



OIA 18-E-1054 - 5701823

30/01/2019

OIA-request-: Aruth John Smith  
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Tēnā koe e Aruth John Smith

Thank you for your Official Information Act request to the Department of Conservation, dated Thursday 13 December 2018. You requested the following:

*'To provide all policy documents relating to Maori language in your workplace, and in particular any policy which is aimed at improving or rewarding levels of te reo in the work place, and any correspondence in relation to such policies, and in addition the total cost of such policies to date or the projected cost of such policies to date.*

On 29/01/2019 we extended your request to 08/02/2019 due to the consultation necessary.

Your questions and our responses are listed below:

1. *Please provide all policy documents relating to Maori language in your workplace.*

*Te Reo Māori – Strategy on a page (Appendix 1)*

*Kaupapa Here – Te Reo Māori o Te Papa Atawhai 2017 – 2022 (Appendix 2)*

*Māori Language Policy of the Department of Conservation 2008 (Appendix 3)*

*Te Reo Atawhai Proficiency in Te Reo (Appendix 4)*

2. *Please provide in particular policy which is aimed at improving or rewarding levels of te reo in the work place, and any correspondence in relation to such policies...*

The policies and strategy have no specific requirement to reward staff for skill development but are being progressed.



3. Please provide the total cost of such policies to date or the projected cost of such policies to date.

The cost of improving Māori language in DOC is not easy to identify as there are numerous arrangements that are associated with personal development and have a fiscal cost as well as opportunities to learn by way of free courses locally. This also includes waiata sessions at various offices throughout the country. The Te Pūkenga Atawhai course also enables staff to get an introduction to te reo.

While remuneration is not currently linked to language proficiency, Māori language is an integral part of the role in the work of the Kāhui Kaupapa Atawhai Unit.

The following documents fall within the scope of your request and are attached:

<b>Item</b>	<b>Date</b>	<b>Document description</b>	<b>Decision</b>
<i>Item no.</i>	<i>Full date of document</i>	<i>Name of document. If a series of emails refer to it as emails on the topic</i>	<i>Released in full / Released in part -</i>
1	2017	<i>Te Reo Māori – Strategy on a page</i> <a href="#">DOC-5454967</a>	Released in full
2	2017	<i>Kaupapa Here – Te Reo Māori o Te Papa Atawhai 2017 – 2022</i> <a href="#">DOC-5494630</a>	Released in full.
3	2008	<i>Māori Language Policy of the Department of Conservation 2008</i> <a href="#">DOCDM-313493</a>	Released in full
4	2008	<i>Te Reo Atawhai- Proficiency in Te Reo</i> <a href="#">DOCDM-363448</a>	Released in full

You are entitled to seek a review of my decision by writing to an Ombudsman pursuant to section 28(3) Official Information Act.

Yours sincerely,



Joe Harawira  
Kaihautū- Director  
Kahui Kaupapa Atawhai



KAUPAPA HERE – TE REO MĀORI Ō TE PAPA ATAWHAI 2017 – 2022

NGĀ MĀTĀPONO – GUIDING PRINCIPLES

<b>KAITĀKĀTANGA / RESPONSIBILITY</b> Kaitiakitanga is an integral part of our business. All staff have a responsibility to do with pride and purpose to champion, use, share and encourage the growth of NZ's language by speaking it.	<b>WHĀNAUNGĀTANGA / RELATIONSHIPS</b> Understanding and knowledge of te reo and tikanga is achieved through a commitment to our relationship with our Treaty Partners.	<b>WHĀI TANGATA / LEADER LEAD</b> Leadership and staff across the whole organisation must demonstrate consistently the objective of the Te Reo Māori Policy	<b>KOREROTANGA / QUALITY</b> Increasing the correct use of the Māori language amongst staff, Treaty Partners, customers and stakeholders.	<b>MAHITĀHI / RESPONSIVENESS</b> Regional audits will be conducted to ensure the objectives are being met.	<b>AKIAKITANGA / PROFESSIONAL DEVELOPMENT</b> Staff are supported and expected to attend a professional development course through DOC (Te Pukenga Atawhai) and other providers	<b>TE MANA O TE REO / RECOGNISED EXCELLENCE</b> Recognising the status of the Māori language in New Zealand and by DOC staff.
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NGĀ WHĀINGA – KEY RESULT AREAS

<b>VISIBILITY</b> To increase the visibility of the Māori language (Environment) Increasing the profile of te reo Māori contributes directly to the third and fifth result areas of the GOVT Māori language strategy. These relate to the use of te reo and bilingualism.	↔	<b>PROFICIENCY</b> To improve the proficiency of and use of te reo Māori by department staff (Increasing knowledge) Providing opportunities for staff to increase their knowledge of te reo and ensuring staff have the requisite skills in te reo relevant to their position. It also seeks to recognise the value that fluent speakers bring to the Department.	↔	<b>QUALITY</b> Of delivery of services in te reo Māori (applying skills to the Departments work) Systems must be in place to ensure that te reo used by the Department is both accurate and consistent with the Iwi at place (dialectually accurate).
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TE MAHI – APPLICATION

Visibility supported through organisational DOC style guide. Bilingual signage on all PCL.				System support ensuring department wide outlook system is standardised through Māori keyboard (and macrons). Develop SOP for staff requiring translation services informing process for acquiring translations quality assurance process
Retention, transmission, development through MOR and PDP. HR guide where roles explicitly require Māori language skills, advertisements and interviews are bilingual.		As part of PDP, a provision for DOC staff to acquire a basic level of competency and understanding. Where Māori language is required for a role, a relevant minimum level of fluency required.		
		Whakamātauria tō Reo Māori proficiency testing administered by Te Taurāwhiri Māori Language Commission to assess and identify the associated level of remuneration available to all staff.		A register of Māori-English English-Māori translators, supplied by NZ GOVT translation service Te Taurāwhiri Māori Language Commission available on the KKA intranet page.

HEI TAUTOKO MAI – SUPPORTING WORKSTREAMS

TE PUKENGA ATAWHAI I & II  
8 x marae based cultural capability training across the organisation, and pathway growth (Pukenga II)

CULTURAL CAPABILITY AUDIT

Programme of evaluation of regional cultural capability of staff and supporting programmes and services to ensure effective development, qualification and appropriate value for money.

