

Towards Pay and Employment Equity

a self assessment and monitoring tool

2010



HUMAN RIGHTS COMMISSION

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Towards Pay and Employment Equity: A Self-Assessment and Monitoring Tool

Gender equity at work is important because it improves the wellbeing of women workers and their families. For employers, actively promoting fairness at work is good business practice, contributing to improved staff performance and engagement. At present there is still a good deal of scope for progress towards pay and employment equity for women at work.

At the Pay and Employment Equity Roundtable in 2009, the Human Rights Commission undertook to create a monitoring framework on pay and employment equity for women. As part of the process of creating the framework the Commission consulted widely. The Commission also obtained a [legal opinion about employers' obligations on gender equity](#).

The Human Rights Commission's pay and employment equity monitoring framework provides your organisation with an opportunity to take part in this [self-assessment and monitoring framework](#). It allows you to measure your organisation's current performance (a quick 'health check') and monitor its progress towards gender equity. The framework concentrates on a few key indicators, and it links you into sources of further information about gender equity at work.

This self-assessment and monitoring framework provides:

A quick 'health check'

If you have **not** undertaken a pay and employment equity review, [this self-assessment tool](#) enables you to do a quick 'health' check of your gender statistics, policies and practices and see what adjustment may need to be made. If you find there are gender issues that you wish to explore in greater depth you can elect to do a pay and employment equity review, using the Department of Labour's [4-step review process](#).

...or a chance to monitor performance

If you **have** done a pay and employment equity review and response plan, it offers you the opportunity to look at some key indicators to see what progress you have made since your review and how effective your response plan has been.

You can use this self-assessment and monitoring tool once a year (or at your discretion).

This is a voluntary self-monitoring exercise to help encourage best practice. It is designed to help employers obtain the [advantages that go with gender equity](#).

Advantages for employers who monitor and address pay and employment equity for women:

- An opportunity to learn more about their organisation, especially about key issues that motivate staff.
- A chance to find out what is being done well already, and identify areas for further progress.

- Organisations that have greater diversity in senior management are known to be more successful: diversity creates wealth' (Human Rights Commission, 2008: 6).
- Opportunities for improved employment relations.
- Women want to be able to do their best work every day and be rewarded on merit.
- Fair and transparent pay and progression systems in human resources lead to:
 - better staff morale, engagement and productivity of skilled workers.
 - enhanced recruitment and retention of the occupations needed to run your business
 - future labour market supply ensured by keeping those occupations attractive as a career choice.

This framework also [helps employers meet their legal requirements](#) under the Human Rights Act and other legislation.

New Zealand has legislation providing for equal pay for women, outlawing sex discrimination and sexual harassment at work and setting out rights for equal employment for career progression at work.

Legislation for gender equity at work includes the Equal Pay Act of 1972, the State Sector Act, 1986 and the Human Rights Act 1993, including its amendments in 2000.

Women also have internationally-recognised rights to be paid equally for doing the same work as men, and for doing work that is of equal value. Both women and men have the right to be treated with fairness and respect and to have dignity at work. [Click here for more](#)

In the 1980s New Zealand ratified the International Convention on the Elimination of All forms of Discrimination Against Women (CEDAW), and International Labour Organisation (ILO) Convention 100 on Equal Remuneration, under which women have the right to equal pay for the same or similar work (equal pay) and the right to equal pay for work of equal value (pay equity), and Convention 111 on Equal Employment Opportunity.

In 1998 the ILO included Conventions 100 and 111 in a Declaration on ‘fundamental freedoms at work’. The ILO promotes equal opportunities for both women and men to engage in decent work in conditions of freedom, equity, security and human dignity.

Despite having enacted legislation and ratifying international conventions, [New Zealand has not yet achieved equal pay or equal opportunities for women](#).

New Zealand has not yet achieved equal pay, pay equity, (equal pay for work of equal value) or equal opportunities for women.

Gender equity has not yet been achieved in the public, private or not-for-profit sectors of the economy. In the New Zealand economy as a whole in 2009 there is a median gender pay gap in hourly earnings of 12% and weekly earnings of 31%. Male median earnings are \$992, whilst the median weekly earnings of women are \$688 (Statistics New Zealand 2009).

Pay and employment equity reviews took place throughout the public sector between 2004 and 2009 as part of the Plan of Action for Women. These reviews without exception found gender equity issues. These varied in type and severity. Employers who took part in pay and employment equity reviews were often surprised to discover that their organisations had gender equity issues. The gender pay gap in full time equivalent (FTE) median annual salaries ranged from 3% to 35%.

