

30 OCT 2018

Alanah T
fyi-request-8708-7c01f412@requests.fyi.org.nz

Our ref: OIA 70846

Dear Ms Alanah

Official Information Act request: Te reo Māori

Thank you for your email of 18 September 2018 requesting, under the Official Information Act 1982 (the Act), information about Te reo Māori capacity at the Ministry. On 16 October 2018, Georgina Matheson, Director Operational Improvement, extended your request by ten working days due to the requirement for consultation with other business units. I will respond to each of your questions below.

a. Does your organisation have legal responsibilities under the Treaty of Waitangi?

The Crown is a party and partner to the Treaty of Waitangi/Te Tiriti o Waitangi, this includes the Sovereign and all Ministers of the Crown and all departments. The Ministry of Justice is a department of the public service (see Schedule 1 of the State Sector Act 1988) and, as part of the Crown, must act consistently with the principles of the Treaty of Waitangi/Te Tiriti o Waitangi.

b. Does your organisation have legal responsibilities to engage with te reo Māori in some way or another? Does your organisation have a duty (such as in its charter, or its empowering legislation) to reflect New Zealand's cultural identity?

The Crown's duty to protect Māori rights and interests includes the protection of te reo Māori as a taonga. The Ministry recognises the need to improve the organisation's cultural capability through the increased use of te reo Māori, tikanga Māori, and the principles of the Treaty of Waitangi/ Te Tiriti o Waitangi in the work the Ministry carries out across its three portfolios of Justice, Courts, and Treaty Negotiations.

c. Does your organisation have a formal policy, strategy, or commitment, relating to te reo Māori ability and proficiency for staff? (If so, can you please provide a copy of it)?

The Ministry's commitment to the promotion and use of te reo Māori within our organisation is set out in Te Haerenga – Our Māori Strategy. Please find a copy of Te Haerenga attached to this letter. Pages 7 and 8 of Te Haerenga set out our organisational commitment and expectations in relation to te reo Māori. Part of the implementation plan for Te Haerenga is to lift the capability of the Ministry's workforce through expecting and encouraging all employees to have a basic understanding of te reo Māori, tikanga Māori, and

the Treaty of Waitangi/ Te Tiriti o Waitangi. Our People and Performance (HR) team is working on an approach to develop our people's cultural capability through our recruitment process, our performance and career development processes, role modelling from our senior leaders, internal and external communications, increased visual use in our work environment, and through employee networks. We are committed to improving our employees' understanding of what works for Māori and how to design and deliver services that address Māori needs. We are working on providing skills, resources, and expertise to ensure our people are able to interact confidently with Māori customers and build our understanding of Māori needs and aspirations to target and tailor our services.

d. Does your organisation have a policy on diversity and inclusion? (If so, can you please provide a copy of it)?

The Ministry does not have a diversity and inclusion policy but we have had a Diversity and Inclusion Strategy since 2016. We also have an Equal Employment Opportunities policy (April 2016) that outlines the Ministry's commitment to developing a diverse workforce that reflects a broad range of cultural and individual perspectives. Please find copies of both documents attached.

e. How many staff in your organisation are recorded as being fluent in te reo Māori?

The Ministry does not record the languages spoken by our employees, therefore, we are declining your request under section 18(e) of the Act, as the information requested does not exist.

f. Has your organisation provided any te reo Māori lessons or education to staff in the past 12 months? (If so, how many staff has it provided those to, and what was the format of the lessons?)

Our central learning management system, Thrive, has several online courses in te reo and tikanga. The Te Rito Bicultural Competency programme comprises four courses including an Introduction, The Māori World, Walking in Two Worlds, and Back to the Future. In the 12 months between 1 Oct 2017 and 30 September 2018 1852 modules were completed by 957 employees. Other programmes include Te Wiki o te reo Māori, which was completed by 928 employees during Māori language week, and the Kura Reo, Māori Language Course, completed by 86 employees in the 2017/18 financial year. In addition to this, business units are able to fund employees to attend additional te reo and tikanga courses at their discretion. These courses may be on or offsite and are tailored to the specific needs of the group and the context of the requirement. We are unable to provide numbers of staff members as this is not recorded centrally.

g. Does your organisation have any te reo Māori lessons or education scheduled to be provided to staff in upcoming 12 months? (If so, how many staff does it intend to provide those to?)