TE KETE A TE RITO APP

Phone app, summarising Te Kete a Te Rito for staff to access key cultural support.



# MĀORI LANGUAGE POLICY



KAUPAPA HERE – TE REO MĀORI Ō TE PAPA ATAWHAI  
MĀORI LANGUAGE POLICY OF THE DEPARTMENT OF  
CONSERVATION

2017-2022

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**“Nuka whakapakari i te reo Māori i roto i ngā mahi ā Te Papa Atawhai”**

By relinquishing our linguistic diversity, we are also diminishing our understanding of biological diversity. The native inhabitants of regions with high biological diversity have developed elaborate vocabularies to describe the natural world around them and reflect the ecological knowledge of many generations.

**Foreword - He kupu whakataki**

*Ko ngā kupu i pēpehatia koia nei e tārewa ana hei kapua mō te ngākau kel te tohu i te wairua o Te Reo Atawhai o Te Papa Atawhai. Nā te tohu ā ngā Pou Tairangahau e pā ana ki te āhuatanga o ngā Atua Kaitiaki i te wā i wānangatia te Pūkenga Atawhai Akoranga, i noho mārama ai ki te hinengaro, arā kua mōhio kē te Māori mai rāno i roto i ā neherā ki te kaupapa nei, Te Koiora Rerekētanga (Biodiversity).*

*Mai i tōna ōkorotimatatanga ki tenel wā kel te whakanikoniko tonu te Pūkenga Atawhai Akoranga i tōna ataahua ki runga i te whānau o Te Papa Atawhai, arā i kol ai i roto i ngā mahi ā te tari, ā, whānui atu ki te nohotangata ā hāpori*

*Kia koi ai ki te tū ki te mihi me te walata i roto i te reo Māori (kīhae i maharatia ko tēhea o rāua te mea uaua) i ako tātau i ngā kawa me ōna tikanga e pā ana ki te marae, tāpiri atu ki te whakawhanaungatanga. Nā te kaha o te wero ā ngā Pou Tairangahau ki ngā tauira i roto i ngā rā o te wānanga i ara ake ai te huarahi.*

Ko te Pūkenga Atawhai Akoranga kā noho hei korowai mō te Reo Atawhai o Te Papa Atawhai, me te mōhio koia nei hei akiaki i te ngunguru o ngā kāwai whakairi ā tāhuhu.

The quotation which underpins the department’s Māori language policy is taken from an article enquiring into the world-wide loss of indigenous languages. The linking of linguistic diversity and biodiversity, in the context of the Māori language first started to take shape for us when the roles of the spiritual guardians/Ngā Atua Kaitiaki were explained by the Pou Tairangahau at the first Te Pūkenga Atawhai training programme. Koiora rerekētanga demonstrated that the concepts of biological diversity were already known to Māori.

From the beginning to the present day, the Te Pūkenga Atawhai training programme, weaves its spell upon us as members of the family of the Department of Conservation/te whānau o Te Papa Atawhai, and we are the wiser for that experience, not only in the context of our jobs but also as citizens of this country. From the introduction and explanation of the purpose of the course at the very beginning, up to delivering a mihi mihi and singing a waiata at its closure, our knowledge of the Māori world/Te Ao Māori was stretched far beyond their existing confines. We are indebted to our the Kaupapa Atawhai Managers whom put this programme together to enable us to work and build effective working relationships with tangata whenua.

In order that we could deliver a mihi and sing a waiata we learnt the protocols and behaviours/ngā tikanga me ōna kawa expected on the marae. To do that, we also asked

staff to learn sufficient of the Māori language/te reo Māori to communicate with tangata whenua. The 'unrealistic expectations' of the Pou Tairangahau and our capacity to achieve those goals within three, four or five days, were realised to be correct as we all responded to the challenges laid down.

The Pukenga Atawhai programme will support the Māori language Strategy of the department, and the biological diversity message will be the foundation stone for our learning. While that is to be the key element of our policy, it is essential that the policy and the plan enable staff to learn and practice Māori, from its most basic levels. We now need to "begin at the beginning" so that we can communicate with Māori (and amongst ourselves) in the Māori language.

In closing, the learning of any language requires patience and application and these factors must be applied to our approach to learning the Māori language. The levels or competence that each individual achieves are those that we personally set for ourselves and no one else. While the department will not set any formal tests of learning, there is likely to be informal scrutiny by those accomplished Māori speakers with whom we interface regularly. This challenge should be accepted whole-heartedly and we therefore commend the policy to the diligent attention of all staff who desire to learn te reo Māori. There has been a noticeable change to the acceptance that te reo should be an important part of the culture of Te Papa Atawhai, through programmes being offered to staff over the past 5 years. We have in our trainings stressed the importance of correct pronunciation of Māori words. It is a kaupapa that is ongoing. For the reo to become an important part of the Te Papa Atawhai culture, it will need to be leader led.

Kia ora tātou



Lou Sanson  
Director General  
29 October 2016



Tata Lawton  
Tumuaki, Kāhui Kaupapa Atawhai  
29 October 2016

## PURPOSE

The purpose of this Te Reo Māori Policy is to outline how the Department of Conservation will give effect to the Government's Māori language Policy and promote Te Reo Māori to be used by all staff, partners, and customers of the Department of Conservation.

## ISSUED BY

Tata Lawton  
Kaihautu Deputy Director General, Kāhui Kaupapa Atawhai.

## TASK ASSIGNMENT AND TEAM

Task Assignment [DOCCM2860725](#)

### Team:

Joe Harawira, Kaihautu, Kāhui Kaupapa Atawhai (Lead)  
Huia Lloyd, Pou Tairangahau, Rotorua  
Paul Warbrick, Pou Tairangahau, Rotorua  
Aaron Talkato, Pou Tairangahau, Whāngarei  
Tahi Ranglawha, Pou Tairangahau, Hamilton

## EFFECTIVE FROM

April 2017 – April 2022. To be reviewed in 2019.

