

28 October 2021

Nic Lane

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Tēnā koe Nic

I refer to your request dated 29 September 2021, pursuant to the Official Information Act 1982 (OIA), seeking:

“What diversity and inclusion training has been provided to staff over the last three financial years, including the procurement process, suppliers, and content delivered.

What has staff uptake looked like across this time, in terms of departments, within management positions, and what total hours/days investment has been.

What has staff turnover looked like across this period, how is this work reflected in staff attitudes, and what is currently included in the recruitment/induction processes.”

Regarding the first part of your request, table 1 outlines a list of diversity and inclusion related training, suppliers, and overview of content delivered (where available). Please note, the procurement process varied and was in accordance with the Procurement and Broader Outcomes Policy of Manatū Taonga. This consisted of firstly checking if there is an existing All-of-Government (AOG) contract for the services needed by Manatū Taonga. If there is no AOG contract in place, then we would approach the market obtaining a mix of quotes from providers, and direct sourcing from providers where it is necessary.

Regarding the second part of your request, please refer to table 1 for the information that is available. I am refusing the remainder of this part of your request under Section 18(e) of the OIA on the grounds that the information does not exist. Manatū Taonga does not have a Learning Management System for recording participant information, nor does it have a specialist learning and development or diversity and inclusion role or team.

Information regarding the third part of your request is below:

Financial Year	Staff Turnover*
2020-21	22.6%
2019-20	12.3%
2018-19	10.2%

** Turnover by year is core unplanned turnover, which covers permanent employees only and does not include cessations due to end of fixed term.*

The latest engagement survey (June 2021) completed by Manatū Taonga is the best and most recent indication of staff attitudes, however it is difficult to directly correlate attitude on diversity and inclusion to diversity and inclusion training alone.

Overall, the engagement rating was 'High'.

The Engagement Survey Report highlighted the following organisational strengths:

- In the survey, the five most frequent words used to describe the culture at Manatū Taonga were “friendly”, “inclusive”, “supportive”, “caring” and “flexible”.
- The highest rated element of the survey was about treating people from all backgrounds fairly and inclusively. 79% answered ‘Usually’ or ‘Always’ to the statement “In my personal experience, senior leadership and managers in my Group / area of the business treat people from all backgrounds fairly and inclusively”.
- Under the satisfaction section, 78% of people answered ‘Mostly’ or ‘Very’ to the question “How satisfied are you with how well you are treated by your manager and other work colleagues?”.

In relation to diversity and inclusion training, the recruitment/induction processes at Manatū Taonga include:

- Leaders receive training in the recognition and mitigation of unconscious bias as it pertains to recruitment.
- Recruitment policy and process have been reviewed to help mitigate bias.
- In induction we introduce new people to our People and Culture strategy, which interweaves elements of diversity and inclusion throughout. New starters are introduced to our Employee-Led Networks (e.g. Ngā Uri o Kiwa - Māori/Pacific Network and Te Ata Māhina - Women's Network), and the system for recording their preferred pronouns/gender identity and ethnicities.
- Manatū Taonga continues to enhance training in the area of diversity and inclusion, and is considering online options for the recognition and mitigation of bias, intercultural competency, engagement with Māori, Te Ao Māori, and racism.
- The Manatū Taonga Annual Report is soon to be released publicly, and will provide information about our work towards Papa Pounamu – a cross-agency programme of work to grow inclusion and diversity capability across the Public Service.

You have the right under section 28(3) of the OIA to make a complaint about the withholding of information to the Ombudsman, who can be contacted at: info@ombudsman.parliament.nz.