The te reo and tikanga courses mentioned above are available year-round for our employees and are self-directed. We intend to continue placing great emphasis on Māori Language week, encouraging uptake of the Te Rito programme, and providing additional resources to our employees.

- h. How many personnel does your organisation currently engage? (Please include full-time staff, part-time, employees, and volunteers)*

As at 30 September 2018, the Ministry had 3814 full time equivalent employees.

- i. Does your organisation have any personnel who manage the relationships between your organisation and Māori communities? (If so, how many personnel are engaged for that purpose?)*

The Ministry has a number of business groups that interact with Māori communities. These include but are not limited to the Crown Māori Relations Unit, Māori Land Court, Waitiāngi Tribunal, and the District Court in relation to Rangatahi Courts and Matariki Court. Relationships between the Ministry, and Māori communities operates at different levels and depends on the nature of the relationship. For example, we have some relationships at a strategic level between the Ministry and some iwi who wish to progress improved social and justice outcomes for their people in the post Treaty settlement environment. Managing those relationships is the responsibility of our Policy and Sector Groups. At an operational level, we have relationships with marae whānau and mārae committees in the running of our marae based Rangatahi Courts and those relationships are managed at a local court level. Because of the varied nature of the relationships we are unable to quantify the exact numbers of staff involved in relationship management. The Ministry's Director of Māori Strategy has a role in identifying and brokering relationships with Māori communities as part of the Ministry's Māori Strategy, Te Haerenga.

If you are not satisfied with my response to your request you have the right to make a complaint to the Ombudsman under section 28(3) of the OIA. The Ombudsman may be contacted in writing to info@ombudsman.parliament.nz.

Yours sincerely



Suzanne Stew
Deputy Secretary - Corporate and Governance

OUR MĀORI STRATEGY

Te Haerenga



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**Mā te rongō ka mōhio
Mā te mōhio ka mārama
Mā te mārama ka mātau
Mā te mātau ka ora**

**Through perception comes awareness
Through awareness comes understanding
Through understanding comes knowledge
Through knowledge comes wellbeing**

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Introduction from the Chief Executive

E ngā mana

E ngā reo

E ngā karangaranga maha

Huri noa i te motu

He mihi tēnei ki a tatou

I runga i ngā tini āhuatanga

O te āo hurihuri

Nō reira

Tēnā koutou

Tēnā koutou

Tēnā tātou katoa

The Ministry, through the Office of Treaty Settlements, has worked tirelessly with iwi to progress historical Treaty settlements. The settlements are significant for iwi and the Crown, and represent a resetting in the relationship, and a commitment to the Treaty partnership.

It's timely for the Ministry to proactively consider our future relationships with iwi and how we can work better together for improved outcomes for iwi and Māori. To this end, I'm pleased to introduce the Ministry of Justice Māori Strategy – Te Haerenga (the journey).

Te Haerenga is a significant milestone for the Ministry. It demonstrates our commitment to building resilient relationships with iwi, hapū and whānau Māori and our desire to work together with our Treaty partner to create opportunities for innovation and for mutual benefit.

The Ministry has a significant footprint in the lives of many Māori across many fronts. Until now, we haven't had an overarching organisational strategy that brings greater coordination and focus for our work with Māori and iwi and hapū.

As its name suggests, Te Haerenga, outlines the journey the Ministry of Justice will embark upon over the next 5 years and beyond to put us in a better position, through our enhanced relationships and improved capability, to capitalise on opportunities and work together with iwi for mutual benefit.

Te Haerenga is not just about improving service delivery. It's also about how we use our past experiences to move our relationship with iwi from one of risk to one of opportunity.

The Ministry is a large and diverse organisation, and achieving this future state will not be without its challenges, including how we measure our success. I am, however, committed to ensuring we progress this strategy over the coming years as we seek to better execute our responsibilities as a Treaty partner.

Andrew Bridgman

Secretary for Justice and Chief Executive

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TE HOROPAKI BACKGROUND AND CONTEXT

The Ministry of Justice is a large, diverse organisation whose work impacts iwi/Māori on many fronts, from Treaty of Waitangi/Tiriti O Waitangi settlements to the provision of Legal Aid; from Māori Land Court services to assistance for victims of crime; from Courts and Tribunals services to policy advice to government.

Māori are a significant user of the Ministry's services. It's therefore fundamental to ensure that our organisation is well positioned to offer a diverse range of services to iwi/Māori.