## CONTEXT

Section 4 of the Conservation Act 1987 states *"This Act shall be so interpreted and administered as to give effect to the principles of the Treaty of Waitangi."*

For the Department to meet this responsibility and develop true partnerships and relationships we need to be able to meet our Treaty Partners in their own place. This requires an understanding of and respect for te reo me ōna tikanga (Māori language and custom).

In 1999 the then Minister of Māori Affairs and the Minister of State Services signed the [Māori Policy and Plans Guidelines](#). Called Mātātupu, these guidelines were developed to assist departments in developing their own Māori Language Policies and Māori language plans.

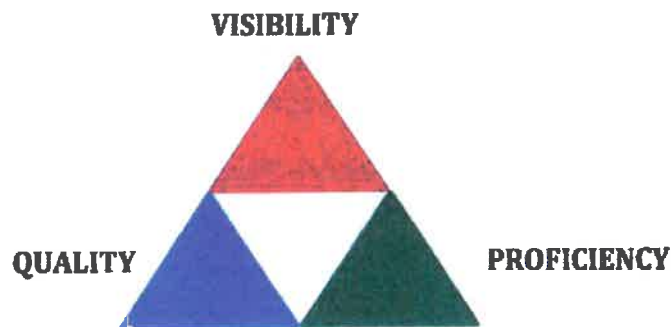
## AUDIENCE

The audience for Te Reo Māori Policy (Kaupapa Here – Te Reo Māori), is all DOC staff, visiting staff, concessionaires, contractors, stakeholders, all doing work with and for the Department of Conservation and our Treaty Partners.

## SCOPE

This Policy covers all of the Departments work, marketing, communications style and mediums, written and verbal, and customer engagement.

## OBJECTIVES



- i** **VISIBILITY.** *To increase the visibility of the Māori language (environment)*  
Increasing the profile of te reo Māori contributes directly to the third and fifth objectives of the Government's Māori Language Strategy. Those relate to promoting the use of te reo and bilingualism.
- ii** **PROFICIENCY.** *To improve the proficiency of and use of te reo Māori by department staff (increasing knowledge)*  
This policy objective seeks to promote the use of te reo Māori by staff by providing opportunities for staff to increase their knowledge of te reo and ensuring staff have the requisite skills in te reo relevant to their position. It also seeks to recognise the value that fluent speakers bring to the department.
- iii** **QUALITY.** *Of delivery of services in te reo Māori (applying skills to the department's work).*  
Systems must be in place to ensure that the reo used by the department is both accurate and consistent with the Iwi at place (dialect accuracy).

## **ROLES AND RESPONSIBILITIES**

### ***Minister of Conservation***

As the holding Minister of the Department of Conservation Act 1987, specifically Section 4, the Minister will support this Policy as part of their Ministerial portfolio.

### ***Director General***

The Director General is the owner of this Policy.

### ***Deputy Directors***

The Deputy Directors are accountable for the coordination of implementation of this Policy.

### ***Managers***

The Managers fully understand and comply with this Policy.

The Managers support their staff and provide opportunities for their staff to meet the objectives of this Policy.

The Managers ensure this Policy is met through all MOR and PDP processes.

### ***Rangers***

As the key interface of our work, Rangers will integrate this Policy as part of their day-to-day work.

## GUIDING PRINCIPLES

1. **Responsibility / Kaitiakitanga.** Kaitiakitanga is an integral part of our business. All staff have a responsibility to do with pride and purpose to champion Te Reo Māori. To use Te Reo Māori as much as possible, to share knowledge and to encourage the growth of our language by speaking it.
2. **Relationships / Whakawhanaungatanga.** Relationship management is an integral part of our business. Understanding and knowledge of Te Reo and tikanga is achieved through our commitment to our relationship with our Treaty Partners.
3. **Leader Led / Whāi tangata.** Organisational leadership and staff across the whole organisation must demonstrate consistently the objectives of the Te Reo Māori Policy.
4. **Quality / Te Kōrerotanga o te Reo.** Increasing the correct use of the Māori language amongst staff, Treaty Partners and stakeholders.
5. **Responsiveness / Mahitahi.** Regional audits will be conducted to ensure the objectives are being met.
6. **Professional Development / Akiakitanga.** Staff are supported and expected to attend a professional development course either through the Department of Conservation (Te Pukenga Atawhai) or from another training provider.
7. **Recognised excellence / Te Mana o te Reo.** Recognising the status of the Māori language in New Zealand society.

## MANDATE

The policy arose from the cabinet paper **CAB (99) M17/1B91 - Māori language Strategy: Institutional Arrangements**, which agreed to 5 Māori Language Strategy outcomes:

- a. To increase the number of people who know the Māori language by increasing the number of opportunities to learn Māori.
- b. To improve the proficiency levels of people in speaking, listening to Māori, reading Māori and writing Māori.
- c. To increase the opportunities to use Māori by increasing the number of situations where Māori can be used.
- d. To increase the rate at which the Māori language develops so that it can be used for the full range of modern activities;
- e. To foster amongst Māori and non-Māori positive attitudes toward, and accurate beliefs and positive values about the Māori language so that Māori-English bilingualism becomes a valued part of New Zealand society.

## APPLICATION OF OBJECTIVES FOR TE REO MĀORI POLICY

### VISIBILITY

#### 1. BILINGUALISM

- a. DOC will support the use and high visibility of te reo Māori through:
  - i. Bilingualism of all DOC branding including stationery, signage, publications, websites;
  - ii. DOC events and speaking engagements;
  - iii. Bilingual marketing and communications;
  - iv. Bilingual names and titles (staff positions, facilities, structures)
- b. Staff will actively promote the retention, transmission and development of Te Reo Māori and will report through their MOR and PDP.
- c. Where a staff position explicitly requires Māori language skills, advertisements and interviews will be bilingual.
- d. Te Reo Māori guidance can be found in the Te Reo Standard Operation Procedure (SOP).

