



# Te Hā o Hineahuone

The breath of Hineahuone



Te Aka Wāhine o Tāmaki  
Māori and Pacific

## Strategic Action Plans

Kia ora.  
Fakaalofa lahi atu.  
Ia Orana.  
Kia Orāna.  
Mālo ni.  
Mālō e lelei.  
Mauri.  
Ni sa bula vinaka.  
Noa'ia e mauri.  
Talofa.  
Tālofa lava.

## **He Mihi**

E ngā ruahine, ngā wāhine, ngā kōhine, ngā reikura i kawea nei i ngā wawata o apōpō mō ngā uri whakaheke, nei rā te mihi maioha.

E au le ina'ilau a tina, e au le ina'ilau a tama'ita'i.

Nō mātou te hōnore ki te mārama i ngā mātau a-whēako o koutou e mahi ana i ngā tari maha o te Kāwanatanga. Nā aua kōrero ēnei māhere i maea.

To women working in the public sector carrying the dreams of our people to create a better future for our mokopuna this is only possible because of you. Not only can women achieve what we put their minds to, we do it to the best of our ability.

Thank you to the Māori and Pacific women who shared their time and stories with us. We are grateful beyond words. Only with your stories, your help framing the challenge and brainstorming solutions, can we begin to change the system.

## **Title**

Te Hā o Hineahuone means the breath of Hineahuone (woman formed from soil). It derives from the whakataukī Me aro ki te hā o Hineahuone, pay heed to the dignity of women.

Hers was the first breath, and she the template for tangata, for people. This is the template for Te Aka Wāhine o Tāmaki to create a better more equitable future for Māori and Pacific women in the public sector, under the broader whakataukī and mantle of Te Aka Wāhine o Aotearoa, the Government Women's Network.

## **Acknowledgements – iti noa he pito mata**

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Also thanks to the wider Māori and Pacific sub-committee members Dr. Jacqueline Matthews, Ngawai Hernandez-Waldon, Laughton Matthews, Joanna Maskell and Cheryle Mikaere.

A very special mention to Joanne Hacking who ignited the spark and kept it alive until the time was right. This work finally began in late 2020 after COVID-19 had begun sweeping the world and then Aotearoa, making the journey a little longer than planned.

Holo pe tu'u he ko e ngalu e fasi, eventually the waves subsided.

**Te Aka Wāhine o Tāmaki**  
**September 2022**

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# Introduction

Understanding the lived experiences of Māori and Pacific women in the public sector is critical to designing solutions that support their growth and career progression.

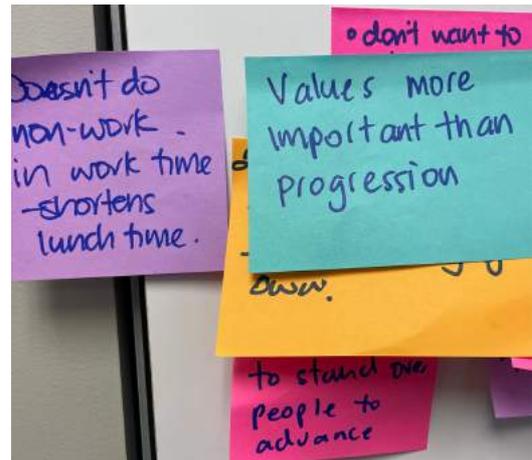
The purpose of developing a Māori Strategic Action Plan and a Pacific Strategic Action Plan was to focus and leverage Te Aka Wāhine o Tāmaki's relationships and influence to support equity for Māori and Pacific women in the public sector.

We interviewed 14 women who work in Tāmaki Makaurau, Auckland – wāhine Māori, Pacific women, and women who identified as Māori and Pacific. From new staff and rangatahi, to long serving and executives, there was a broad cross-section of women across a range of public sector organisations.

A workshop with 60 Māori and Pacific women provided validation and further depth.

There are similarities across the Māori and Pacific insights but differences lie in the implementation. For this reason we have created one report with two sections.

We hope this report provokes new thinking and greater understanding of the aspirations and challenges of Māori and Pacific wāhine in the public sector.



"If I can talk to the fact that I'm being interviewed for two roles, you can probably bet you can negotiate a little bit better. Then, you go into the PSA website, you look up their collective contracts, and then you can see all the salary ranges. So I do that in every job. Yeah, do good homework."  
Interviewee

# Te Aka Wāhine o Tāmaki

## Ko wai mātou

Te Aka Wāhine o Tāmaki is the Auckland branch of Te Aka Wāhine o Aotearoa, the Government Women's Network (GWN).

GWN is a professional employee-led network working to create a step change that will enable all women in the public sector to achieve their potential.