Te Haerenga signals progression, a journey, and is our roadmap and plan for achieving our goal of delivering improved justice outcomes for Māori.

It's the Māori strategy for the Ministry of Justice that sets out our direction of travel and the key high-level actions we'll undertake across our organisation over the next 5 years and beyond. It will better position the Ministry to provide improved justice services for Māori.

Te Haerenga is not just about achieving our goals through delivery of services. It's also about how we do this, and building partnerships along the way. It includes policy development and advice to Ministers, as well as Treaty settlements and the post-settlement work we undertake to ensure the durability of Treaty settlements.

Te Haerenga is a statement of our commitment and approach to improving justice outcomes for Māori, and how we will respond to environmental changes and emerging issues.

Environmental changes and emerging issues include:

- **progressing Crown-Iwi/Māori relationships**

The government is increasingly looking to agencies to work with iwi to capitalise on opportunities for successful collaboration. The Ministry has an opportunity to harness the relationships developed with iwi through Treaty settlements to apply innovative solutions to complex issues. Te Haerenga will better position the Ministry to progress Crown-Iwi/Māori relationships.

- **durability of Treaty settlements**

Treaty settlements are intended to be a platform for future relationships. Ensuring the durability of Treaty settlements is an important way for agencies to demonstrate their commitment to those relationships. Te Haerenga creates an opportunity for the Ministry to demonstrate our dedication not only to specific Treaty settlement commitments, but to developing a consistent, connected and planned approach to our relationships with iwi/Māori.

- **Māori justice outcomes strategy**

The Ministry is working with other justice sector agencies to improve criminal justice outcomes for Māori. Our target is to reduce Māori reoffending by 25% by 2025. To do this, we need to work collaboratively with iwi and pan-tribal organisations to grow successful initiatives, and ensure the design and delivery of criminal justice services enables the achievement of improved criminal justice outcomes for Māori. Te Haerenga will support this by equipping Ministry people to incorporate Māori perspectives in our criminal justice policy advice and operational service delivery.

- **moving from contracting for provision of services to co-design and delivery**

As iwi/Māori capability and capacity develops, we will see ourselves over time moving away from partnering with iwi/Māori organisations solely as contracted service providers, to one of co-design, and where appropriate co-delivery, of services to achieve our shared goals.

- **Waitangi Tribunal Kaupapa inquiries**

The upcoming Waitangi Tribunal Kaupapa inquiry (a thematic inquiry) into the *Constitution, self-government and electoral system* has direct relevance to the Ministry of Justice, and is emerging as one of the most significant challenges for the Ministry. The inquiry is likely to commence in 2018 and could be lengthy. The Ministry will need to be prepared to respond on how it conducts its policy work, as well as on significant constitutional questions. It is likely to lead to Ministry staff giving evidence at the Tribunal. Further kaupapa inquiries into the justice system (currently at 10th position on a list of 11 inquiries) and citizenship rights and equality (11 of 11) are also worth keeping in view.

All these dimensions mean it is imperative for the Ministry to ensure we're in the best position possible to provide services that are effective for Māori, and that enable us to meet our Treaty obligations.

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TE WHĀINGA OUR STRATEGIC GOAL FOR MĀORI

Deliver improved justice outcomes for Māori

Our goal, *Deliver improved justice outcomes for Māori*, articulates what we're striving to achieve at the highest level for Māori.

It recognises that notwithstanding the breadth and diversity of the Ministry's functions and services, those services, individually and collectively, must be focused on improving justice outcomes for Māori.

Given the range of our services to Māori, there will be a number of justice outcomes to measure. Examples include completing Treaty settlements and achieving a reduction in criminal reoffending.

This goal provides the purpose for Te Haerenga. It's also one of the Ministry's 4 goals that underpin our strategic framework.