Since the reviews one public service organisation has reported having achieved gender equity in pay and representation of women at all levels. Some others have made significant progress. Overall there is still a considerable way to go.

The Human Rights Commission has [responsibilities for promoting gender equality at work](#).

The Equal Opportunities Commissioner at the Human Rights Commission has a responsibility to assist with progress on equal employment opportunities (including equal pay) for women, under the Human Rights Act, 1993 (as amended in 2002) section 17. Under the Crown Entities Act, 2004 Part 3 Section 118, the Commissioner has a responsibility to lead discussions about equal employment opportunities, including pay equity and to monitor, analyse and report on progress in improving equal employment opportunities. The Equal Opportunities Commissioner also has a duty to lead the development of guidelines and voluntary codes of practice to facilitate and promote best practice in equal employment opportunities.

Part A: General Information

*What statistics do you regularly collect on gender?

To complete this self-assessment and monitoring tool you will need to check that your human resources data can be analysed by gender.

[Click here](#) for useful data to collect on gender equity

Useful data on gender equity

- The overall number of staff and the percentage who are women
- The percentage of women and men who are employed part-time
- The percentage of women and men who are on permanent contracts
- The gender of applicants for positions
- The gender of appointees
- Records of starting salaries by gender, including position in the salary range for the job
- Records of pay progression by gender
- Data on uptake of training and development opportunities
- Staff engagement survey responses by gender
- Exit interview information by gender
- Performance management data by gender, linked to pay progression
- Records of the gender of internal applicants for more senior roles
- Records of the gender of successful internal applicants for senior roles

*Has this organisation completed a pay and employment equity review?

Yes	No

*If yes, in what year was it completed?

*Since your review, have you made progress towards pay and employment equity?

The Human Rights Commission will nominate employers for a bouquet if, following your pay and employment equity review you have made significant progress in one or more of the following categories:

- ✓ Pay equity
- ✓ Participation by women at all levels
- ✓ Flexibility at work
- ✓ Fairness, respect and dignity at work

Let us know about improvements, innovations and progress you have made in promoting gender equity that you are particularly proud of. Once you have completed this self-monitoring survey, give a summary in the space provided below and return it to the Human Rights Commission.

Part B: Gender pay gaps

***What is the size of the overall gender pay gap in your organisation?**

Almost all organisations have gender pay gaps. It is worth finding out the size of the gender pay gap in this organisation and then monitoring it year by year.

***What is the current gender pay gap in this organisation?**

[Not sure how to calculate the gender pay gap?](#)

Include *all* staff at all levels who are employed by the organisation, whether they are full time, part-time, temporary, casual or permanent, but *not* self-employed contractors.

Express the female median full time equivalent (FTE) annual salary as a percentage of male median FTE salary. This will give you the gender pay ratio. Subtract this number from 100 to provide the gender pay gap. For example, if the median female FTE salary is 84% of the median male salary, the overall gender pay gap is 16%.

***If you have already completed a pay and employment equity review, what was the gender pay gap at the time of the review?**

What percentage change has there been?

Looking closer at gender pay gaps

The precise nature and causes of gender pay gaps varies between organisations. Greater clarity about gender pay gaps in your organisation will make it much easier to find effective solutions.

Unequal pay for the same or similar work [—does this still exist?](#)

Unequal pay for the same or similar work

It is often thought that equal pay for the same work was achieved after the passing of the Equal Pay act in 1972. However, the pay and employment equity reviews in 2004-9 found that around half of organisations had gender pay gaps, typically between 4% and 8% for the same jobs. In some occupational groups such as management, the gender pay gap was sometimes as high as 13%.

***Do women and men in this organisation occupy the same average position in the salary range (PIR)? [What does this mean?](#)**

Gender differences in Position in Range – what does this mean?

Public sector employers use the term Position in Range to show where a person's salary is located on the range of rates for the job. Employers in other sectors may use different terminology, such as salary scales.

Many employers set a starting salary for a job of between 80%-90% of the rate for the job on the assumption that new appointees are learning the job. They should progress within a reasonable time to at least 100% as they become fully competent. There should normally be no gender difference in average position in range.

If you find a gender difference in Position in Range overall or for some positions, this *may* be a sign of sex discrimination and may be illegal under the [Equal Pay Act](#).

Under the Equal Pay Act of 1972 public and private sector employers must not discriminate in pay rates on the grounds of gender where men and women are performing the same or substantially similar work.