The themes and insights drawn from the lived experiences of Māori and Pacific women have shaped Te Hā o Hineahuone and sharpened our focus to champion and empower them to realise their full potential and to achieve equity.

Te Aka Wāhine o Tāmaki works collaboratively with the Government Women's Network, Te Kawa Mataaho, Employee Led Networks, and public sector organisations.

We influence and partner to deliver workshops, presentations and events in response to the needs, aspirations and interests of our wāhine.

## Our Values

The development of these strategic plans was guided by Te Aka Wāhine o Tāmaki's values.

**MANAAKI**  
LOOKING AFTER EACH  
OTHERS MANA

**MAIA**  
BEING COURAGEOUS

**TIKA**  
DOING THINGS THE  
RIGHT WAY

"My belief is the public sector isn't about jobs. It's about serving. It's about service. Like honestly, that's what I believe."  
Interviewee



# Why a Plan for Tāmaki

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## AUCKLAND IS UNIQUE

Nearly a quarter of all Māori and nearly two-thirds of all Pacific in Aotearoa live in Tāmaki Makaurau. Māori and Pacific have relatively young populations with a median age of 25 and 24 years respectively compared to 35 years for all New Zealand.

These factors will influence both the delivery of public sector services and its future workforce. Establishing a collaborative pathway forward that looks to shift the conditions so challenges for wāhine can be overcome and aspirations realised, is critical to meeting future needs.

Limited data suggests that more Māori and Pacific are employed in the public sector in Auckland than elsewhere in Aotearoa. The paucity of data means there are gaps and the picture is not clear.

Access to quality data is needed to understand the challenge better and to design with Māori and Pacific wāhine the solutions required.



## MĀORI

Auckland's Māori population is unlike anywhere else in Aotearoa. Mana Whenua are a minority with more than 80 per cent from outside of Auckland,<sup>3</sup> Māori who migrated to Tāmaki in greater numbers after WWII, for education and employment opportunities.

Successive generations live in Auckland, concentrated in the south and west, moving further towards the outskirts of Tāmaki as the costs of living rise.

## PACIFIC

Pacific is a category for a diverse group of Pacific Island nations each with their own language, culture, and practices. What connects them and Aotearoa is the Pacific Ocean. Auckland has the largest concentration (two-thirds) of Pacific people in NZ, concentrated in south and west Auckland.<sup>4</sup>

Anecdotally those of mixed Māori and Pacific heritage and mixed Pacific heritage is a growing sub-population.

# Effecting systems change

Systems change is about shifting the conditions that hold a problem in place.

The Niho Taniwha diagram below identifies the six conditions of systems change. The second diagram is a representation of how the six conditions interact.

To support employment and progression of Māori and Pacific wāhine in the public sector it is critical to understand where to focus resources, time, and effort.

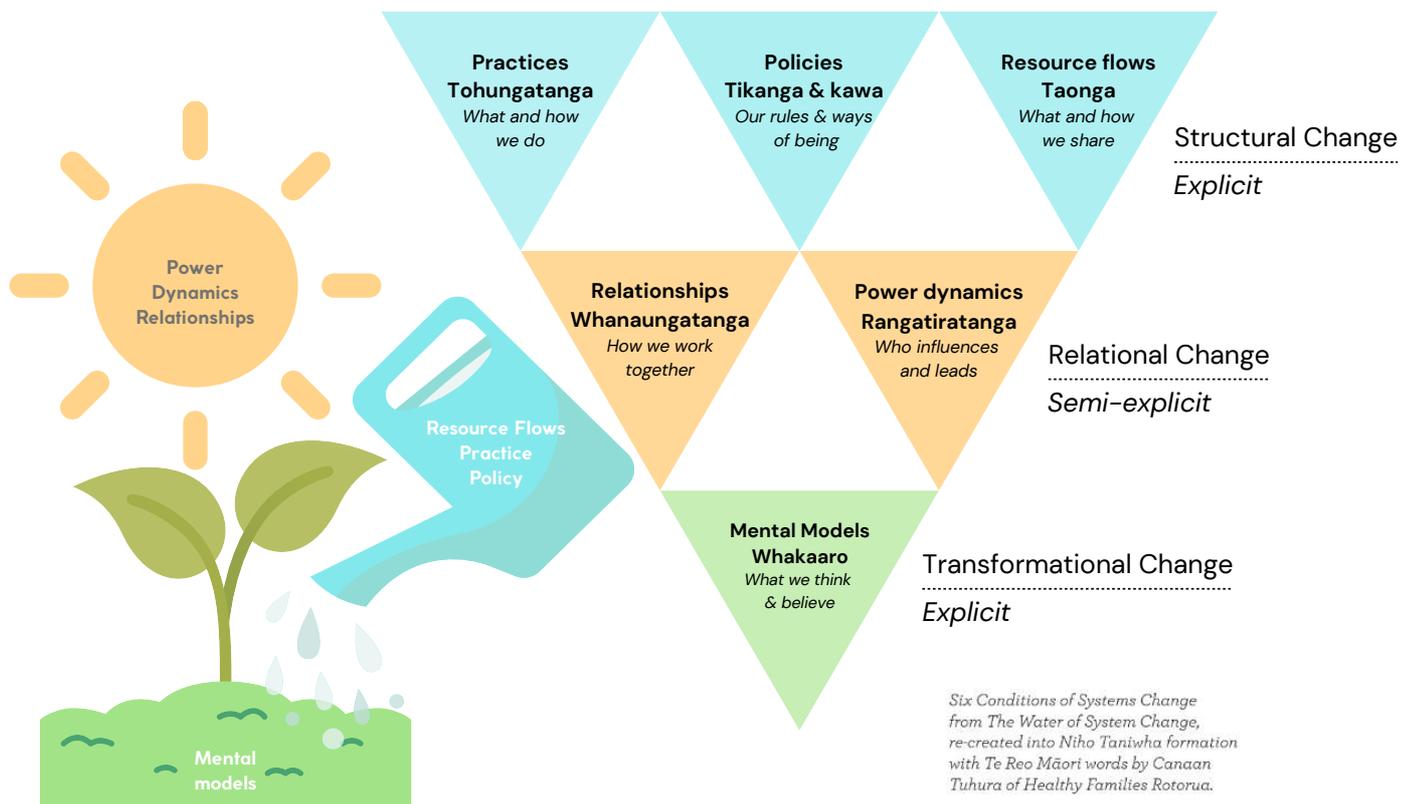
The insights and associated actions look to influence at all three levels. Ultimately, changing mental models is what will lead

