

Integrity



Professional



Mana

NZ CUSTOMS SERVICE

DIVERSITY AND INCLUSION



NEW ZEALAND
CUSTOMS SERVICE
TE MANA ĀRAI O AOTEAROA



Belonging



Enterprising



Agile



Connected

Foreword

When I first joined Customs, one of the first things that struck me was the way our staff conducted themselves. It was obvious they have a genuine passion for their work, highlighted by their willingness to go the extra mile for each other, whether in our operational areas of the airport, the mail centre, air and sea cargo, or our corporate environment.

It highlighted to me one of our organisation's core beliefs - that people are at the heart of what we do.

Our Diversity and Inclusion Council (the Council) has worked hard over the past three years, with the support of the wider organisation, to drive and champion the importance of a diverse and inclusive workplace.

The aim for us is to work in a way that allows us to have conversations about topics such as ethnicity, gender, disabilities, the importance of having a broader range of skills and experience as well as ideas, and flexible working, and look at how we can go about achieving change.

It will also enable us to acknowledge and celebrate our differences.

Our environment has continually changed in recent years, to one that more closely mirrors the communities that we serve and are part of, and provides an opportunity for our people to adapt.

I am pleased with the progress we have made as an organisation with both leaders and staff collectively undertaking and contributing to initiatives that are driving and supporting our goal to be a diverse and inclusive agency.

Metrics and reporting data has highlighted a key long-term objective for the Council - gender balance in leadership within the organisation. An initiative on our approach to unconscious bias was launched in last few years, with more than 130 leaders voluntarily completing an unconscious bias workshop.

Thought has also turned to our priorities for 2018, and beyond, and how the Council can collaborate on work underway across the organisation. The Council has supported initiatives that have enabled staff to attend events where they have been able to build relationships with people from a number of sectors. An example of this are the successful 'speed mentoring' sessions for women in Wellington and Christchurch, with a similar event planned for Auckland.

Our senior leadership team is committed to making diversity and inclusion a priority for the organisation. Valuing diversity and fostering an inclusive culture where people feel they are valued and accepted, can only make an organisation stronger.

We are not there yet, but we are taking steps in the right direction.

Ngā mihi,



Christine Stevenson
Acting Comptroller



**Christine
Stevenson**


“
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Workforce

Medium
size public
service



1266
staff members

1205
Full Time equivalents




9%
of Staff
are part time



15 locations around New Zealand's

14 Ports 

5 International airports 

The Operations arm of the service accounts for 83% of the workforce in three main operations' areas of:

Border operations

Intelligence, Investigations and Enforcement and;

Revenue and Assurance

A small number of staff work in the Strategic Business Development groups.

The Corporate area accounts for 18% of the workforce.

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Diversity and Inclusion at Customs

At Customs we champion, promote and embrace diversity in our people and their views, through our strategies, values and leadership behaviours, as we know it is critical to our operational success and the services we deliver.

We strive to create an organisation that reflects and responds to the community we serve, and where all staff feel safe, included and valued.

In January 2014, we established the Customs Diversity and Inclusion Council to inform and support our strategy.

Our council is supported by the Customs Executive Board and Senior Leadership Team who have committed to making diversity and inclusion a key organisational priority for Customs.

Our focus on diversity and inclusion is aligned to the government's priority of delivering better public services.

The Council has 15 representatives from all levels of the organisation with different life experience.

The Council has a full implementation plan working alongside multiple groups in People and Capability, and across Customs. It is supported by two sub-groups, focused on communications and engagements and reporting.





Why does Customs need to be diverse and inclusive?



- The benefits of a diverse and inclusive workplace include increased organisational performance, higher quality innovation, improved employee engagement and motivation, and better relationships with customers.
- A study by Deloitte showed an 80% uplift in organisational performance, 83% uplift in innovative solutions and 101% uplift in engagement when both diversity and inclusion were high.
- These statistics tell us that creating a more diverse and inclusive environment will help Customs achieve our goals because we will have access to a broader range of experience, skills, ideas and opinions. But what do our own statistics tell us?
- Research shows that diversity is especially important at the people leadership level where both strategic and day-to-day decisions are made. Yet currently only 28% of people leaders at Customs are female.
- Customs' workforce needs to represent, have access to, and understand the diversity within the communities we serve. Currently, 77.7 % of Customs staff identify as European/ Pakeha (both NZ and non-NZ), 14.5% of Customs staff identify as Asian, 9.1% Māori, and 10.0% Pacific Peoples.
- Through the Diversity and Inclusion Strategy we have made progress in understanding the story behind our statistics. Research tells us that the greatest challenge to diversity in organisations is the subtle barriers that are not inclusive of 'non dominant' groups. This doesn't just include gender and ethnicity but extends to all aspects of diversity identified in the section above.
- Our approach has continued to identifying what, if any, barriers exist for particular individuals or groups within Customs to reach their full potential. We are considering our attitudes and behaviours, and the way we treat each other and our customers all with the aim to ensure our systems, processes and work practices are designed to create a more inclusive culture that fully utilises the benefits of diversity to achieve our goals in a constantly changing environment.