### PROFICIENCY

#### 2. PROFESSIONAL DEVELOPMENT

- a. DOC staff should have the opportunity to acquire proficiency in te reo Māori. As part of their development, there will be a provision for all staff to acquire a basic level of competency and understanding. This can be done through attending Te Pukenga Atawhai, the DOC Professional Development Programme to attain basic standards.
- b. Where Māori language is required as part of a role, a relevant minimum level of fluency of Māori will be required.
- c. Staff may wish to extend their knowledge of te reo Māori beyond the basic level attained at Te Pukenga Atawhai. Where appropriate the department will provide study leave and financial support as per the [Study Assistance Policy](#) (DOCDM65535), or investment from their manager.

#### 3. PROFICIENCY TESTING

- a. *Whakamātauria tō Reo Māori*, administered by the Māori Language Commission, will be used to assess te reo Māori proficiency and identify the associated level of remuneration.
- b. Proficiency testing, through the Level Finder Exam (LFE) administered through the Māori Language Commission will be available to all staff.

- c. To increase the level of proficiency in te reo Māori across the Department of Conservation, competence of the language, measured against Whakamātauria to Reo Māori will be regarded as the qualification.
- d. Upon passing the LFE, staff will be eligible to wear the Waha Tohu.
- e. Upon passing the LFE, the remuneration policy<sup>1</sup> can be applied to acknowledge this additional qualification.

#### **4. KAHUI KAUPAPA ATAWHAI**

- a. Kahui Kaupapa Atawhai will advise on the appropriate usage of Te Reo Māori within the Department of Conservation to ensure that a consistent approach is maintained.

### **QUALITY**

#### **5. NZ GOVERNMENT TRANSLATION SERVICES**

- a. A register of preferred Māori-English and English-Māori interpreters and translators will be maintained. The register will be available to staff on the Kāhui Kaupapa Atawhai page of the intranet.

#### **6. SYSTEM SUPPORT**

- a. Quality in DOC communications will be emphasised by ensuring that a Department-wide electronic system is standardised to use macrons, a Māori language spell check too, phone app is part of the Māori language software suite installed on all DOC electronic tools.
- b. Phone app to support all DOC staff, reflecting a summarised version of Te Kete ā Te Rito resource.

#### **7. STANDARD OPERATING PROCEDURE**

- a. A standard operating procedure (SOP) for staff to use when requiring translations from English to te reo or vice versa will be developed. That SOP will inform the relevant sections in the style guide and will include:
  - i. Process for acquiring translations from departmental staff;
  - ii. Process for acquiring translations from external sources;
  - iii. Quality assurance processes.

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<sup>1</sup> As of June 2017, this is sitting with the PSA to promulgate for the 2018 Collective Agreement review.



## RELATED DOCUMENTS

Key related documents and information:

1. Te Reo Māori Standard Operating Procedure [insert DOCCM]
2. Remuneration Policy [insert DOCCM]
3. [Māori Language Commission](#) guidance

## APPENDIX One: Implementation Plan

REF	KEY RESULT AREA	ACTION	FACILITATED BY	CONNECTING GROUP	COMPLETED BY	STATUS (INCLUDE DATE)
<b>VISIBILITY</b>						
1a (i)	Visibility - bilingualism	Bilingualism of all DOC branding including stationery, signage, publications, websites.		Strategy and People Group <a href="#">Customer Engagement Unit</a> - DOC style guide - Ops SOP	November 2017	
1a (iii)	Visibility - bilingualism	Bilingual marketing and communications.		Strategy and People Group <a href="#">Communication Team</a> - DOC style guide	November 2017	
1a (ii)	Visibility - bilingualism	DOC events and speaking engagements.		Strategy and People Group <a href="#">Organisational Development Unit</a>		
1a (iv)	Visibility - bilingualism	Bilingual names and titles (staff positions, facilities, structures).		Corporate Services Group. <a href="#">Information Systems and Services</a> - updated list for the KKA intranet page	August 2017	
1b	Visibility - bilingualism	Staff will actively promote the retention, transmission and development of Te Reo Māori and will report through their MOR and PDP.		Strategy and People Group. <a href="#">Human Resources Unit</a> - Mandatory field capturing development		

1c	Visibility - bilingualism	Where a staff position explicitly requires Māori language skills, advertisements and interviews will be bilingual.		opportunity.  Strategy and People Group. <u>Human Resources Unit</u> - <u>Amendment to HR and appointment SOP</u> , relevant documents, including <u>recruitment checklist</u> .	
1d	Visibility - bilingualism	Te Reo Māori Standard Operation Procedure (SOP).		Kahui Kaupapa Atawhai	February 2018
<b>PROFICIENCY</b>					
2a	Proficiency - Professional Development	DOC staff should have the opportunity to acquire proficiency in te reo Māori through attending Te Pukenga Atawhai, the DOC Professional Development Programme to attain basic standards.		Strategy and People Group <u>Organisational Development Unit</u>	Ongoing.
2b	Proficiency - Professional Development	Where Māori language is required as part of a role, a relevant minimum level of fluency of Māori will be required.		Strategy and People Group. <u>Human Resources Unit</u> <u>Amendment to HR and appointment SOP</u> , relevant documents, including <u>recruitment checklist</u> .	

2c	Proficiency - Professional Development	Clear messaging around support for provision of study leave and financial support as per the <a href="#">Study Assistance Policy (DOCDM65535)</a> , or investment from their manager.		Strategy and People Group. <a href="#">Human Resources Unit</a>		
3a	Proficiency - Proficiency testing	Recognition of 'all of GOVT' te reo Māori assessment framework <i>Whakamātauria tō Reo Māori</i> , administered by the Māori Language Commission.		Kahui Kaupapa Atawhai		
3b	Proficiency - Proficiency testing	Level Finder Exam (LFE) administered through the Māori Language Commission will be available to all staff.		Strategy and People Group <a href="#">Organisational Development Unit</a>		
3c	Proficiency - Proficiency testing	To increase the level of proficiency in te reo Māori across the Department of Conservation, competence of the language, measured against <i>Whakamātauria to Reo Māori</i> will be regarded as the qualification.				

- a. Upon passing the LFE, staff will be eligible to wear the Waha Tohu.
- b. Upon passing the LFE, the remuneration policy<sup>2</sup> can be applied to acknowledge this additional qualification.