Nāku noa, nā



Sarah Hardy
Pou Mataaho o Te Iho
Deputy Chief Executive, Organisational Performance

Table 1

Financial Year	Training delivered	Provider	Content Overview (links provided where possible)	Hours/Days of training	Managers, All Staff or Both
2020/21	Mitigating Unconscious Bias.	Diversity Works NZ	<u>Mitigating Unconscious Bias.</u>	1 Day	Managers
2020/21	Flexible Work workshops for staff.	Gillian Brookes	Introducing team-based flexible working and the tools used in our flexible-by-default approach.	1.5 Hrs	Both
2020/21	Te Arawhiti Māori Engagement Workshop.	Te Arawhiti	The use and application of the Te Arawhiti's Māori <u>Engagement framework</u> and guidelines.	2 Hrs	Both
2020/21	The Wall Walk	Offered free via Ministry of Education	<u>The Wall Walk</u>	3.5 Hrs	Both (piloted by 2 people).
2020/21	Flexible Work mentor sessions.	Gillian Brookes	1:1 leader development on delivering equitable flexible work arrangements.	1 Hr	Managers
2020/21	Understanding Unconscious Bias Workshops.	Diversity Works NZ	<u>Understanding Unconscious Bias Workshops.</u>	1 Day	Managers
2020/21	Introduction to Te Whare o te Manatū Taonga (Webinar)	Internal	Using the concept of a whare to describe the ministry and each person's place within it. Includes bilingual titles for each level of the ministry's organisational structure. Also briefly introduced as part of a staff strategy hui at a marae. Later made visible by a redesign of our office workspace with Māori designs.	1 Hr	Both
2020/21	Te Tiriti internal webinar.	Internal	Examples of how Te Tiriti principles are applied across the ministry, why and some history.	1 Hr	Both
2019/20	Flexible Working workshop for leaders.	Transformed Teams Ltd	Introduction to leading a teams-based approach to successful flexible working and use of our supporting tools.	1 Day	Managers
2019/20	Beyond Diversity - Courageous Conversations.	Beyond Diversity	<u>Beyond Diversity - Courageous Conversations</u>	2 Days	Both (piloted by several people).

2018/19	Leaders Unconscious Bias training in recruitment.	Department of Internal Affairs (Free)	Identifying and mitigating the impact of unconscious bias in the recruitment process.	2 Hrs	Managers
2018/19	All staff Te Haerenga, hui at a marae	Internal	Covering Te Arataki – the ministry’s Māori strategy. Focus on capability building, supporting iwi aspirations and connecting all New Zealanders with Māori culture. Learning and practicing tikanga and te reo Māori.	1 Day	Both
2018/19	Tier 3 noho (overnight stay) marae.	Internal	Leadership deep-dive into Te Arataki, plus learning and practicing tikanga and te reo Māori including formal introductions.	2 Days	Managers
2018/19-Ongoing	Te reo Māori in-house coaching.	Internal	Weekly workshops at beginner and intermediate levels.	1 Hr	Both
2018/19-Ongoing	Weekly waiata sessions.	Internal	Open to all staff, builds te reo and tikanga Māori skills and confidence.	15 Min	Both
2018/19-Ongoing	Celebratory events held during Mahuru Māori, Matariki and Te Wiki o te Reo Māori	Internal	Various events, examples include shared kai with karakia kai, quizzes to build knowledge of the history of the event and te reo Māori, invited presenters on aspects of Te Ao Māori, panels of speakers on aspects of te Ao Māori, poi making.	Approximately 4-5 hours for the week of the celebration for Matariki and TWOTRM. 1-2 hours for Mahuru Māori	Both
2018/19-Ongoing	History Talks for staff and the public.	Internal and Guest Speakers	History talks / walks connecting people to aspects of the Ministry’s work e.g. the launch of a book that the ministry funded on Te Rauparaha <i>He Pukapuka Tataku I Nga Mahi a Te Rauparaha Nui</i> .	1 Hr	Both
2018/19-Ongoing	Oku speaker series of presentations and talks.	Guest Speakers	Building cultural capability of our people in te Ao Māori and when COVID allows we include members of our sector.	1-2 Hrs	Both
2018/19-Ongoing	Workshops/Webinars on Māori Art/Artists.	Internal	Building sector knowledge and awareness of Ministry activities.	1-2 Hrs	Both