cont.

We do not have accurate data representation of our ethnic employees or of their needs, particularly for our Pasefika and Asian employees and leaders.

Accessibility

Traditional models of recruitment, progression, development and retention apply across our Ministry and we currently have limited understanding of our people's experience of opportunities and practices. This also applies to the types of support available and access to it.

Progressive work in the recruitment space is being completed within OSD by the Strategic Recruitment Team. The scope of the programme has been extended out to the wider Ministry. Access to development opportunities is available but not consistently applied across the organisation.

Flexible working arrangements are mostly used by women for caring duties.

We don't have a consistent approach to supporting employees who are transitioning out of the workforce.

Communication

We have multiple communication channels available within our Ministry and we use them all to communicate messaging relating to inclusion and diversity.

We know that our people working beyond Aotearoa's main centres feel less connected to our Ministry. We're working to address this in creative ways, for example, our Strategy Roadshows and Around the Country.

We use our diverse network groups to communicate with and receive feedback from our people.

FUTURE STATE

Our Ministry has accessible options for our current and future employees, and those participating in justice services.

We've removed barriers to access by challenging traditional models of recruitment, progression, development and retention.

Our induction process provides clear information about opportunities, expectations and policy.

Vital organisational knowledge is transferred from key employees to their potential successors.

We use our physical spaces to drive inclusivity.

We support and develop employees at all stages of their employment with us.

We tell stories that promote and raise awareness of inclusion and diversity, using all available formats.

Our people engage with our communication channels and feel heard, included and involved.

We're open and honest in our communications and respond to feedback.

We regularly remind our people about our commitment, expectations and training available for inclusion and diversity.

We're smart about the way we communicate, ensuring all our people can access our messages.

OUR PEOPLE'S VISION...

“Decision making that suits everyone”

“Everyone has equal access to opportunities that the Ministry offers”

“Justice has increased its accessibility – for our colleagues and our customers”

“Age isn't a barrier to any opportunity”

“Everyone feels comfortable and encouraged to share who they are”

“Giving voice to people who don't normally get one”

“We all spend time to learn about people who are different to us”

CURRENT STATE

Policy and Processes

We recognise the importance of clear, relevant and accessible policies and processes to support inclusion and diversity in our workplace.

We need to ensure the policies we have in place are clear, accessible, support inclusive workplaces and are free from bias. We need to regularly review our policies against our strategic goals.

Measurement, Data and Insights

We currently lack complete and robust data to fully understand the perspectives of our diverse groups and representation against key outcomes such as talent and leadership.

It's currently optional for new Ministry staff to identify their ethnicity in multiple formats, which means we do not have consistent data that is easy to access.

Our Ministry's new payroll system, 'Mahi', gives us the opportunity to improve our demographic data capture, including sex, gender, pronouns and ethnicity. As well as the ability to measure the uptake of flexible work arrangements.

In 2019, we introduced questions with the Working for Justice Survey focused on disability and rainbow groups, which has helped us to better understand their experiences.

In the Working for Justice survey, 4% of Ministry employees identified as having a disability. This is at odds with our Payroll records, which record only 1.9%.

FUTURE STATE

Our policies and processes are relevant, people-centred, user friendly and accessible.

We consistently review our policies and processes to ensure they're gender neutral and free of bias and discrimination.

We develop policies and processes in collaboration with the people they affect.

We have the necessary policies and guidance in place to support our people, including our leaders.

We have data that accurately reflects our organisation. We use this data to inform decision-making and support the growth and development of our people and our organisation.

Our people trust that by sharing their personal information with us, they won't be subject to bias or discrimination.

We're transparent in the way we collect and report information.



HOW WE MEASURE SUCCESS

We will measure progress by asking for feedback from our people through:

- Working for Justice Survey
- Pulse-check Survey
- Exit Survey
- Inclusion Index
- Inclusion and Diversity dashboard
- Inclusion and Diversity Forum
- system-wide surveys such as WeCount.

We will also use our existing platforms, channels and networks to gain insights from our people.

OUR PEOPLE'S VISION...