If you find *no* gender difference in Position in Range, move on to the set of questions on equal pay for work of equal value (pay equity).

If you find a gender difference in PIR and can show that the men earn more because they have more years of experience, this can be seen as a reasonable explanation.

However, if you *do* find a gender difference in position in range that cannot be shown to be the result of longer years of experience by men, you will want to discover why. Two common causes of gender differences in position in ranges are unequal starting rates and unequal rates of pay progression through the ranges.

Unequal starting pay

If there is a gender difference in average Position in Range, one possible explanation is unequal starting salaries. Many organisations have found men being started at a higher average Position in Range than women starting in the same jobs. Once women have started on lower salaries than male co-workers, their pay does not catch up and often the gender pay gap widens over time.

***Are there gender differences in starting pay rates (for the same jobs) in this organisation?**

Compare the position in the pay range (PIR) of women and men at the time of appointment. Calculate the percentage gender difference in PIR at appointment overall and within occupations.

Obtaining this information will require a little more effort, but it will be worthwhile, because it offers the chance to positively identify a source of inequity, [identify how it can happen](#) and address it.

Unequal starting rates: how can this happen?

Employers and human resources managers report that men often have higher expectations than similarly-qualified women when it comes to bargaining their starting salaries. Appointment committees and managers are not necessarily trained in avoiding unconscious gender bias, and may be willing to make greater concessions to a candidate who drives a hard bargain.

Good employment policies can help eliminate gender differences in starting salaries. Employers who have found a gender difference in starting rates for the same job have taken a variety of [steps to address the causes of unequal starting rates](#).

Steps to addressing gender differences in starting salaries

- Providing greater transparency about starting salaries, so that all candidates know what the salary ranges are
- Providing training or guidelines to guide managers and appointment panels in setting equitable starting salaries
- Ensuring that starting salaries reflect the job requirements and the candidate's proven relevant experience, skills and qualifications they bring to the job, not just their confidence and ability to bargain on their own behalf
- Monitoring recent appointees after 6 months to see whether any gender differences in starting salaries were justifiable; and making salary adjustments where necessary.

Men progress more rapidly through pay ranges

A number of pay and employment equity review reports found that men were moving up through the pay ranges within the job and that this was not related to measured performance. The problem was found to be larger where there was a high degree of manager discretion.

***Do men and women in your organisation take the same length of time to progress through their salary range, step or grade for the job?**

Yes	No

***Does your organisation formally and transparently link pay progression to measured performance?**

Yes	No

***Where women and men have the same level of measured performance does this match with equal pay increases?**

Yes	No

[Click here](#) for examples of responses to gender differences in pay progression:

Examples of responses to gender differences in pay progression

Some organisations have said they will:

- Clarify competence-based pay progression systems and ensure staff understand them
- Ensure managers are accountable and have limited discretion
- Ensure that pay progression is linked to performance, wherever this is formally measured.

Some organisations now report that their performance appraisal systems have been made clearer and more consistent and that staff have more confidence in the system.

Equal pay for work of equal value (pay equity)

[What is this?](#)

Equal pay for work of equal value (pay equity)

Equal pay for work of equal value is also known as 'pay equity'. Some female-dominated occupations suffer from historic devaluation, which in practice now means that they are lower paid than male-dominated occupations requiring similar levels of skill, training/education, effort and responsibility. Pay inequity contravenes international conventions that New Zealand has ratified.

*What [female-dominated occupations](#) do you have in this organisation?

*What [male-dominated occupations](#) do you have in this organisation ?

*Is there a pay difference between the male-dominated and female-dominated occupations?

What are male-dominated and female-dominated occupations?

A female-dominated occupational group is one where 70% or more of the staff are female. Common examples are clerical work, nursing and education support work. A male-dominated occupational group is one where 60% or more of staff are male. There are many male-dominated occupational groups, including prison officers, construction workers and police officers.

Often the skills, effort and experience needed in female-dominated occupations are less well rewarded than those used in male-dominated occupations.

***Are all jobs within this organisation formally evaluated for the purpose of pay-setting?**

Yes	No

***If yes, has the job evaluation system used in your organisation been checked for compliance with the [Gender Inclusive Job Evaluation Standard](#)?**

Yes	No

The Gender-Inclusive Job Evaluation Standard (Standards New Zealand 2006) provides information and recommendations on ways to promote and support gender equity in job evaluation.

Who are the lowest-paid staff?