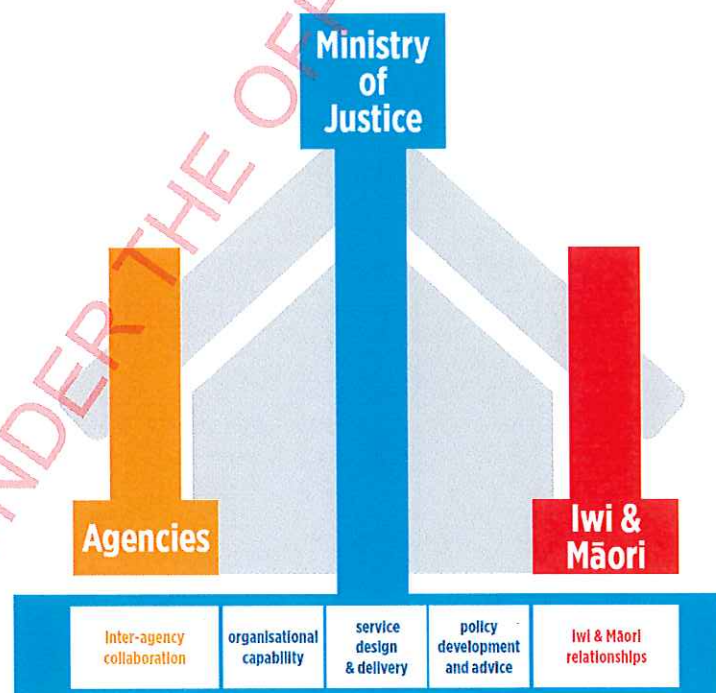
Appendix 1 – Ministry Strategy on a page shows how the strategic goal for Māori integrates with the Ministry's wider strategy.

HE POU TARĀWAHO THE FRAMEWORK FOR OUR STRATEGY

He pou tarāwaho is the framework that guides our Māori strategy. It identifies the dimensions, internal and external, that must be successfully in place for the Ministry to be a Māori-attuned organisation.

The dimensions of He pou tarāwaho are briefly explained below. They are grouped into 3 subject areas and can be likened to the 3 pou, or posts, that typically form the front of a whareniui or meeting house – the pou tāhū (front centre post) and the 2 amo (uprights) that are either side of the pou tāhū and support the maihi or barge boards of the whareniui.

The framework also includes 5 areas of focus. These are the core elements that shape how we will implement the strategy.



He pou tarāwaho (strategic framework)

The 3 pou and 5 areas of focus

The Ministry of Justice

The Ministry of Justice is central to the framework, as a large part of the strategy is about:

- how we organise ourselves to work better with iwi/Māori
- the organisational capabilities we need in our workforce
- how we design and deliver services to Māori
- how we develop robust policy advice within a Treaty of Waitangi framework
- the systems and processes we need to enable us to work with and deliver services to Māori.

Agency linkages

We recognise that other agencies (Crown and non-Crown) are also working with and delivering services to iwi/Māori. This creates potential for overlap, and sometimes duplication, between agencies.

He pou tarāwaho identifies the need for the work of agencies to be connected, and for agencies to actively share information, resources and knowledge in their work with iwi/Māori.

Iwi relationships

The need to establish meaningful and structured relationships with iwi/Māori at different levels acknowledges the rangatiratanga and mana motuhake of iwi and hapū and their status under the Treaty. We also acknowledge that iwi and hapū priorities, capacity and capability will differ; that there are other Māori (pan tribal) organisations who also deliver services to Māori; and that national, regional and local approaches to the delivery of justice services to Māori will be required.

Focus areas

The 3 pou have a total of 5 areas of focus:

- Organisational capability
- Service design and delivery
- Policy development and advice
- Inter-agency collaboration
- Iwi/Māori relationships

Te Haerenga focuses on improving and optimising all these areas of He pou tarāwaho.

TE MAHERE WHAKAMAHINGA OUR IMPLEMENTATION PLAN

This section identifies the high-level actions we'll take to address the 5 focus areas of our Māori strategic framework.

Each focus area begins with a description of how the Ministry will operate when we've reached our optimum state in that area.

Ministry of Justice

Organisational capability

Our people work proficiently across te ao Māori and te ao hurihuri, continually improving our cultural capability through increased use and knowledge of te reo Māori, tikanga Māori, and the principles of the Treaty of Waitangi.

We acknowledge and respect the perspectives and attributes that Māori employees bring to our organisation. The Ministry will be an employer of choice for Māori pursuing careers and advancement in the public service.