“Those leading the conversation are those who it is affecting”

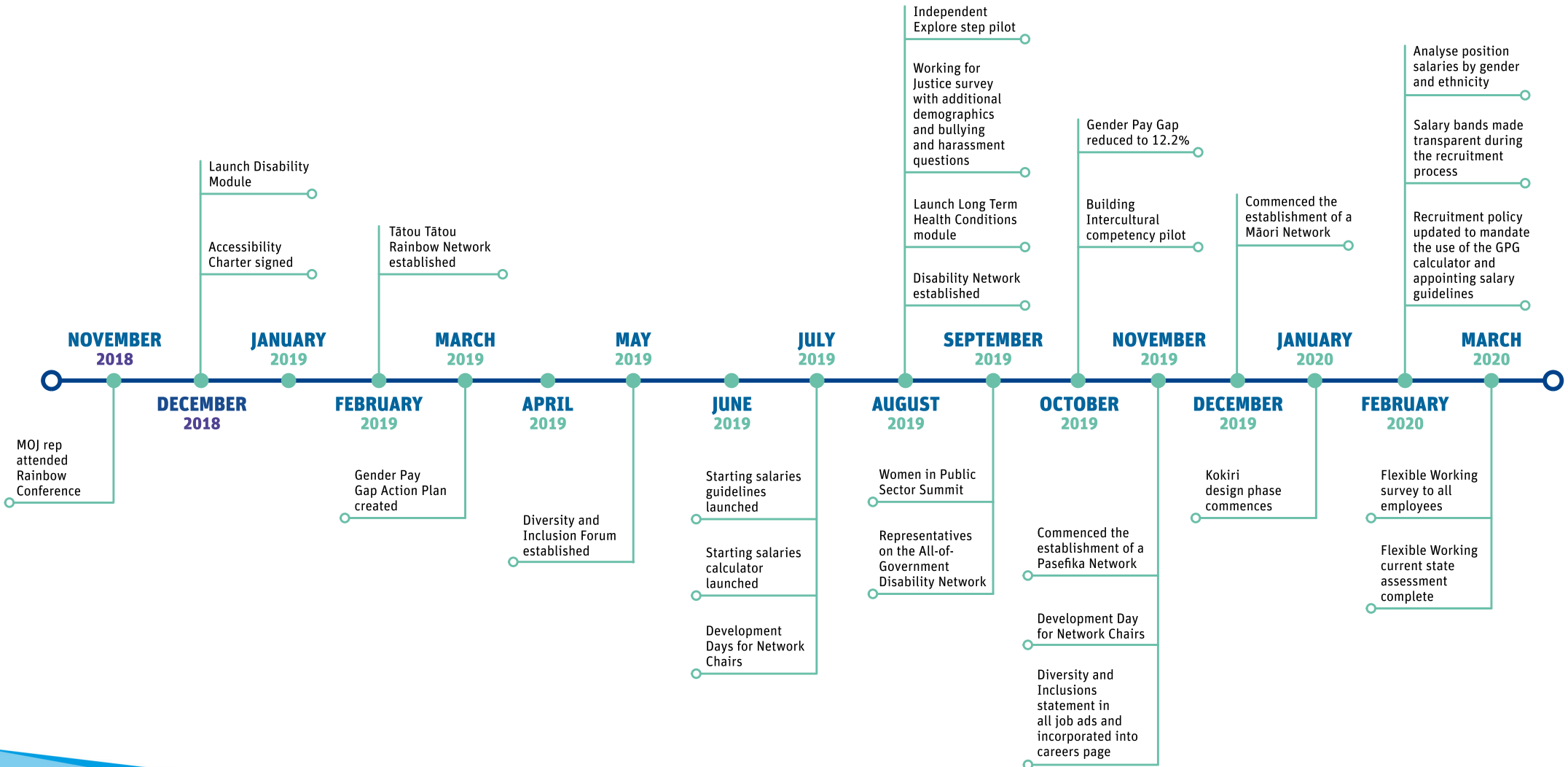
“Doing the right thing even when it is hard”

“We have good data, generated in an environment of trust, to help us know where we are at and where we need to go”

“Our engagement survey results increase”