***Who are the lowest-paid staff in this organisation?**

In most organisations taking part in the pay and employment equity reviews, 2004-2009, the vast majority of the lowest-paid staff (85%-100%) were women. Usually these employees did work that was essential to the day-to-day business of the organisation – for example, administrative support and call centre work.

***What proportion of the staff in the lowest pay grades or bands in your organisation are women?**

[Click here](#) to see how some employers have responded to evidence about pay equity

Some New Zealand employers have responded to evidence about pay equity by:

- Prioritising the lowest-paid occupational groups in the next pay round
- Checking that their job evaluation system complies with the Gender-Inclusive Job Evaluation Standard
- Using the Equitable Job Evaluation tool and/or the Spotlight tool to more accurately describe the competencies required by frontline staff working with customers and the public

Part C: Participating at all levels

In New Zealand workplaces women are under-represented in senior and decision-making roles. Part of the gender pay gap exists because women are disproportionately recruited into jobs that are of smaller size. The best way to address this is through removing gender bias in the recruitment process.

[Click here for more...](#)

The under-representation in senior and decision-making roles in New Zealand is shown for example in the Human Rights Commission New Zealand Census of Women's Participation (2008).

Employers tend to recruit women into some roles and men into others, so that gender segregation continues to be common in New Zealand workplaces. The female-dominated roles and occupations often have fewer career steps than male-dominated roles and occupations, so that many women may have fewer opportunities than men for career advancement.

Ensuring participation by women at all levels is simply a way of ensuring that gender bias does not interfere with the merit principle. There are significant benefits to employers who address hidden sources of bias in their recruitment, training, development and promotion policies to make better use of women's capability.

Participation in senior management roles

***What proportion of senior managers (Tiers 1, 2 and 3) in your organisation are women?**

***If you have already completed a pay and employment equity review, what was the gender balance at the most senior levels at the time of the review? What percentage change has there been?.....**

Recruitment practices

*** Does your organisation use EEO statements in all of your recruitment advertising?**

Yes	No	In preparation

***Are all candidates provided with a copy of the EEO statement?**

Yes	No	In preparation

***When making new appointments, are any of the following efforts made to obtain a diverse range of candidates?**

Policies to obtain a diverse range of candidates	Yes	No	In preparation
Check wording and placement of advertisements to encourage women and men to apply for non-traditional areas of employment?			
Keep records of the sex of applicants and of those selected?			
Instruct recruitment consultants to provide a diverse range of candidates?			

Yes	No	In preparation

***Is training in gender equity routinely provided to appointment panels to remove the possibility of bias?**

Yes	No	In preparation

***Are all new appointees informed about their opportunities to progress within the job which they are being offered?**

(Note: this refers to opportunities for career progression, not opportunities to apply for another vacancy within the organisation)

Yes	No	In preparation

***Do you routinely check back to ensure that candidates are appointed at the correct level/ in the correct job for their qualifications and experience, compared with other appointees to the organisation?**

Yes	No	In preparation

***Do you provide EEO training for all selection committees and managers?**

Yes	No	In preparation

Training and development opportunities

*** What training and development opportunities do you offer female and male staff?**
 (Tick those that apply)

Acting in place of a more senior person	
Secondments	
Short training courses	
Participation in working groups	
Financial assistance with longer training courses	
Attendance at conferences within New Zealand	
Attendance at conferences overseas	

***Is the uptake of these opportunities proportionately the same for women and for men?**

Yes	No

***Is the training and development budget the same for staff in male-dominated groups and female-dominated groups?**

Yes	No

***How do employees hear about opportunities for training and development?** (Tick all those that apply)

Method	Yes
Posted on intranet	
Manager uses discretion to invite suitable candidates	
A regular 'slot' on current opportunities for training and development is allocated for discussion at team meetings	
Other (comment)	

Do part-time staff participate equally in training and development opportunities?

Yes	No	In preparation

Opportunities for promotion and career progression

***On average, how many career steps are there in female-dominated roles (such as administrative support)?**

*** On average, how many career steps are there in male-dominated roles?**

*** On average, how many career steps are there in mixed-gender roles?**

*** How are female staff encouraged to apply for promotion and career progression?**

Method	Yes	No
Invitations to apply are posted on intranet		
Manager uses discretion to invite suitable candidates to apply		
A mentoring scheme to improve women's representation at senior levels		
A leadership development programme to improve women's representation at senior levels		
A regular slot on current opportunities for promotion and progression is allocated in performance appraisal discussion.		
Other (please describe)		

Internal applications for more senior roles

There is some evidence that, even when women and men have equal opportunities to apply for career progression, [women are less likely to feel confident about applying for promotion](#)

Where women and men are in jobs where they have equal opportunities for promotion, women do not always apply for promotion at the same rate as men. Some pay and employment equity reviews found that women were less likely to feel confident for applying for more senior roles than similarly qualified men. Some pay and employment reviews also found that women were less likely than men to feel encouraged and supported by their manager to apply for more senior roles.