Our strategy

OUR PEOPLE

We will lift the cultural capability of our workforce by:

- establishing and communicating the expectation that all our employees will have an understanding of basic te reo Māori, tikanga Māori and the Treaty
- actively encouraging all employees to access training in te reo and tikanga Māori and the Treaty through different mediums
- encouraging the use of te reo Māori, tikanga Māori and the practical application of the principles of the Treaty in our everyday work by:
 - our senior leaders supporting and role-modelling the desired behaviours
 - recognising competence in and use of te reo and tikanga Māori in the workplace in the Ministry's performance management framework and in individual employees' performance development plans (PDPs) where appropriate
 - including the use of te reo Māori in our internal and external communications
 - increasing the visual use of te reo Māori in our work environments

- including the use of te reo Māori and references to tikanga Māori and the Treaty in our recruitment processes
- having a framework in place that allows us to understand, measure and improve the level of our organisation's cultural capability
- supporting Māori employees' development by:
 - developing a Māori recruitment strategy to attract Māori employees
 - supporting high-performing Māori employees in their career development
 - formalising the role of a Māori employees' network
 - establishing a study award for Māori employees.

OUR PROCESSES

We will recognise and value te reo, tikanga Māori and the Treaty by:

- supporting and encouraging the use of te reo and tikanga Māori (e.g. pōwhiri, mihi whakataua, karakia) in our day-to-day work practices
- correctly pronouncing Māori words and names
- applying a Treaty framework to the way in which we conduct, design and deliver our business operations and services.

Service design and delivery

We understand how our services impact Māori. Our approach is underpinned by co-design and co-delivery of services with iwi/Māori where appropriate, to ensure they are designed and delivered in ways that are cognisant and inclusive of a Māori perspective.

Our strategy

OUR PEOPLE

We will improve our understanding of what works for Māori and how to design and deliver services that address Māori needs by:

- building our understanding of Māori needs and aspirations in order to target or tailor services as appropriate
- partnering with iwi and Māori organisations to provide skills and expertise where needed
- ensuring our people are able to interact confidently and appropriately with Māori customers.

OUR PROCESSES

We will know how well our services meet Māori needs and aspirations by:

- setting quantitative and qualitative measures for service delivery and service outcomes for Māori
- having a framework and methodology in place for evaluating the effectiveness of new and existing services (design and delivery)

- working with iwi and Māori organisations to identify what works well, where there are service gaps and how services can be improved.

Policy development and advice

We have an in-depth understanding of the principles of the Treaty of Waitangi, Māori rights and interests, and Treaty settlement commitments.

Our policy development and advice to Ministers on all matters reflects and takes into account our understanding of these rights and obligations.

Our strategy

OUR PEOPLE

We will continuously expand our Māori and Treaty policy capability by:

- ensuring we have a core Māori and Treaty policy capability within the policy groups
- enhancing the knowledge and awareness of Māori and Treaty issues across the policy groups
- having forums in place to interact with, and share ideas and experiences with, other policy agencies on Māori and Treaty issues
- increasing our exposure to, and development opportunities in respect of, te reo Māori me ona tikanga, and the Māori world view
- increasing opportunities for Māori to be involved in/inform the policy development process
- promoting Ministry of Justice policy groups as a preferred career choice for Māori policy graduates.

OUR PROCESSES

We will apply a Māori and Treaty policy framework as standard practice and an integral part of our policy development process by:

- identifying and considering policy through a Treaty and/or Māori lens on a day-to-day basis
- developing best practice guidelines as part of a toolbox to support policy advisors
- increasing opportunities for Māori to be involved in/inform policy development
- promoting a community of interest on Māori and Treaty policy development and advice with other agencies and with iwi/Māori
- regularly reviewing and testing the efficacy of our policy advice in terms of impact and outcomes for Māori.

Agency linkages

Interagency collaboration

We know how our work and that of other agencies across the wider public sector intersects with, and impacts on, Māori.

We support, and where appropriate lead, a collaborative approach across agencies to working with, and achieving improved outcomes for, iwi/Māori. We understand when to engage with iwi, hapū and whānau and at what level.

Our strategy

OUR PEOPLE

We will champion a connected public sector as best practice in improving outcomes for iwi/Māori by:

- ensuring we are actively connected with agencies, and have visibility of respective work programmes
- pursuing opportunities to share resources and expertise to provide the best possible outcomes for Māori
- sharing best practice and understanding of what works for Māori.

OUR PROCESSES

We will work proactively to provide, where appropriate, a cross-agency response to improving justice outcomes for iwi/Māori by:

- engaging with agencies on new initiatives and policy development at the earliest possible opportunity, and identifying where new initiatives intersect across agencies
- removing duplication and streamlining services so they are seamless and more effective for Māori
- taking a cross-sector approach to developing and delivering the most effective services for Māori
- identifying with iwi/Māori opportunities to improve cross-agency collaboration
- knowing what works and building off our successes.