WHAT WE ACHIEVED IN THE LAST 18 MONTHS



WHAT WE'LL DO IN YEAR ONE - 2020

| | Quarter 3 Jan-March | Quarter 4 April-June | Quarter 1 Jul-Sept | Quarter 2 Oct-Dec |
|---|---|---|--|---|
| CAPABILITY | - Inclusion and Diversity is integrated into the Essential Leadership Skills and Coaching Programme | - Training Needs Analysis (TNA) commenced to identify training and awareness priorities for 2020/21 (content and target audiences) - Explore what inclusive leadership looks like | - Outcomes of TNA used to identify education and awareness priorities - Education and awareness commences - Launch LGBTTQIA+ awareness e-module - Targeted awareness sessions conducted in Christchurch | - Education and awareness continues - Launch guidance on identity and inclusive language |
| DIVERSITY IN LEADERSHIP | | - Review existing data to increase understanding of priorities relating to leadership development for women - Plan approach for engaging with our women leaders to gain deeper understanding of issues | - Commence the development of an emerging leaders programme for Māori employees - Engage with women leaders through focus groups and other channels - Identify specific actions to improve development opportunities and build pipeline of women leaders | - Implement actions identified to build pipeline of women leaders |
| HONOURING OUR OBLIGATIONS TO TE TIRITI O WAITANGI | - Kokiri design phase | - Kokiri development phase - Te Kokenga design phase - Māori Network established | - Kokiri implementation | - Commence the inclusion of te ao Māori in our wellbeing programme - Commence the inclusion of te ao Māori in our internal leadership programmes - Embed organisational capability actions from Te Kokenga into ID strategy from endorsed implementation plan |
| CLOSING THE GENDER PAY GAP | - Flexible Working survey to all employees with maturity model assessment complete | - Design flexible working approach - Implement phase 1 of flexible working approach which includes a resource suite for managers focus groups within the organisation and communications to the business | - Commence phase 2 of implementation which includes flexible working policy update continued focus groups and an agreed approach to addressing technology barriers | - Commence phase 3 of implementation which includes technology advancements, reporting commenced and pulse checking the organisation |
| 1. Flexible-by-default | | | | |
| 2. Equal pay | - Analyse position salaries by gender and ethnicity | - Agree approach to identifying and closing unexplained pay gaps - Identify unexplained pay gaps between employees in same or similar positions | - Close unexplained pay gaps | - Move to standard salary review process |
| 3. No bias or discrimination in remuneration practices | - Make salary bands transparent during the recruitment process | - Review our current remuneration system and HR processes and fix any bias found | - Commence monitoring process - Embed any priorities identified in Workforce Strategy - Commence work on making our administration and front-line roles equally attractive to all genders | |

CLOSING THE GENDER PAY GAP CONTD.

3. No bias or discrimination in remuneration practices contd.

POSITIVE WORKPLACE BEHAVIOURS

A FOCUS ON OUR UNDER-REPRESENTED GROUPS

ACCESSIBILITY

MEASUREMENT AND DATA INSIGHTS

COMMUNICATION

Quarter 3 Jan-March

Quarter 4 April-June

Quarter 1 July-Sept

Quarter 2 Oct-Dec

- Recruitment policy updated to mandate use of GPG calculator and appointing salary guideline in interview phase for internal and external hires
- Interview templates updated to ensure that appointing salary range (within band) agreed by interview panel at interview

- Create a monitoring platform to ensure our remuneration systems and HR processes remain unbiased

- Flexible work considerations built into recruitment planning/ approval to recruit phase.
- Recruitment training collateral introduced with a focus on; improving our ability to engage and support Māori candidates throughout the process, building capability to engage with different cultures, reducing unconscious bias

- Independent Explore step Pilot review and evaluation (delayed, moved to quarter four due to COVID-19)

- Sexual Harrassment policy and guidelines drafted
- Harrassment module refreshed

- Independent Explore Step Review & Evaluation
- Building High Trust Workshops piloted for senior leaders
- Review and improve investigations process

- Implement training for employees, H&S Reps, Union delegates, P&P & network groups around PWB Behaviours

- Support system pilots such as SSC Pasefika mentoring programme

- Commence the establishment of an Ethnic Network

- Understand our context more, particularly for our Pasefika and Asian employees and leaders
- Run focus groups to identify needs of our under represented groups

- Ministry representatives attend the All-of Government Disability Network

- Pilot 'Future Planning' workshop
- Establish an across-ministry working group to progress the Accessibility Charter
- Develop Reasonable Accommodations policy

- Launch Reasonable Accommodations policy

- Confirm demographic options for new Payroll system
- Develop Inclusion and Diversity dashboard

- Mahi is launched with updated demographic options

- Working for Justice 'Pulse Check' TBC

- Promote Awareness Days
 - Waitangi Day
 - International Women's Day
 - Chch Mosque Anniversary
 - Neighbours Day