Some pay and employment equity reviews found that a culture of informal ‘shoulder tapping’ for staff development and progression opportunities existed. Where opportunities for staff development and progression are unclear or informal, this has been found to disadvantage women more than men.

*** Of staff that are eligible for promotion/ progression, what are the proportions of women and men that apply?**

*** Of male and female applicants for promotion/ progression, what proportions of women and men are successful?.....**

*** Do women and men advance to more senior roles in the organisation at the same rate?**

Yes	No

*** Are all managers involved in the promotions process trained in gender equity?**

Yes	No	In preparation

*** Are any senior managers employed part time? Yes/No**

Yes	No

Addressing gender issues in opportunities to participate at all levels

Some organisations have made significant progress in addressing gender equity issues in terms of opportunities for advancement for women. They have provided a number of [examples of good practice](#).

Examples of good practice

- Wording and placement of advertising vacancies designed to attract a wider pool of candidates for male-dominated and female-dominated positions
- Instructing recruitment consultants to obtain a gender-balanced list of candidates for all positions
- Ensuring that part-time staff have equal access to training, development and promotion to senior levels
- A mentoring scheme to encourage women to develop in the organisation
- Centralised records that can be analysed by gender to check progress on appointments, take-up of opportunities for training and development, applications for promotion, successful applications for senior roles and rates of progression by women and men.

Part D: Flexibility at work

Reconciling paid work and family life is a challenge for many employees. Often the most demanding times of the life cycle in terms of providing care (for example, while children are young) coincide with the greatest need for income.

Both men and women have the right to be actively involved in family life, and this need not mean financial hardship or loss of career opportunities. Employers can do a great deal to help their staff achieve equitable opportunities and work/life balance by providing flexible work options for employees with caring responsibilities. [What the law says](#)

Under the Employment Relations (Flexible Working) Amendment Act 2008, employees with caring responsibilities have the right to request flexible work patterns, and the employer has a duty to consider their request.

There are a number of [common barriers to suitable flexible working arrangements](#)

Common barriers to suitable flexible working arrangements

- Not all managers are willing to seriously consider requests for flexible working
- Many employers only look at the part-time work option, ignoring alternative forms of flexible working that might be preferable
- Employees who move into part-time work lose a significant part of their income, often at a stage in their life cycle when they need to earn more
- Employers who focus on part-time working as the only form of flexibility may lose important part of the contribution of experienced staff
- Often part-time working is not time-limited, and the employee is unable to return to full time working when their family circumstances change
- Part-time staff often lose opportunities for training, development and promotion

***What types of flexible and family-friendly arrangements do you currently offer?**

Give an indication of how often you use these types of flexibility by rating them between 0 and 5. A rating of 5 means you often use this, 0 means never, 1 means seldom and so on.

Flexible starting and finishing times
Working from home
Job sharing
Compressed week or fortnight
Time in lieu/ time banking
Buyable leave
Career break/ extended unpaid leave
Part-time working/reduced hours
Meetings scheduled between 9am and 3pm
Term-time working
Crèche or assistance with preschool care costs
After school programme or assistance with costs
Extended parental leave
Paid paternity leave

***Do you have a policy to ensure that managers keep in touch with employees who are on extended leave (such as parental leave)?**

***Do you have established policies and procedures to ease them back into their job on their return?**

Yes	No	In preparation

Temporary employment

What are the advantages and disadvantages of temporary employment? [Click here](#)

Employing temporary, seasonal and casual staff can assist employers in managing peaks and troughs in their business. However, in the New Zealand labour force women are more likely than men to be in temporary employment. Temporary working can negatively affect income, opportunities for progression and sense of inclusion in the organisation.

Under the Employment Relations Act, employees on fixed-term employment contracts should be offered permanent positions if the work they are doing will continue at the end of their term of employment. This does not include independent contractors because they are self-employed.