Iwi/Māori relationships

We have developed, and maintain, positive and trusted working relationships with iwi and Māori, recognising and leveraging off the skills and expertise we both have to drive improved justice outcomes for Māori.

We are a recognised leader in Crown-Māori relationships, engaging proactively with iwi/Māori and using our knowledge and expertise to enhance those relationships where needed.

Our strategy

OUR PEOPLE

We will ensure we interact with iwi/Māori on a mutually beneficial basis by:

- having the capability to engage meaningfully with iwi/Māori in various forums
- understanding what the priorities, issues and opportunities are for iwi/Māori and the Ministry
- identifying our key iwi/Māori organisations and the contacts within them
- continuing to grow our network of contacts with iwi/Māori organisations
- valuing our relationships with iwi/Māori both as a Treaty partner and a significant user of justice services.

OUR PROCESSES

We will leverage our relationships with iwi/Māori to drive improved justice outcomes for Māori by:

- having in place a regular and structured process for engaging with iwi and Māori organisations
- engaging regularly with iwi and Māori organisations, and using those engagements to identify priorities, issues and opportunities
- sharing knowledge and information with iwi/Māori
- in conjunction with iwi and Māori organisations, regularly reviewing the effectiveness of our engagement and progress in improving justice outcomes for Māori.

NGĀ WHAKAMĀRAMATANGA EXPLANATION

Te Haerenga (the journey)

The Ministry's Māori strategy is called Te Haerenga, meaning *the journey*.

It's a reference to, and acknowledgment of, the progression or movement over time that the Ministry is embarking upon to better position us to deliver improved justice outcomes for Māori.

Te whakataukī "Mā te rongo ka mōhio..."

This whakataukī was chosen for Te Haerenga as it symbolises both the intent of the strategy and how we'll give effect to it.

The whakataukī has an underlying theme of logical progression, of improvement and of a journey towards a higher outcome. The attributes it describes are relevant at individual, collective, and whole-of-organisation levels.

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APPENDIX 1 – MINISTRY STRATEGY ON A PAGE



OUR STRATEGY



WHAT_
Deliver people-centred justice services

GOALS_
Modernise courts and tribunals to get people through quicker
Deliver improved justice outcomes for Māori
Reduce crime, victimisation and harm
Provide great service to the public every day

HOW_
CUSTOMER
Walking a mile in the shoes of the public
CONTINUOUS IMPROVEMENT
Always strive to provide a better service
COLLABORATION
Helping each other to succeed
RESULTS MATTER
We are all accountable

PRIORITIES_
Develop our people
Turn data into insight
Build robust, functional ICT
Ensure good communications
Make the ministry a great place to work



WHY_
FOR A SAFE & JUST NEW ZEALAND

VALUES_ RESPECT. INTEGRITY. SERVICE. EXCELLENCE.

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Ministry of Justice
Tāhū o te Ture

justice.govt.nz

0800 268 787

National Office
Justice Centre | 19 Aitken St
DX SX10088 | Wellington | New Zealand



Diversity and Inclusion in our Workplace

The Ministry recognises that as a key agency delivering services to New Zealanders, we need to value, reflect and understand the communities we serve. To do this, we need to have a focus on a more diverse and inclusive workforce and workplaces. A diverse workforce may encompass ethnicity, gender, age, disability, sexual orientation, education, national origin, and religion. Diversity also encompasses the broad spread of experience, culture, perspective and lifestyle of those who live in New Zealand.

Our Objective

Our goal is to have a workplace that is inclusive and ensures our people feel valued and supported and able to achieve their full potential. There is a direct link between diversity and making the Ministry a great place to work. This objective will involve sustained action in the longer term. This strategy articulates our priorities for 2017-2018.

Our priorities

The Ministry's priorities in this strategy are informed by the joint commitment of State Sector chief executives to see change across the system as well as our own drivers and goals of making the Ministry a great place to work and delivering our strategy. This direction and results of a system wide stocktake will inform our priorities in the longer term.

Two key focus areas will be addressed in the medium term:

- Supporting the implementation of the Māori strategy by enabling the cultural capability of the Ministry
- Addressing the Ministry's gender pay gap

Our approach

In support of our focus areas, we will be taking steps to ensure we apply an inclusiveness lens to new or refreshed work programmes, processes and policies. As part of this we will take steps to understand the opportunities we have to celebrate and promote our diversity

The way we work

The Ministry is committed to key principles of working that will apply to our current and future projects and processes. The intent of these principles is to shape how we integrate diverse and inclusive practices into all phases of our work.