- Promote Awareness Days
 - Samoan Language Week
 - Rotuman Language Week
 - NZ Sign Language Week
 - International Pride Week
 - Matariki
 - World Flexible Work Day

- Launch ID Strategy
- Launch 'Our ID' Blog
- Promote Awareness Days
 - Kiribati Language Week
 - Cook Island Language Week
 - Women's Equality Day
 - Cancer Awareness Month
 - Tongan Language Week
 - Maori Language Week
 - Disability Pride Week
 - Mental Health Awareness Week

- Promote Awareness Days
 - Blind Week
 - Tokelau Language Week
 - Fijian Language Week
 - Niuean Language Week
 - Diabetes Action month
 - Diwali
 - International Day of Disabilities
 - Human Rights Day



Why the pronouns?

Published date: 15/7/2020

Have you noticed people including their pronouns in their email signatures? This blog explains why!



Welcome to our first ever Inclusion and Diversity Blog (ID Blog)!

This blog is a safe space for you to come and learn about different topics and trends that support inclusion and diversity. Perfection isn't the goal of this blog, but we hope that it contributes to a culture shift as a part of our commitment to making our Ministry a great place to be.

The ID blog is a direct output of our [Inclusion and Diversity \(ID\) strategy](https://jet.justice.govt.nz/our-work/people/inclusion-and-diversity/). (<https://jet.justice.govt.nz/our-work/people/inclusion-and-diversity/>), which was designed in collaboration with People and Performance and our People Networks. This blog aims to raise

awareness and understanding and will cover a wide range of topics, with feature posts from people and performance, our [people networks](https://jet.justice.govt.nz/who-we-are/ministry-people-networks/) [\(https://jet.justice.govt.nz/who-we-are/ministry-people-networks/\)](https://jet.justice.govt.nz/who-we-are/ministry-people-networks/) and people from across our Ministry.

The first blog post covers the importance of pronouns and information on what it means to be non-binary. You may have noticed recently that there has been a rise in our people including their pronouns in their email signatures, including Secretary for Justice and Chief Executive Andrew Kibblewhite. Ever wondered why it is important, or how to do it yourself? This blog will help unpack this.

The why

Our Public Service Rainbow Communities told us through the [2019 WeCount survey](https://ssc.govt.nz/our-work/workforce-data/2019-wecount-survey-results/) [\(https://ssc.govt.nz/our-work/workforce-data/2019-wecount-survey-results/\)](https://ssc.govt.nz/our-work/workforce-data/2019-wecount-survey-results/) how important it is for colleagues, managers and others to get pronouns and names right and that this helps create a real sense of belonging and respect in the workplace.

Pronouns are words used to refer to people (for example, she/her/hers, he/him/his, and they/them/theirs). An easy way to normalise the use of pronouns is to include them in your email signature. There are a few reasons why this is beneficial:

- When [cisgender people](https://www.cbsnews.com/video/what-it-means-to-identify-as-cisgender/#x) [\(https://www.cbsnews.com/video/what-it-means-to-identify-as-cisgender/#x\)](https://www.cbsnews.com/video/what-it-means-to-identify-as-cisgender/#x) include pronouns, it normalises it for everyone and protects trans and gender diverse people when they include their pronouns.
- Having pronouns in an email signature signals you as an LGBTTQIA+ ally.

Including pronouns in your email signature is a quick and easy way for cisgender people to have a powerful and positive impact. This is harder and riskier for transgender and gender diverse people because it leads to longer conversations and asks them to educate people.

How to include your pronouns:

- In your email signature, add your pronouns (she/he/they/ze/etc) after your name.
- Use a hyperlink to this blog post on the pronouns so people can learn more by clicking on them.
- To change your signature, open a new email, then go to the signature ribbon and click “Signatures...”. Then click the signature you want to edit, make the changes, click “save” then click OK.

You are welcome to copy and paste the below signature if you would like to give it a go:

First and Last Name ([Pronoun/Pronoun](https://jet.justice.govt.nz/news-and-events/blogs/people-places-groups-and-events/inclusion-and-diversity/why-the-pronouns/) [\(https://jet.justice.govt.nz/news-and-events/blogs/people-places-groups-and-events/inclusion-and-diversity/why-the-pronouns/\)](https://jet.justice.govt.nz/news-and-events/blogs/people-places-groups-and-events/inclusion-and-diversity/why-the-pronouns/))



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www.justice.govt.nz [\(http://www.justice.govt.nz/\)](http://www.justice.govt.nz/)

Non-binary – understanding more about our people who identify as them/they On 14 July it was International Non-binary People’s Day, which aims to celebrate the wide range of people worldwide who identify as non-binary. But do you know what it means to be non-binary? And do you know how you can better support non-binary people? Here are some ideas!