to transformational change.

For example, Māori and Pacific women asked for help with interviewing and negotiation skills. Helping them now is important but doesn't shift the conditions that are barriers to enter or that impede career progression.

It is critical to look at public sector recruitment practices that result in Māori and Pacific women either not applying or being unsuccessful. So, recognising, understanding, and changing the existing systemic power dynamics and mental models that are barriers to success.

## Six Conditions of Systems Change | Niho Taniwha



Adapted from Healthy Families, The Southern Initiative

# A living plan

**The Māori Strategic Action Plan and Pacific Strategic Action Plan will be updated as ideas and actions arise that positively disrupt the status quo and speed up change.**

Our aim is to make maximum impact with limited resources by leveraging our collective voice and commitment to change.

**Influence**



**Partner**



**Do**



"So the question becomes, in a leadership setting, what does the system need to do to create that change, and it needs to be more than a nudge, it needs to be something more systemic."

Interviewee

Often plans and strategies sit on shelves, difficult to implement, lacking resources and leadership. Not these plans.

The plans will help guide Te Aka Wāhine o Tāmaki's annual work programme, over the next five years. Actions that are completed or that have become redundant will be pruned back. New actions will be introduced to ensure what we do makes a difference.

Te Aka Wāhine o Tāmaki will influence and leverage relationships to ensure the conditions that are holding inequities in place are shifted.

We will partner with other networks, agencies and organisations to advance outcomes for Māori and Pacific women.

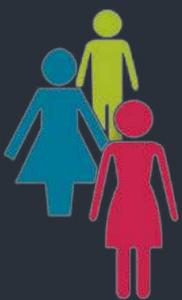
Many public sector organisations have internally-facing Māori and Pacific Plans. Our aim is to understand, support and amplify actions that support Māori and Pacific women to succeed.

Te Aka Wāhine o Tāmaki will act by building on our strengths and relationships and utilising the tools we have at hand to make a difference.





# Māori Strategic Action Plan



He kokonga ngākau  
e kore e kitea

The corners of the heart cannot be seen

# 1

## I am Māori. It's not my qualification

Māori women feel they are expected to be experts on everything Māori when at work. However, the impacts of colonisation means there are different levels of, and trauma associated with, reo, tikanga, and mātauranga Māori.

Māori women want to connect with other Māori but feel judged for not being Māori enough, especially by those in Māori roles or teams, while the Māori network is often too political. Sometimes their own team expects them to be the cultural expert perpetuating this.

Approved professional development training for reo, tikanga and mātauranga Māori for Māori staff is a source of frustration.

"I thought it was hilarious "You can karanga", or "you can do our waiata". "Why can't you do our karakia?"

"Oh, can you do the karakia!" I'm like, "No. What the hell."