- We engage with the PSA, employee led networks including: young professionals, women's network, Māori Cohort, and other representative groups to achieve diversity of thought and perspectives when reviewing, developing, and delivering our work programmes
- Wherever possible, we take a human centred design approach to new initiatives, being informed by diverse insights and thought
- We care about all of our employees being valued and supported and ensure these key messages are articulated and communicated as part of strategy implementation
- We encourage the celebration and acknowledgement of our diverse perspectives, backgrounds and achievements through success stories and the information we share.
- We are fair, inclusive and transparent in all our processes and policies. This includes reviewing current outcomes and data to ensure we reflect diversity. This may include our performance data, recruitment metrics, workplace survey data and development investment

Diversity and Inclusion Workplan 2017/2018



People and Performance have an agreed role in reducing the gender pay gap and supporting the growth of our cultural capability. We will achieve this through targeted systems and processes and development of education and training. Our current and future work will be delivered according to the Ministry's key principles of *how we work*.

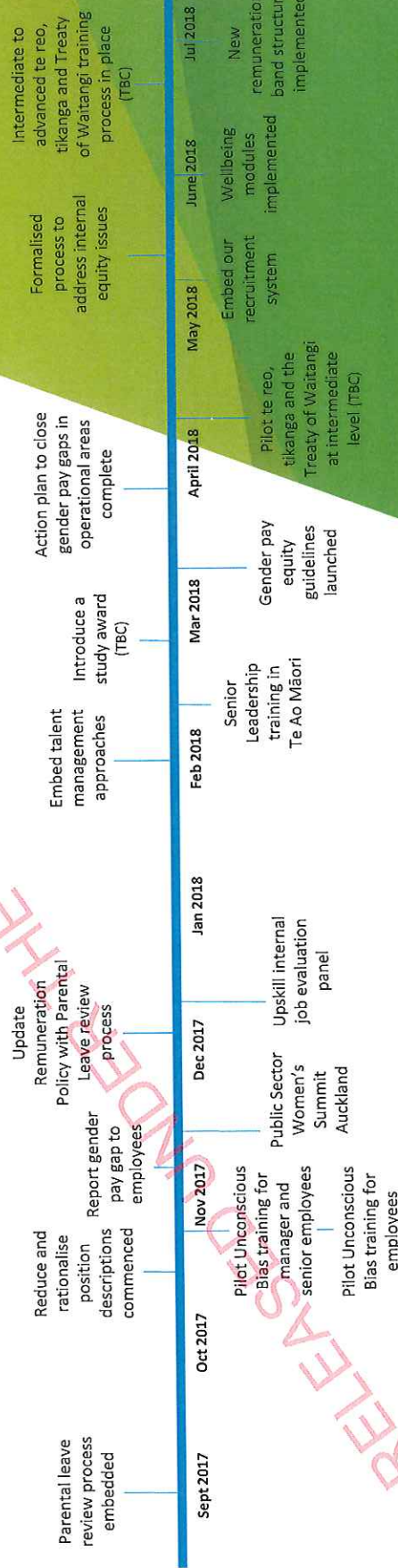
Gender Pay Priority
 Māori Strategy Priority
 Broad Diversity and Inclusiveness Priority

Systems and Processes Actions

- Embedded approach to Annual Review process in regards to parental leave, ensuring all employees who have taken parental leave within the performance year are still included in the review at the appropriate time
- Begin to rationalise and reduce our number of position descriptions, including a standardisation of role titles, to ensure comparable roles are identified and consequently paid equitably
- Report our gender pay gap to our employees on an annual basis, including an outline of how we are tackling this issue
- Embed our talent management approaches, ensuring outcomes reflect diverse employee groups
- Undertake detailed analysis of occupational group breakdown, and develop an action plan to close the gender pay gap within identified areas
- Introduce a study award
- Explore recruitment pilot initiatives that promote inclusive selection practices and address unconscious bias
- Formalise a process for using a proportion of the annual remuneration review budget to address internal equity issues, including gender pay related
- Move to a new remuneration band structure which reduces complexity and duplication, and allows for clearer comparison of positions to ensure relevant equity issues are visible