<sup>2</sup> As of June 2017, this is sitting with the PSA to promulgate for the 2018 Collective Agreement review.

# Appendix 3

## MĀORI LANGUAGE POLICY OF THE DEPARTMENT OF CONSERVATION

### *TE REO ATAWHAI Ō TE PAPA ATAWHAI*

*“Nuka whakapakari i te reo Māori i roto i ngā mahi ā Te Papa Atawhai*

*By relinquishing our linguistic diversity, we are also diminishing our understanding of biological diversity. The native inhabitants of regions with high biological diversity have developed elaborate vocabularies to describe the natural world around them and reflect the ecological knowledge of many generations.<sup>1</sup>*

#### **Foreword - He kupu whakataki:**

Ko ngā kupu i pēpehatia koia nei e tārewa ana hei kapua mō tē ngākau kei te tohu i te wairua ō Te Reo Atawhai ō Te Papa Atawhai. Nā te tohu ā ngā Pou Kura Taiao e pā ana ki te āhuatanga ō ngā Atua Kaitiaki i te wā i wānangatia te Pūkenga Atawhai Akoranga, i noho mārama ai ki te hinengaro, arā kua mōhio kē te Māori mai rāno i roto i ā neherā ki te kaupapa nei, Te Koiora Rerekētanga (Biodiversity)

Mai i tōna ōkorotimatatanga ki tenei wā kei te whakanikoniko tonu te Pūkenga Atawhai Akoranga i tōna ātāhua ki runga i te whānau ō Te Papa Atawhai, arā i koi ai i roto i ngā mahi ā te tari, ā, whānui atu ki te nohotangata ā hāpori

Kia koi ai ki te tū ki te mihi me te waiata i roto i te reo Māori (Kīhae i maharatia ko tehea ō rāua te mea uaua) i ako tātau i ngā kawa me ōna tikanga e pā ana ki te marae, tāpiri atu ki te whakawhanaungatanga. Nā te kaha ō te wero ā ngā Pou Kura Taiao ki ngā tauira i roto i ngā rā ō te wānanga i ara ake ai te huarahi.

Ko te Pūkenga Atawhai Akoranga kā noho hei korowai mō te Reo Atawhai ō Te Papa Atawhai, me te mōhio koia nei hei akiaki i te ngunguru ō ngā kāwai whakairi ā tāhuhu.

The quotation which underpins the department’s Māori language policy is taken from an article enquiring into the world-wide loss of indigenous languages. The linking of linguistic diversity and biodiversity, in the context of the Māori language first started to take shape for us when the roles of the spiritual guardians/*Ngā Atua Kaitiaki* were explained by the Pou Kura Taiao at the first Te Pūkenga Atawhai training programme. *Koiora rereketanga* demonstrated that the concepts of biological diversity were already known to Māori.

From the beginning to the present day, the Te Pūkenga Atawhai training programme, weaves its spell upon us as members of the family of the Department of Conservation/*te whānau ō Te Papa Atawhai* and we are the wiser for that experience, not only in the context of our jobs but also as citizens of this

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<sup>1</sup> Payal Sampat, Our Planet’s Languages are Dying, USA Today, 3.1.2002, p.1

country. From the introduction and explanation of the purpose of the course at the very beginning, up to delivering a mihi and singing a waiata at its closure, our knowledge of the Māori world/*Te Ao Māori* was stretched far beyond their existing confines. We are indebted to our Pou Kura Taiao for putting this programme together to enable us to work and build effective working relationships with tangata whenua.

In order that we could deliver a mihi and sing a waiata (we are not sure which is the more difficult), we learnt the protocols and behaviours/*ngā tikanga me ōna kawa* expected on the marae. To do that, we also had to learn sufficient of the Māori language/*te reo Māori* to communicate with tangata whenua. The Pou Kura Taiao's 'unrealistic expectations' of our capacity to achieve those goals within three, four or five days, were realised to be correct as we all responded to the challenges laid down.

The Pukenga Atawhai programme will underpin the Māori language Strategy of the department, and the biological diversity message will be the foundation stone for our learning. While that is to be the key element of our policy, it is essential that the policy and the plan enable staff to learn and practice Māori, from its most basic levels. We now need to "begin at the beginning" so that we can communicate with Māori (and amongst ourselves) in the Māori language.

In closing, the learning of any language requires patience and application and these factors must be applied to our approach to learning the Māori language. The levels or competence that each individual achieves are those that we personally set for ourselves and no one else. While the department will not set any formal tests of learning, there is likely to be informal scrutiny by those accomplished Māori speakers with whom we interface regularly. This challenge should be accepted whole-heartedly and we therefore commend the policy to the diligent attention of all staff who desire to learn *te reo Māori*.

Kia ora tātou

Hugh Logan  
Director General  
Kura Taiao  
22 May 2006

Tata Lawton  
Tumuaki, Kāhui  
22 May 2006

## CHAPTER 1:

### THE DEPARTMENT'S TE REO MĀORI POLICY STATEMENT

**The purpose of the Department's Te Reo Māori Policy is to give effect to the Government's Māori language policy objectives by creating an environment which encourages all staff to learn te reo Māori and to apply it to their work programmes as necessary**

#### 1. Background

In the mid 1980s the Waitangi Tribunal heard a claim that the Crown failed to protect te reo and it considered that the failure to do so was a breach of the Crown's obligations under the Treaty of Waitangi. The tribunal found that under Article 2 of the Treaty, the Māori language was a tāonga and that:<sup>2</sup>

The Crown did promise to recognise and protect the language and that promise has not been kept. The guarantee in the Treaty requires affirmative action to protect and sustain the language, not a passive obligation to tolerate its existence and certainly not the right to deny its use in any place

The Tribunal recommended that Māori can be used in courts and in dealings with Government, that a body be established to foster Māori language and that the learning of te reo in schools be researched and better approaches be considered. It also recommended that broadcasting take a more proactive stance towards promoting te reo.

In December 1998 Cabinet directed public service departments listed in the First Schedule of the State Sector Act to develop a Māori language policy and plan appropriate to their business by July 2000.

