

Parliamentary Counsel Office - Toipoto kia Toiora | Closing Gaps for Wellbeing 2022-23

1. Existing Organisational Initiatives that contribute to Toipoto kia Toiora 22/23 outcomes:

Focus area	What we will do	Organisation Initiative/Work Programme	Actions to be completed in 2022/23	2022-23 Timeframes (estimate based on current plan, dates may change)	Longer term action planning	How will success be measured	What does success look like
Focus area 1: Greater transparency on pay gap and remuneration policies and systems	Review Remuneration strategy and policy	Organisation initiative - Workforce plan	Consult on the draft policy Implement the Remuneration strategy and policy	By 30 June 2023 ^a	Monitor the impact of the Remuneration policy/decisions on pay gap outcomes	Remuneration strategy and policy implemented	Staff understand PCO's approach to remuneration
	Collection of workforce data	Organisation initiative - Diversity & Inclusion strategy	Identify and collect workforce data that will support improved analysis of workforce demographics	By 28 February 2023	Regular reporting, monitoring of workforce data in relation to Toipoto kia Toiora outcomes	Data completion rates for different workforce demographic categories Workforce data is collected in accordance with guidance from Te Kawa Mataaho	PCO can conduct meaningful analysis of workforce data to inform pay gap strategies
Focus area 2: Equitable pay outcomes	Review Recruitment Policy and processes	Organisation initiative - Workforce plan Organisation initiative - Diversity & Inclusion strategy	Draft Recruitment policy and practices Consult on the draft Recruitment policy Implement Recruitment policy and practices	June - December 2023	Embed new recruitment policy and practices Monitor the impact of recruitment policy and practices on pay gaps outcomes	Starting salaries are equitable across gender/ethnicity Diversity in leadership/management positions	PCO's Recruitment policy and processes are robust, inclusive, and accessible
Focus area 3: Leadership and representation	Review Career Progression policy and Career Pathways framework	Organisation initiative - Workforce plan	Draft Career Progression policy and Career Pathways framework Consult on the draft Career Progression	March 2023 April 2023	Monitor the impact of the career progression framework on pay gap outcomes	Diversity in leadership/management positions Diversity outcomes in career progression decisions	Capability development is transparent, inclusive and promotes participation

^a CEA bargaining may impact final timeframe

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			<p>policy and Career Pathways framework</p> <p>Implement the Career Progression policy and Career Pathways framework</p>	July 2023			
Focus area 4: Inclusive career leadership development policies and practices	Management fundamentals	Leadership development	<p>Survey managers to identify topics for the programme</p> <p>Develop resources / calendar for delivery of topics</p>	<p>30 November 2022</p> <p>28 February 2023</p>	Conduct analysis of the management fundamentals development programme and how well it supports diversity and inclusion outcomes in leadership roles	Diversity in leadership positions and career progression	Our people leadership programme is transparent, inclusive and promotes participation
	Update job descriptions	Organisation initiative - Workforce plan	Update all PCO job descriptions to include capabilities and cultural competencies	April 2023	Analysis of applicants for leadership roles, and how well the job descriptions support diversity and inclusion outcomes in leadership roles	<p>PCO job descriptions are aligned with Te Kawa Mataaho guidance on eliminating bias</p> <p>Diversity in leadership positions</p>	Our recruitment to people leadership roles is transparent, inclusive and promotes participation
Focus area 5: Eliminate bias and discrimination	Implement a Diversity and Inclusion strategy – Papa pounamu	Organisation initiative – Diversity & Inclusion strategy	<p>Draft the Diversity and Inclusion strategy</p> <p>Consult on the draft strategy</p> <p>Implement the Diversity and Inclusion strategy</p>	<p>August 2023</p> <p>October 2023</p> <p>November 2023</p>	<p>Have a Diversity and Inclusion policy</p> <p>Review other policies, processes and practices to ensure they are aligned with the Diversity and Inclusion strategy</p>	PCO has a Diversity and Inclusion strategy	PCO staff understand the PCO's strategic direction in relation to Diversity and Inclusion and have a means to participate in Diversity and Inclusion initiatives