***Do you have staff who are on casual or fixed-term employment agreements (*not including independent self-employed contractors*)?**

Yes	No

***If yes, what proportion are women?**

***Do you employ staff who are paid for only part of each year?**

Yes	No

***If yes, what proportion are women?**

Part E: Fairness, respect and dignity at work

Women and men have a human right to dignity, fair treatment and respect at work. However, problems occur when the workplace culture tolerates or fails to recognise rudeness, bullying, sexual harassment (including sexist humour and pornographic materials in workplaces), discrimination, malicious gossip and other forms of disrespectful behaviour.

Taking steps to prevent or address issues such as bullying, harassment and discrimination can transform the workplace culture, improve staff engagement and productivity and greatly reduce the incidence of disputes and grievances.

[How do we know if there are fairness and respect issues?](#)

How can we tell if there are fairness and respect issues?

Formal complaints about unacceptable behaviour are usually rare. Although there may be records of personal grievances based on fairness and respect issues, some staff leave without saying why. Written records of fairness and respect issues and/or the method of resolution are not always available. Senior managers do not necessarily know when fairness and respect issues exist in their workplaces.

If there is a gender difference in the rate of staff turnover, this may be indicative of gender-based fairness and respect issues that affect women more than men. However, when there is a tight labour market, staff turnover for both sexes may fall, without this being an indication of an improved workplace culture!

In pay and employment equity reviews, female staff have been found to feel less confident than males that the organisation where they work will protect them from bullying, harassment or discrimination. Staff engagement may fall as a result.

To find out if there are fairness and respect issues, you can include a key question on this in your next staff engagement survey.

***Do you train staff and managers on how to prevent and address harassment, bullying and discrimination at work?**

Yes	No	In preparation

***Do you have a clear system for dispute resolution?**

Yes	No	In preparation

***Do staff feel confident that if making a complaint this will be dealt with sensitively and appropriately?**

Yes	No	In preparation

***Are there clear consequences for staff and managers (at all levels of the organisation) whose behaviour towards others is unacceptable?**

Yes	No	In preparation

***Is there a clear policy of zero tolerance of harassment, bullying and discrimination at work?**

Yes	No	In preparation

***Do all staff know about the policy, including the penalties for unacceptable behaviour?**

Yes	No	In preparation

How will we know when we have achieved pay and employment equity?

Pay and employment equity will be achieved when pay, participation at all levels and experiences of fairness and respect at work are no longer affected by gender.

[Click here](#) for a gender equity check-list.

Pay and employment equity will be achieved when:

- There is no gender difference in starting salaries or position in range for women and men with similar qualifications and experience
- Men and women doing work that is of equal value receive equal rewards
- There is no significant overall gender pay gap
- Causes of gender differences in ability to progress have been identified and addressed
- Women and men are found in senior roles, including top management, in similar proportions to their representation in the whole organisation
- Men and women are able to combine paid work and family life.
- A range of flexible and family-friendly workplace policies remove current barriers to equal pay, pay equity or career progression
- Staff employed part-time have equal training and development opportunities, compared with their full-time counterparts.

Resources and further information

All of the resources listed below that except for the New Zealand Income Survey can be obtained free of charge via the Human Rights Commission web site www.neon.org.nz or the Department of Labour web site <http://www.dol.govt.nz/services/payandemploymentequity/>. These resources all form part of the pay and employment equity toolkit, which includes fact sheets, tools and reports on pay and employment equity.

You can also receive regular updates on gender equity by registering for the Human Right's Commission's e-newsletter NEON, www.neon.org.nz

Department of Labour (2009) *Public Sector Pay and Employment Reviews: Overview Report*, Wellington, Department of Labour. This is a summary of the results of the pay and employment equity reviews that were conducted in the public sector between 2004 and 2009. The summary report also discusses the responses of the public sector organizations to the findings.

Department of Labour (2009) *The 4-Step Review Process*, Wellington, Department of Labour.

Department of Labour (2009) *A Guide to the Gender-Inclusive Job Evaluation Standard*, Wellington, Department of Labour, Standards New Zealand P8007.

Department of Labour (2009) *The Equitable Job Evaluation Tool*, Wellington, Department of Labour. This tool has been made available free of charge but users must sign a conditions of use form, available from the Department of Labour.

Department of Labour (2009) *Spotlight: a Skills Recognition Tool*, Wellington, Department of Labour.

Human Rights Commission (2008) *New Zealand Census of Women's Participation*, Wellington, Human Rights Commission.

Statistics New Zealand (2009) *New Zealand Income Survey: June 2009 Quarter* Wellington, Statistics New Zealand.

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