Education and Training Actions

- Provide targeted training to managers and senior employees to address unconscious bias
- All employee unconscious bias training
- Provide development opportunities in partnership with the Women's Network
- Up-skill our internal job evaluation panel with training around unconscious bias and gender neutral approaches to job sizing.
- Develop formal guidelines for managers and staff to explain gender pay equity, the causes, and how we can address this issue
- Senior Leadership training in Te Ao Māori
- Six Wellbeing modules implemented
- Ministry wide training in in te reo, tikanga and the Treaty of Waitangi at an intermediate and advanced level



PURPOSE

This policy outlines the Ministry's commitment to developing a diverse workforce that reflects a broad range of cultural and individual perspectives. This diversity supports our effective delivery of services and ensures we are representative of the New Zealand community.

POLICY STATEMENT

This policy promotes the Ministry's responsibilities as a good employer and describes the approach we will take to develop and maintain a diverse workforce.

SCOPE

This policy applies to all Ministry employees.

OUR POLICY

We will ensure that opportunities to develop and achieve are accessible to all of our people irrespective of individual differences.

Organisational Processes and Systems

The Ministry aims to ensure that its workplace processes, practices and systems (for example recruitment and selection, performance management and access to development opportunities) proactively:

- recognise and value different skills, talents, experience and perspectives
- ensure every candidate has a fair chance to demonstrate their suitability for selection
- ensure that all appointments are open to all people, are transparent and are based on merit
- ensure access to learning and development opportunities for all of our people
- ensure that flexible working arrangements are designed to balance the needs of employees and the business
- support initiatives that encourage equity and diversity.

Responsiveness to Māori

The Ministry recognises the status of Māori as Tangata Whenua and is committed to working with Māori to ensure the organisation is responsive to the principles of the Treaty of Waitangi.

The Ministry encourages its people to gain a greater understanding of the Treaty of Waitangi and its application within the Justice system.

Where appropriate, Māori cultural specific competencies are encouraged for roles where engagement and interaction with Māori is an important and regular requirement of the role.

The Ministry will continue to encourage and support its Māori employees to have:

- a greater understanding of their culture and language as part of their personal development
- the opportunity to achieve representation across all levels of the organisation.

Diversity and Inclusion strategies

All individuals and groups will have reasonable access to opportunities and support that enables them to reach their potential.

This may mean specific strategies and initiatives are developed for some of our people following assessment of their needs. We may also put strategies in place to respond to the Ministry's workforce capability needs from a diversity perspective.

The Ministry's policy puts into practice the commitment outlined in employment agreements which state that the Ministry is committed to the fair and proper treatment of employees in all aspects of their employment, including the provision of:

- Good and safe working conditions
- An EEO programme to facilitate the impartial selection of suitably qualified persons for appointment.
- A transparent recruitment process.
- Recognition of the aims and aspirations, employment requirements and involvement of Maori in the public service.
- Opportunities for the enhancement of the abilities of individual employees.
- Recognition of the aims and aspirations and cultural differences of minority groups.
- Recognition of the employment requirements of women, and persons with disabilities.

RESPONSIBILITIES

- | | |
|----------------------|--|
| Manager | <ul style="list-style-type: none"> • Managers are responsible for modelling and promoting RISE values and leading diversity and inclusiveness practices within the workplace. • Acting consistently with the Ministry's EEO policy and any programmes relating to diversity and inclusiveness. • Contribute to the development and maintenance of a workplace culture that values and supports diversity. |
| Employee | <ul style="list-style-type: none"> • Model behaviours that align with our RISE values and diversity and inclusiveness practices. |
| People & Performance | <ul style="list-style-type: none"> • Provide advice and assistance to managers as required. • Collect, maintain and report on EEO data. • Provide EEO input to business planning processes. • Develop and recommend diversity and inclusion focused strategies. • Ensure that learning and development opportunities are current and in line with contemporary approaches to diversity and inclusiveness. |

RELATED POLICIES, PROCEDURES AND LEGISLATION

- State Sector Act 1988
- Human Rights Act 1993
- Employment Relations Act 2000
- Privacy Act 1992
- Harassment policy
- Flexible working arrangements policy
- Privacy Act and Personal Information policy
- Recruitment, selection and appointment policy
- Employment Agreements

CONTACT	Human Resources Business Partners	OWNER(S)	General Manager People and Performance
LAST REVIEWED	April 2016	NEXT REVIEW	April 2018
LAST UPDATED	April 2016		

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