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	Implement a cultural competency framework (Kaupae Māramatanga)	Organisation initiative - Workforce plan	Draft the cultural competency framework Consult on the draft cultural competencies as part of the updated job descriptions Implement the cultural competencies	February 2023 April 2023 May 2023	Review policies, processes, and practices to ensure they reflect the PCO approach to cultural competence	PCO has a framework to support growing cultural competence and confidence Job descriptions reflect the PCO approach to cultural competence	PCO staff understand the framework and have a pathway to support their growth in cultural competence
Focus area 6: Flexible by default	Review Flexible Working Policy	Organisation initiative - Workforce plan	Review current flexible working arrangements Draft Flexible Working policy Consult on the draft Flexible Working policy Implement Flexible Working policy	July 2023 July 2023 5 June 2023 31 July 2023	Develop plan and implement flexible by default working by December 2023 Carry out further analysis to determine if gender, ethnicity, and flexible working arrangements have any bearing on progression	Proportion of employees with access to flexible working by gender, ethnicity, and position	PCO operates a flexible-by-default policy

2. Additional initiatives that contribute to Toipoto kia Toiora 22/23 outcomes:

Focus area	What we will do	Links to existing Organisation Initiatives/work programme	Actions to be completed in 2022/23	2022-23 Timeframes (estimated, based on current plan, dates may be revised)	Longer term actions	How will success be measured	What does success look like
Focus area 1: Transparency Greater transparency on pay gap and remuneration policies and systems	Develop Toipoto kia Toiora action plan 2022/23	Organisation initiative – Diversity & Inclusion strategy	ELT approve the draft Toipoto kia Toiora plan Consult with staff on the draft plan Finalise and publish Toipoto kia Toiora 22/23 action plan	October 2022 (completed) November 2022 December 2022	Annual review and implementation of an annual Toipoto kia Toiora action plan	PCO has a Toipoto kia Toiora action plan Toipoto kia Toiora is published PCO are actively progressing actions in the action plan	Toipoto kia Toiora actions result in PCO closing pay gaps
	PCO has standardised reporting on pay gaps	Organisation initiative - Diversity & Inclusion strategy HRIS/Payroll Transition	Review criteria for pay gap reporting Review current workforce data collection methods Communication sent to staff requesting workforce data (voluntary) Specify data collection requirements for new HRIS system	23 December 2022 27 January 2023 28 February 2023 31 July 2023	New HRIS system implemented with enhanced data collection and reporting functionality	PCO can measure and report on pay gaps PCO reports on pay gaps at least annually PCO can identify pay gap trends over time PCO's pay gap criteria is aligned with Te Kawa Mataaho guidance on pay gap reporting	Ethnicity data is more representative of our people/workforce. PCO has a reliable single source for pay gap information PCO can confidently report on pay gap information PCO use data to inform action plans to reduce pay gaps
	Ensure salary range information is available to staff		2022/2023 salary ranges published on PCO intranet	October 2022 (completed)	Publish new/revised salary range information in a timely manner	Consider what salary range information will be provided internally/externally	Staff have access to up-to-date salary range information
Focus area 2: Equitable pay outcomes	Selection of recruitment panel members considers	Organisation initiative – Diversity & Inclusion Strategy	The hiring manager, in liaison with P&C, to consider diversity when	From October 2022	Review of recruitment practices to support diversity and inclusion	All interview panels reflect diversity	Recruitment processes and decisions are free from bias

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	diversity of panel members		selecting members of the recruitment panel				
	Monitor salaries at time of offer and address any gender-based gaps	Organisation initiative - Diversity & Inclusion strategy	P&C to provide advice to hiring managers on pay relativities before salary offers are made	From October 2022	Ongoing monitoring and analysis of starting salaries to identify and eliminate any form of bias and discrimination	Starting salaries are equitable across gender/ethnicity	Appointment salary decisions are free from bias and discrimination
Focus area 3: Leadership and representation	Ensure all staff have a career development plan for 22/23	Organisation initiative - Workforce plan	Managers to set up 1:1 meetings with all direct reports to discuss career development plan for the year ahead	November 2022	Build manager capability to have quality career planning and development conversations with staff	Proportion of staff with a career development plan in place	Career development and progression practices are robust and inclusive
Focus area 5: Eliminate bias and discrimination	Deliver unconscious bias awareness training to staff involved in recruitment and selection processes	Organisation initiative - Diversity & Inclusion strategy	PCO to roll out unconscious bias awareness training to all managers and others involved in recruitment and selection processes	November 2023	Deliver unconscious bias awareness training to all staff Review of policies and procedures to identify and eliminate bias	Proportion of managers who have completed the training	Managers are aware of bias in decision making processes Pay and progression related decisions are free from bias and discrimination