In 1999 the then Minister of Māori Affairs and the Minister of State Services signed the "Māori Policy and Plans Guidelines". The document was called "*Mātātupu*" The guidelines were developed to assist departments in developing their own Māori Language Policies and Māori language plans. The policy arose from the cabinet paper CAB (99) M17/1B91 - Māori language Strategy: Institutional Arrangements, which agreed to 5 Māori Language Strategy outcomes:<sup>3</sup>

<sup>2</sup> Report of the Waitangi Tribunal on the Te Reo Māori Claim (WAI 11), Waitangi Tribunal Department of Justice, Wellington, 1986, p.1.

<sup>3</sup> Te Puni Kōkiri, *Mātātupu Māori Policies and Plans: Guidelines to Assist Public Service Departments*, Te Puni Kōkiri, 1999, p.5.

- a. To increase the number of people who know the Māori language by increasing the number of opportunities to learn Māori.
- b. To improve the proficiency levels of people in speaking, listening to Māori, reading Māori and writing Māori.
- c. To increase the opportunities to use Māori by increasing the number of situations where Māori can be used.
- d. To increase the rate at which the Māori language develops so that it can be used for the full range of modern activities.
- e. To foster amongst Māori and non-Māori positive attitudes toward, and accurate beliefs and positive values about the Māori language so that Māori-English bilingualism becomes a valued part of New Zealand society.

## **2. Māori Language and the Department**

Section 4 of the Conservation Act 1987 requires the department to give effect to the principles of the Treaty of Waitangi. For the department to meet this responsibility and develop true partnerships and relationships we need to be able to meet Māori in their own place. This requires an understanding of and respect for te reo me ona tikanga (Māori language and custom).

Until now, however, the department has not had a single policy to deal specifically with te reo Māori. Historically, staff at the local level received guidance from their Pou Kura Taiao. Direction was given nationally in strategy documents such as the department's *People Plan*. Coupled with the *Kaupapa Atawhai Strategy*, the people plan aimed to enable staff to better engage with Māori in achieving conservation outcomes.

More recently direction has been provided via the Pukenga Atawhai training package where again the link between te reo and developing relationships is emphasised. Te Pukenga Atawhai provides the practical knowledge and skills required to better manage working relationships with Māori generally. In doing so it is the primary vehicle for establishing minimum standards of te reo Māori proficiency for staff. It is recognised that with these skills the opportunities to meet key relationship outcomes are enhanced and staff are better able to work with Māori.

Many staff chose to further their learning of te reo after attending a Pukenga Atawhai wananga via one of the many training providers available to the public. In some areas the Pou Kura Taiao provides Māori language tutelage for interested staff members. These initiatives have generally received support from the department, and many individuals have enjoyed positive outcomes from them.

Despite these successes, however, there remains little data on the extent of the use of Māori language or Māori language capabilities in the department. At the recent regional Māori staff hui there were glimpses of te reo Māori being used.



But other than the specialist skills of the department's Pou Kura Taiao there is little information to suggest that Māori language is common or commonly used outside this group of employees.

### **3. Objectives**

The department's Māori language policy is about creating an environment that encourages all staff to increase their knowledge of the Māori language and apply it to their work. The policy is based on three objectives:

#### **i To increase the visibility of the Māori language (environment)**

This policy objective seeks to improve the visibility of te reo Māori, through the ways in which the department displays itself to its own staff and to those to whom it delivers services.

The distinctive departmental national signage (in corporate colours) identifying places, sites and buildings of significance, as well as other sites such as offices, and the accurate spelling of Māori words thereon, will aid visibility.

Increasing the profile of te reo Māori contributes directly to the third and fifth objectives of the Government's Māori Language Strategy. Those relate to promoting the use of te reo and bilingualism.

#### **ii To increase the knowledge of and use of te reo Māori by department staff (increasing knowledge)**

This policy objective seeks to promote the use of te reo Māori by staff by providing opportunities for staff to increase their knowledge of te reo and ensuring staff have the requisite skills in te reo relevant to their position. It also seeks to recognise the value that fluent speakers bring to the department.

Promoting staff use of te reo contributes directly to all five objectives identified in the Government's Māori Language Strategy.

#### **iii To improve the delivery of services in te reo Māori (applying skills to the department's work).**

This policy objective focuses on providing services in te reo Māori to others.

Any departmental service could potentially be delivered in te reo Māori. Services range from telephone conversations in te reo to education kits written entirely in the Māori language. To do this well the department needs the capability to deliver services in te reo and must provide support and guidance to staff working in the Māori language medium. To ensure capability, the department must identify jobs that require proficiency in te reo and recruit people with those skills. Systems must be in place to ensure that the reo used by the department is both accurate and consistent.

Providing for the delivery of services in te reo Māori contributes to the Government's Māori Language Strategy objective 3.

#### **4. Implementation**

An implementation plan is attached to this policy. The plan will be updated and progress monitored biannually.

#### **5. Responsibilities**

The General Manager People Organisation and Development has overall responsibility for implementing this policy, with advice and support from Kāhui Kura Taiao. Managers are responsible for ensuring that te reo Māori training opportunities are available to their staff.

#### **6. Conclusion**

*Te Reo Atawhai o Te Papa Atawhai* meets the department's obligations under the Government's Māori Language Policy (*Mātātupu*) in a way which optimises conservation outcomes for the department. It is based around three primary objectives: increasing the visibility of te reo Māori within the department, increasing staff knowledge and use of te reo, and improving the delivery of services in te reo.

Successful implementation of this policy has tangible benefits for the department - even the most basic te reo skills can improve our relationships with tangata whenua and Māori speaking clientele. Implementation of the policy will provide better recognition of the place of te reo Māori as one of the official languages of New Zealand, and create a more inclusive workplace for Māori speaking staff.

The *Te Reo Atawhai o Te Papa Atawhai* policy plan travels over 'simple' paths. It recommends selecting te reo Māori resources for the simplicity of the messages they carry and their ready availability to staff. The Te Pukenga Atawhai Training Programme will be the cornerstone of the Māori Language Plan.