Implementation Plan and Meeting our objectives



Our Diversity and Inclusion Strategy 2014-18 supports organisation goals. We strongly believe that the approach to diversity and inclusion at Customs will benefit all staff and the organisation as a whole. Our strategy is based on a phased approach structured around four key areas: Educate, Embrace, Empower and Embed.

EDUCATE:

- We understand what diversity and inclusion means, and can articulate why it is important to Customs.
- We understand that our attitudes, beliefs and past experiences may create unconscious bias that can impact our interactions with others.
- We are aware of the potential barriers faced by non-dominant groups in the workplace, the community and at our border.
- We are aware of the impacts the changes to our population and increases in travel and trade have on the way we need to work and deliver our services.

EMBRACE:

- Customs supports and celebrates the diversity that makes up our community, our customers and our workforce.
- Senior leaders are seen as champions of diversity, and role model inclusive practices as key enablers of organisational performance.
- We recognise, accept and value the diversity of our colleagues and act in a way that is inclusive of all, regardless of difference.
- We seek out and utilise the diversity of our colleagues to better achieve team and workgroup goals and deliver on our purpose of protecting and promoting New Zealand.

EMPOWER:

- Customs identifies and removes barriers that are known to inhibit particular individuals or groups from reaching their full potential.
- We feel that we are provided with equal opportunities for recruitment, development and promotion regardless of difference, such as (but not limited to) ethnic background, culture, age, gender or family status
- We feel safe to speak out against intimidation, bullying, harassment and inappropriate language or behaviour.

EMBED:

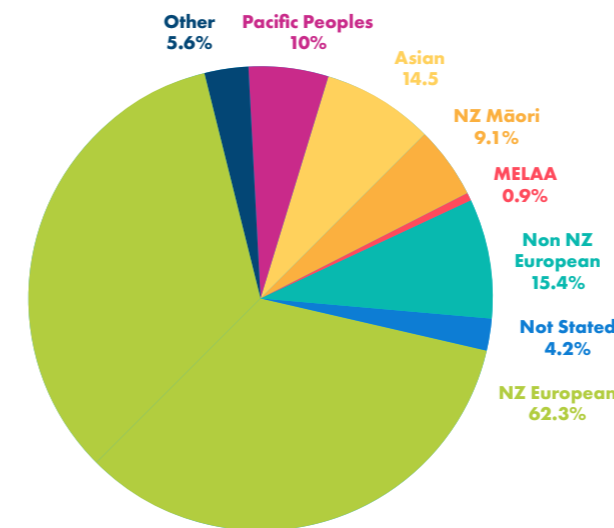
- Diversity and inclusion principles are fully integrated into all Customs' infrastructure and systems, leadership practices, and communications.
- Customs regularly measures, monitors and updates its strategy and diversity and inclusion initiatives.
- Customs can credit specific accomplishments of its diversity and inclusion strategy for contributing to overall organisational objectives.
- Customs' approach to diversity and inclusion contributes to making it a role model for other organisations and an employer of choice within the NZ public sector.



What the statistics tell us



Across the Customs workforce as a whole, the percentage of Pacific peoples and Asians has increased significantly in the last 12 months. The percentage of Māori though has reduced just slightly.



We achieved progress primarily within the Operations' workforce and within the new Assistant Customs Officer and new Customs Officers, for example, taking advantage of a new and larger pool of new entrants to increase diversity of staff.

- Percentage of women in leadership roles lower than men
- Gender pay gap 13.6% (June 17) and 9.9% excluding Assistant Customs Officers – action plan to address this is being determined
- Assisting leaders to be inclusive e.g. unconscious bias training, panels having a mix of gender, greater awareness by leaders of benefits of diversity
- Diversity and Inclusion Strategy is being implemented with a range of initiatives
- Evaluation in progress, for example, in the area of unconscious bias
- 46.9% women
 - 28% in leader and management roles
 - 31.3% in senior management Roles



The future - Workforce diversity in 2025



Workforce diversity in 2025

Our Goals:

- We see diversity and inclusion as a critical capability not compliance
- Our workforce is reflective of the diversity of the public and customers it interacts with – at the counter, at the primary and secondary line, in our trade and business discussions
- Diverse and, at least equal, gender representation on leadership teams
- Gender Pay Gap is significantly reduced by 2025

Gender pay gap significantly reduced by 2025

Having diverse and, at least equal, gender representation on leadership teams and across pay bands through the implementation of Diversity and Inclusion strategies underpins the success of planning towards significantly reducing the Gender Pay Gap.

We are taking a planned approach to our strategies to ensure that we can deliver in the short, medium and long term.

Our work programme will consider a number of key areas including;

- Understanding our data and looking closely at how men and women are positioned within pay bands, across different geographic locations and groups in the service;
- Working with our leaders to enable them to understand the causes of gender pay;
- Access to unconscious bias training for all;
- Ensure there are standard starting salaries and monitor trends;
- Look at how we can actively encourage women to take up leadership roles



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