Let’s start with the basics - what does non-binary refer to?

Non-binary is an umbrella term for people whose gender identity doesn’t sit comfortably with ‘man’ or ‘woman’. Non-binary identities are varied and can include people who identify with some aspects of binary identities, while others reject them entirely.

Non-binary people’s gender identity and gender experience can involve being both a man and a woman, or can shift fluidly between more than one gender, or even be completely outside of that binary.

What can I do to step up as an ally to non-binary people?

There are many ways to be inclusive of everyone, regardless of their gender identity. We know we have employees at the Ministry who are non-binary, and our participants will be as well. Our language and the way we speak is often embedded with hidden gendered cues.

Once we start to notice them, we can move towards using language that’s inclusive for all. It may take a bit of getting used to, but it causes no harm and will make that person feel acknowledged and included.

Here are 10 tips you can start using right away:

1. Introduce yourself with your name and pronoun. Stating your pronouns reminds people that it might not always be immediately obvious what pronoun someone uses
2. Put your pronouns in your email signature or social media profile
3. Instead of addressing groups of people with binary language such as ‘ladies and gentlemen’, try more inclusive alternatives such as ‘folks’, ‘pals’ or ‘everyone’

4. Use words that define the relationship instead of the relationship and gender. For example, use 'parents', 'partner', 'children' or 'siblings'
5. Not everyone is comfortable with gendered titles such as 'Ms' or 'Mr'. Titles are not always necessary, but if they must be used it's good to provide alternative ones such as 'Mx' (pronounced mix or mux)
6. Use the singular 'their' instead of 'his/her' in letters and other forms of writing, i.e. 'when a colleague finishes their work' as opposed to 'when a colleague finishes his/her work'
7. Not everyone necessarily uses 'he' or 'she' pronouns and it's important to be respectful of people who use different pronouns. The most common gender-neutral pronoun is the singular 'they' (they/them/theirs). Using people's correct pronouns shows that you respect them and who they are
8. Using the pronoun 'they' is very useful when someone's gender or identity is unknown. You will often already be using it without realising, i.e. 'somebody left their hat, I wonder if they will come back to get it'
9. Join our [Tātou Tātou Rainbow Network](https://jet.justice.govt.nz/who-we-are/ministry-people-networks/tatou-tatou-rainbow-network/) (<https://jet.justice.govt.nz/who-we-are/ministry-people-networks/tatou-tatou-rainbow-network/>) and follow their [yammer page](https://www.yammer.com/justice.govt.nz/#/threads/inGroup?type=in_group&feedId=3063250944&view=all) (https://www.yammer.com/justice.govt.nz/#/threads/inGroup?type=in_group&feedId=3063250944&view=all) to find out about other rainbow communities
10. When highlighting LGBTTQIA+ people in your events or as role models, it would be great if you could include some non-binary role models too

Keen to learn more about Rainbow communities? Our Tātou Tātou Rainbow Network is currently working on an online module that will live in Thrive. The aim of this module is to give you a brief introduction to help grow your knowledge of the rainbow community and gain a better understanding of sexuality, gender and the best language to use. Watch this space!

If you are experiencing discrimination or negativity for using your pronouns in your workplace, please contact your manager or ASKHR. There are some additional resources that may help:

- [Access free counselling](https://jet.justice.govt.nz/how-do-i/access-free-counselling/) (<https://jet.justice.govt.nz/how-do-i/access-free-counselling/>) with EAP
- Our [Preventing and Responding to Bullying, harassment and inappropriate behaviours](https://thrive.justice.govt.nz/course/view.php?id=1582) (<https://thrive.justice.govt.nz/course/view.php?id=1582>) thrive module
- [Gender Minorities Aotearoa](https://genderminorities.com/) (<https://genderminorities.com/>)
- [Need to talk? 1737](https://1737.org.nz/) (<https://1737.org.nz/>), linking you to a trained counsellor

Have you got any ideas or suggestions on what we can include in future ID blogs? Have you got a Inclusion and Diversity story worth sharing? Email us at beinvolved@justice.govt.nz we'd love to hear from you!

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