The roots of the Māori language are firmly linked to the work of the department through the naming of and the kōrero associated with the indigenous species of Aotearoa/New Zealand. While New Zealand now has many languages reflecting the multi-faceted nature of our society, the Māori language is pre-eminent in the context of the indigenous biological diversity of New Zealand.

*Millennia of human experience are wrapped up in the planet's many languages, and this linguistic diversity may be as essential to our cultural health as biological diversity is to our physical health. No language is an exact map of any other; each ism in a sense, its own world. By allowing so many of these worlds to slip away, we may be forfeiting a lot more than just words<sup>4</sup>*

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<sup>4</sup> Payal Sampat, Our Planet's Languages are Dying, USA Today, 3.1.2002, p.1

E ngā rangatira, akona te reo Māori, - *O chiefly ones, learn the Māori language.*

## CHAPTER 2: IMPLEMENTATION PLAN

This plan implements the three policy objectives of *Te Reo Atawhai o Te Papa Atawhai*:

1. Improve the visibility of te reo
2. Increase staff use of te reo
3. Delivery of services to Māori speaking clients

Progress will be monitored via a biannual review of this implementation plan.

### 1. Improve the Visibility of Te Reo

The visibility of te reo will be increased in three ways:

- Bilingual names
- Bilingual stationery
- Bilingual signage

#### 1.1 Bilingual Names

Over time all offices, units, and positions in the department will have bilingual titles, and those titles will be displayed where appropriate. It may not be practicable to give effect to this all at once. The most immediate priority for bilingual titles is for those offices, units and positions with the highest public profile.

##### 1.1.1 Names of Offices in te reo Māori:

a. The Department: (Te Papa Atawhai) is in place.

**Priority One:** Head Office Divisions and the units within those divisions; Regional Offices, Conservancies, Areas Offices and Field Centres/Bases: **will** have an equivalent names in te reo Māori, displayed where appropriate.

**Priority Two:** Support Units within Conservancies (CR-TS): **should** have equivalent Māori names, displayed where appropriate.

**Priority Three:** It is desirable for Service Units within Conservancies (BSU) to have equivalent Māori names, displayed where appropriate.

### 1.1.2 Position titles in te reo Māori:

**Priority One:** All line Personnel and General Managers including the Director-general: **will** have equivalent Māori titles.

**Priority Two:** Support Personnel: **should** have equivalent Māori titles.

**Priority Three:** It is desirable for Service Personnel to have equivalent Māori titles.

### 1.2 Bilingual Stationery

The department's Māori name and other appropriate information in te reo Māori **will** be placed on all its stationery e.g. letterhead, fax headers, memorandum paper, forms, compliment slips, business cards and electronic templates.

### 1.3 Bilingual signs

All external and internal signs **will** be in Māori and English, and the two languages will have equal prominence. Signs in English will be updated with bilingual text when they are due to be replaced. In the case of high profile areas bilingual signs will be erected as soon as practicable.

### 1.4 Actions

- a. Designate appropriate titles for offices in te reo Māori by 30 December 2006
- b. Designate appropriate titles for positions in te reo Māori by 30 December 2006
- c. Replace office stationery to reflect bilingual titles and other appropriate information (as appropriate).
- d. Replace signage identifying each departmental office with bilingual signs by 30 December 2007.
- e. Replace signage at high profile / icon sites with bilingual signs by 30 December 2007
- f. Provide all other signage with bilingual equivalents when they are due to be replaced as required (as appropriate).
- g. Amend all SOPs relating to departmental signage to reflect the recommendations of *Te Reo Atawhai o Te Papa Atawhai* by 30 December 2007.

## 2. Increase Staff Use of Te Reo Māori

Staff use of te reo Māori will be increased in the following ways:

### 2.1 Knowledge of te reo Māori

While it is unreasonable for all staff to become fluent in te reo, the intent is for staff to attain a basic knowledge of the Māori language overtime. The vehicle for providing that, and for establishing minimum standards, is Te Pukenga Atawhai. A review of Te Pukenga Atawhai training material will commence in the 2006/07 business year and then at five-yearly periods.

## **2.2 Greetings in te reo Māori**

The appropriate use of greetings in te reo Māori is expected of staff. Often a simple greeting will suffice. All senior managers and staff in line appointments will be able to confidently prepare/deliver and respond to simple mihi on formal occasions. Training for this is delivered through Te Pukenga Atawhai and refresher training courses.

## **2.3 Staff members who wish to extend their knowledge of te reo Māori will be encouraged and supported**

Some staff may wish extend their knowledge of te reo Māori beyond the basic level attained at Te Pukenga Atawhai. Where appropriate the department will provide study leave and financial support as per the Study Assistance Policy (hamro 689).

## **2.4 Positions requiring the use of te reo Māori**

Positions in the department requiring a level of proficiency in te reo Māori **will** be identified. Staff, in particular those in operational and leadership/management roles, are expected to acquire the te reo proficiency appropriate to their position. Some positions require fluency including Pou Kura Taiao, the Tumuaki Kāhui Kura Taiao, the Kaihautu Kāhui Kura Taiao and the Kaihautu Kaupapa Atawhai.

## **2.5 Proficiency Testing**

Whakamātauria Tō Reo Māori, administered by the Māori Language Commission, will be used to assess te reo Māori proficiency and identify the associated level of remuneration. Proficiency testing will be available to all staff.

## **2.6 Actions:**

- a. Review Te Pukenga Atawhai training material commence in 2006/07
- b. Ensure all staff receive Te Pukenga Atawhai training
- c. Provide support for staff wishing to further their knowledge of te reo Māori
- d. Develop a list of preferred te reo Māori training providers by 30 June 2006
- e. Designate positions requiring proficiency in te reo Māori 30 June 2006
- f. Advertise positions designated as requiring proficiency in te reo Māori as well as English ongoing from 30 June 2006
- g. Provide for staff to undertake te reo Māori proficiency testing and provide associated remuneration - ongoing
- h. Ensure that staff who require te reo to carry out their job role have that skill recognised in their remuneration package.
- i. Consider appropriate ways to recognise those who use te reo as part of their jobs

## **3. Delivery of Services to te reo Māori Speaking Clients**

The department will improve the delivery of services to te reo Māori speaking clients in the following ways:

### **3.1 Telephone services**

Telephone services in te reo Māori will be provided where appropriate. A simple greeting is often all that is required.

