

19-D-00005

s 9(2)(a)

Dear s 9(2)(a)

Thank you for your email of 3 January 2019 requesting the following under the Official Information Act 1982 (the Act):

As part of the meta-evaluation of government diversity initiatives I am doing for the CaDDANZ initiative I need answers to the following questions:

- 1. What is the definition of diversity, cohesion, and integration that your organisation is using, and what does it encompass?*
- 2. What are the resources used to create these definitions?*
- 3. What research was done to create these definitions?*
- 4. What is the overall goal for the organisation regarding diversity, cohesion, and integration and how will this be measured?*
- 5. Are there publicly available strategy documents or conversations that your organisation has published that announce the organisations intentions regarding diversity, cohesion, and integration? (Refer the Diversity and Inclusion speech from Treasury as an example: <https://treasury.govt.nz/publications/speech/diversity-and-inclusion-why-it-works-work>)*
- 6. What will success look like regarding diversity for the organisation, and how long does the organisation expect this to take?*
- 7. Has the organisation met any pushback regarding the introduction of these diversity strategies?*
- 8. Are these new policies, or have they built on previously enacted policies?*

Diversity and inclusion is important to the Ministry for the Environment (the Ministry) and we are happy to provide responses to each of your questions, below.

- 1. What is the definition of diversity, cohesion, and integration that your organisation is using, and what does it encompass?*

At the Ministry, we define 'diversity' as the wide variety of differences among us. It's as much about diversity of thought and experience as it is about gender identity, ethnicity, sexual identity, physical capability, cultural background and preferences, education and more.

We don't talk about 'diversity' without also talking about 'inclusion'. We define 'inclusion' as how diversity is valued and the degree to which we include different perspectives in our work. It relates to all our people feeling included and being treated fairly. We use the term 'inclusion' in lieu of the terms 'cohesion' or 'integration' – and as such, we do not have definitions of these latter terms.

- 2. What are the resources used to create these definitions?*

A wide range of people at the Ministry have helped to shape how we define and approach diversity and inclusion (D&I). Our Chief Executive brings a strong focus on D&I through her leadership both within the

Ministry and as a member of Papa Pounamu, a steering group of State sector chief executives who work together to accelerate sector-wide improvement in D&I practices.

The Ministry's D&I work is jointly sponsored at a senior level by our Chief Operating Officer/Deputy Secretary, Organisational Performance; and our Deputy Secretary, Partnerships and Customers. The work programme is supported by subject matter experts drawn from the Ministry's Organisational Performance (corporate) division, as well as the Ministry's diversity networks such as our Rainbow group, our Sustainability group, and our Women's group.

3. *What research was done to create these definitions?*

These definitions have been created by drawing on the knowledge of good practice D&I frameworks and approaches that people in the Ministry have built up over a number of years. They have been tested and refined following input from people across the Ministry as well as from external experts.

4. *What is the overall goal for the organisation regarding diversity, cohesion, and integration and how will this be measured?*

The Ministry seeks to create a diverse and inclusive culture where all our people are engaged, valued and treated fairly. We want to better connect with New Zealanders and tap into their diverse perspectives in order to deliver innovative and effective solutions.

To achieve this, we are focusing on a number of areas. For example, we are supporting our leaders to role model inclusive leadership and create a culture of belonging. We are harnessing diversity of thinking by seeking out and incorporating a wide range of perspectives which enable us to develop great solutions and take people with us. We are creating a culture where all of our people can bring their whole selves to work and where we have strong cultural capability, particularly in te ao Māori. We are supporting our diversity networks. And we are working to ensure that our organisational policies, systems and processes are fair, free from discrimination, and enable us to attract, retain and grow a more diverse workforce.

The Ministry will use a range of measures to assess progress against its D&I goals including:

- ↑ Indicators from our Engagement survey and D&I survey which relate to having a diverse and inclusive culture
- ↑ Ethnic diversity
- ↑ Maintain a balanced gender profile
- ↑ Close the gender pay gap
- ↑ Diversity of skills and experience of people working at the Ministry
- ↑ External perceptions of the Ministry's D&I culture and practices

5. *Are there publicly available strategy documents or conversations that your organisation has published that announce the organisations intentions regarding diversity, cohesion, and integration? (Refer the Diversity and Inclusion speech from Treasury as an example:*

<https://treasury.govt.nz/publications/speech/diversity-and-inclusion-why-it-works-work>)

Pages 13-14 of the Ministry's Statement of Intent 2017-2021, pages 42-43 of the Ministry's Four year plan 2017-2021, and pages 18-19 of the Ministry's Annual Report 2017/18, outline our commitment to D&I and

the recent work we have done or are doing to progress this. These documents can be found in the Publications section of the Ministry's website. They show that D&I is central to our organisational strategy, which encompasses our focus on policy plus, partnering with purpose, and our edge behaviours¹ – *he rau mano, he rau kotahi tangata*: we embrace our multiple talents.

6. *What will success look like regarding diversity for the organisation, and how long does the organisation expect this to take?*

Along with improvements in the measures outlined in question four, when we are successful with D&I we will expect to see the following:

- A workforce that is more representative of New Zealand
- A strong D&I culture
- Increased retention and engagement of our people
- Increased breadth and depth of capability
- High quality ideas, advice and services
- Enhanced reputation, influence and impact
- Stronger relationships, insights and credibility with stakeholders

Culture change takes time and D&I is generally an area where we are seeking continuous improvement from year to year rather than a finite level of performance. In the areas outlined above we would expect to see measurable positive change over the next four years in line with our Workforce Strategy. When we implemented our gender pay action plan in June 2017 we committed to eliminating our gender pay gap within five years.

7. *Has the organisation met any pushback regarding the introduction of these diversity strategies?*

As outlined above, our leaders are strongly committed to D&I and a diverse and inclusive workplace is something our people value a great deal. As such, we have been successful in implementing a range of D&I initiatives in recent years. We are planning to run a Ministry-wide D&I survey which will give a rich understanding of how we're going, any barriers to D&I and what we might do to address these.

We're aware that unconscious bias can get in the way of D&I, hence we've recently begun to offer unconscious bias training workshops to our people as a way of raising awareness of why D&I is important for the Ministry, how unconscious bias can impact us at work, and some practical things each of us can do to mitigate our unconscious bias.

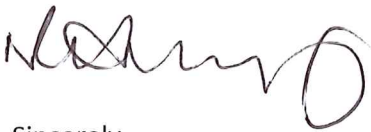
8. *Are these new policies, or have they built on previously enacted policies?*

The Ministry has been actively pursuing D&I objectives for a number of years, and it underpins our organisational strategy and edge behaviours. We have continued to evolve and strengthen our D&I policies, practices and processes during this time. Key achievements are outlined in our annual reports which can be found in the Publications section of the Ministry's website.

¹ You can read more about our edge behaviours on p.17 of the Ministry's Annual Report 2017/18

You have the right to seek an investigation and review by the Ombudsman of this response in accordance with section 28(3) of the Act. The relevant details can be found at: www.ombudsman.parliament.nz.

I hope this information is helpful. If you have any queries or would like further information about our D&I work, please feel free to contact me at the email address below.



Sincerely
Neil Hurley
Director, People and Culture
Neil.Hurley@mfe.govt.nz

Released under the provision of
the Official Information Act 1982