



12 February 2019

[Redacted]

Dear [Redacted]

Reference: OIA-2018/19-0373

Official Information Act request relating to DPMC's diversity, cohesion and integration definitions and intentions

Thank you for your email of 3 January 2019 requesting information under the Official Information Act 1982 (the Act). I note you have requested:

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?*

We have organised our responses to your requests by theme. Please note the order varies from your original request.

- *What is the definition of diversity, cohesion, and integration that your organisation is using, and what does it encompass?*
- *What are the resources used to create these definitions?*
- *What research was done to create these definitions?*

The Department of the Prime Minister and Cabinet (DPMC) does not have a specific set of definitions for diversity, cohesion and integration. However, I note that our Strategic Intentions document for 2018-2022 includes information about how we intend to manage organisational health and capability with regards to inclusion and diversity. Our answers below provide further detail.

- *What is the overall goal for the organisation regarding diversity, cohesion, and integration and how will this be measured?*
- *What will success look like regarding diversity for the organisation, and how long does the organisation expect this to take?*

Our Strategic Intentions document for 2018-2022 built upon work undertaken for our Diversity Strategy of 2013/14. With regards to inclusion and diversity it states:

We are committed to an inclusion and diversity goal of making sure we have a working environment where all employees are valued, included and celebrated for the different perspectives they bring; recognised for the contribution they make; and offered equitable access to opportunities to succeed.

Promoting inclusion and diversity as part of how we do things is a key ingredient for our organisational success. A diverse workforce will contribute a range of perspectives and experiences, promoting diversity of thought and positioning us well to respond effectively to the needs of the communities we serve. An inclusive workplace attracts and retains talented employees.

In addition to developing, promoting, retaining and fairly paying all staff, focused attention is being given to building management and leadership capability, creating a mentally healthy workplace, increasing our organisational Māori capability and setting staff up to succeed.

We see our efforts in inclusion and diversity as important enablers to support our strategic intention of having “an ambitious, resilient and well governed New Zealand”. We have established goals and measures that align our efforts with the direction articulated by the State Services Commission with a particular focus on improving our Māori capability, gender, ethnicity and mental health. We have a priority work programme, which includes measures, and we review this annually.

DPMC measures to improve diversity and inclusion include:

- growing diverse representation in our employee base;
- improved attraction, recruitment and retention of Māori and Pacifica staff;
- maintaining the gender pay gap below the public sector average by 2020 (noting the government’s action plan to eliminate the public service gender pay gap (<https://www.beehive.govt.nz/release/government-plan-fix-women%E2%80%99s-pay>); and
- Having the number of female leaders at each level of the organisation representative of (or better than) the general population.

There are no easy fixes for meeting our diversity and inclusion goals, however, DPMC has already achieved a number of measures that relate to gender and we believe we are well positioned to meet all of our goals with continued focus.

It is DPMC’s view that there is no ‘end point’ as such when we will have succeeded because the global universe of employment will undoubtedly continue to shift. This means that our response and expectations of ourselves will also mature.

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

Our approach to building inclusion and diversity in DPMC is becoming more established. As such, it is now well accepted that hiring for, surfacing, and enabling diversity of thought is critical to our ability to successfully perform today and into the future. Our survey data shows employees’ view of inclusion and diversity is increasingly positive.

Debate is an important part of who we are at DPMC and we continue to encourage people to put forward their perspectives on a variety of issues so that we harness diversity for better outcomes.

- Are these new policies, or have they built on previously enacted policies?

As a requirement of the State Sector Act 1988, all agencies were required to have an Equal Employment Opportunity (EEO) policy in place to ensure equitable employment and opportunities. EEO measures were reported upon in Annual Reports. We consider these older policies to be the forerunner to our current approach with diversity and inclusion.

As well as having a specific Diversity and Inclusion policy that we update regularly, a diversity and inclusion lens is applied to all that we do and features prominently in our workforce plan.

For example, in 2018 we have refreshed our recruitment and wellness policies, introduced support for dependent care costs incurred when undertaking work activities outside the usual, and propose to proactively enable increased flexible working conditions for all in early 2019. We see these as key enablers to achieving a diverse and inclusive work culture.

- 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>)

Strategic Intentions:	https://dpmc.govt.nz/about-dpmc/who-we-are/our-strategic-intentions
DPMC's Annual Report for 2018:	https://dpmc.govt.nz/publications/annual-report-2018
DPMC's case study in the 2018 Diversity Works Empowerment award:	https://diversityworks.nz.org.nz/wp-content/uploads/2018/08/DPMC-1.pdf

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

Finally, for your information, this letter will be published on DPMC's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Clare Ward
Executive Director, Strategy, Governance and Engagement