### **3.2 Face-to-face services**

Some roles within the department require frequent face-to-face interaction in te reo Māori. These positions will be designated as such. When an appropriate staff member is not available, certified interpreters and translators should be employed as required to communicate face to face in te reo Māori.

### **3.3 Written services**

The department produces a variety of unpublished and published material written in te reo Māori.

#### **3.3.1 Unpublished Material**

Unpublished Māori language material produced by the department includes: letters, emails, faxes, memorandums of understandings, and minutes of meetings. Staff should use appropriate Māori greetings in written communications. Often a simple greeting will suffice. The writing of material containing large proportions of te reo Māori will be managed as appropriate by a proficient Māori speaker.

#### **3.3.2 Published Material**

Published Māori language material produced by the department includes: education kits, conservation awareness materials, signage, stationery, invitations, scientific publications and material published on the department's internet and intranet sites. A style guide for the use of te reo in published material will be developed. The style guide will provide guidance on:

- Appropriate use of te reo Māori
- The use of macrons
- The use of tribal dialects and orthographic conventions
- Māori intellectual property
- The translation process
- Quality assurance of material published in te reo Māori

### **3.4 Translations/Use of Translators**

A register of preferred Māori-English and English-Māori interpreters and translators will be maintained. The register will be available to staff on the Kāhui Kura Taiao page of the intranet.

A standard operating procedure (SOP) for staff to use when requiring translations from English to te reo or vice versa will be developed. That SOP will inform the relevant sections in the style guide and will include:

- Process for acquiring translations from departmental staff

- Process for acquiring translations from external sources
- Quality assurance processes

### **3.5 Actions**

- a. Develop a style guide for use of te reo Māori in publications 30 December 2006
- b. Develop a standard operating procedure for translating material 30 December 2006 Maintain a register of preferred te reo Māori-English and English- te reo Māori interpreters and translators 30 December 2006
- c. Amend Doctionary to include translations of general Māori terms for use by the department 30 December 2006
- d. Develop a reference aid giving species names in te reo Māori 30 December 2006



**DATE:** 24 October 2008

Our ref: Dme 363448

**TO:** Kahui Kura Taiao

Your ref:

**CC:****SUBJECT:** Te Reo Atawhai *Proficiency in Te Reo*

E nga rangatira o nga hau e wha tena koutou katoa

**Te Reo Implementation Plan**

**Phase 1 and 2** Names of offices, position titles and to some degree, office bilingual signs and business cards, are completed. Stationery and other such items are to be phased in as per the implementation plan target dates and recommendations.

**Phase 3. Bilingual signs** were discussed at the last Hui a Tau at Te Kaha. Recommendations were made, and it was left to the individual Conservancies to implement the strategy.

**Phase 4 Increase staff use of Te Reo Maori.** This year TRIPPT devoted its attention to (Docdm- 152341) pages 12 and 13 and, in particular, 2.6 (e) to 2.6 (i) which is where this note is focussed.

**Note**

Further to internal correspondence docdm 291139 which itemised points raised by TRIPPT at the meeting of the 12<sup>th</sup> May 2008 amendments have been made in consideration of the Remuneration System which contains such topics as role descriptors, Bands, Salary ranges and Progression Formulae.

**2.6e Designation of positions requiring proficiency**

Level 1	<b>Must have</b>	A fluency in te reo me ona tikanga
Level 2	<b>Should have</b>	Demonstrate ability to participate in Maori fora.
Level 3	<b>Could have</b>	Have a basic level ie mihi, greetings, waiata etc.
Level 4	<b>Desirable</b>	Have an acceptable level of pronunciation /greetings.

**2.6f Advertise designated positions requiring proficiency in Te Reo.**

Role descriptions should be adjusted to include levels of proficiency in Te Reo as recommended in the following guidelines:

Skills Levels 1	<b>Must have</b>	Pou Kura Taiao
Level 2	<b>Should have</b>	Management level 1 to V
Level 3	<b>Could have</b>	Rangers A1 to A3
Level 4	<b>Desirable</b>	Business Services Unit

## **2.6g Provide for staff to undertake Te Reo Maori proficiency Testing**

This take has been discussed at other Hui a Tau with options ranging from **informal** (eg PKT in association with kaumatua at marae settings) to **formal** (eg PSTO unit standards) and other evaluation standards. Both options are accessible to staff and therefore we are in a position to implement the strategy.

### **2.6 (h) Ensure that staff who require Te Reo to carry out their role, have that skill recognised in their remuneration package.**

As this matter is not our responsibility nor within our capability, it is recommended that: **2.6 (h) be referred to P&OD for its consideration and advice.**

### **2.6 (i) Consider levels of competency to those who use Te Reo as part of their jobs.**

This is similar to the previous matter and should be referred to P&OD as for the above

**Recommendation** That the whanau note and consider:

- Recommended levels of proficiencies for staff positions.
- Verification of levels of proficiency and accreditation.
- Provision of training further to Te Pukenga wananga.
- Role descriptions to include recognition of Te Reo me ona Tikanga where appropriate.
- Appropriate levels of remuneration be considered and implemented accordingly.
- That the advertisements and recruitment policies incorporate the above considerations.

**Note** In order to move forward with this phase of the plan TRIPPT recognises that the implementation and the promulgation of the strategy is not within its role and therefore provides its support and advice to the Tumuaki to liaise with P&OD as the principal lead.

TRIPPT therefore recommends that:

- KKT and P&OD develop a plan based on meeting existing departmental systems and structures that will implement the recommendations made by TRIPPT.

Me waiho ra ki konei tenei take, i te mea kua mahia te mahi, ka tukuna atu hoki kia koutou, kia whangaia mai nga whakaaro hei whakatinana hoki i tenei kaupapa.

Ma te Atua tatou katoa e tiaki i nga wa a katoa.  
Nga mihi kia koutou katoa

Pat