Interviewee

ACTION	IMPACT
Share this insight with public sector organisations to reflect on their role in enabling and changing these conditions	Organisations actively work towards an inclusive environment for all Māori staff and provide professional development that grows their te ao Māori knowledge and confidence
Create opportunities for wāhine Māori in Te Aka Wāhine o Tāmaki to design their own solutions to this insight	Wāhine Māori exercise mana motuhake through designing solutions that support their growth and wellbeing
Develop appropriate and useful te ao Māori resources such as waiata and karakia for our members	Growing the knowledge and cultural capability of all Te Aka Wāhine o Tāmaki members to share the load in culturally appropriate ways
Support cross-agency learning opportunities for wāhine Māori to grow knowledge of Te Ao Māori	Wāhine Māori feel supported and confident as their levels of reo, tikanga and mātauranga increase

# 2

## Friendships build networks, networks create opportunities

Māori women draw support from friends who offer honest advice, intel and encouragement to apply for new roles. Sometimes a kai, kōrero, and katakata (whanaungatanga) is needed to take a break from the stress of work and to meet new friends.

Māori women often draw on their broader relationships to feel supported, to progress work, and to support organisational outcomes. But the importance of these relationships is not often appreciated or recognised by their organisation.

"I had a friend who required someone to come in and set up a program and run that for a while. So that's how I sort of got shoulder tapped to apply. I applied and got that first role. And then I think a couple of people sort of pushed me into taking this role on. And so I progressed from there."

Interviewee

ACTION	IMPACT
Create tuakana-teina relationships for Te Aka Wāhine o Tāmaki	Women in Te Aka Wāhine o Tāmaki are able to learn from each other, feel connected and open up new opportunities for each other
Amplify and role model the importance of friendships and networks in the public sector through whanaungatanga	Wāhine Māori have safe and enjoyable, informal and formal, networks building trust and confidence in one another
Collaborate with Tāmaki-based Māori networks to pilot a wānanga for wāhine Māori to grow te ao Māori capabilities	Māori women members are able to learn from each other, feel connected, and opens up new opportunities for each other

# 3

## I want more than a job but I don't know where to start

At times in their life Māori women need a job not a career, but when they are ready, they lack confidence or know how and won't step on others to progress. Māori women look to managers who walk the talk, who take time to know them and who believe in them.

Many have watched as colleagues progress, swallowed bitter pills as they've trained new recruits in roles they'd applied unsuccessfully for, and now watch as rangatahi receive support they wished they'd received. These women believe they lack critical interviewing and pay negotiation skills, and that a good mentor will make a difference.

Māori women leaders are critical to a more equitable public sector that demonstrates how it honours Te Tiriti o Waitangi.

"My back room was full. I don't want to deal with people's raruraru because I've got a full load, I'm looking after my kids, my husband. In all honesty, I don't know that I would have enough emotional breadth for that."

Interviewee

ACTION	IMPACT
Work with the PSA to support wāhine Māori to understand their employment contracts, terms and conditions	Wāhine Māori are empowered to negotiate better pay, terms and conditions
Invite senior Māori women to share the learnings from their journeys through networking events	Wāhine Māori develop wide influential relationships and knowledge of career progression in the public sector
Advocate for new HR practices that support Māori strengths	More Māori women apply for and are successful in attaining roles across the public sector
Partner to create opportunities where Māori women access coaching	Māori women receive targeted support at critical points along their career pathway
Find out about career planning opportunities for wāhine Māori in the public sector	Māori women are successful in roles that staircase them into influential position

# 4

# I choose to work in the public sector

The public sector is a career choice. Māori women want to make a difference for their people through their work. Some are frustrated and feel inadequate, brought in because they're Māori but often needing more technical expertise to ensure Māori outcomes are enabled through their work.

While some want to be recognised for their hard work and achievements, others are grateful for the career opportunities being Māori has given them.

Training including on Tiriti o Waitangi is critical for all staff across the public sector to get the change needed to support Māori outcomes and to prevent the burden falling on Māori to achieve these.

"You always have the thought that you will get into a [public sector] role, with good intentions to do well and make a difference, to make change. But you're always up against so much bureaucracy that it's really hard."

Interviewee

ACTION	IMPACT
Advocate for Māori women to advance into leadership positions	More Māori women in leadership positions and programmes
Appoint a senior Māori woman as sponsor to advocate, promote and champion Te Aka Wāhine o Tāmaki	Senior Māori role model bringing increased sponsorship, partnering and awareness
Advocate to close the Māori gender pay gap in the public service	Wāhine Māori feel valued as wages increase and are commensurate with others in similar roles
Understand the barriers to make a change and design solutions that make a tangible difference for Māori	Māori in the public sector are empowered to use their knowledge to create better outcomes for whānau, hapū and iwi



# Pacific Strategic Action Plan



**Tauvā ki tō lumanaki nei  
ma taofi ki nā mea lelei uma**

Determine your future now by taking hold of every opportunity

# 1

## Friendships build networks, networks create opportunities

Relationships are an important part of all Pacific cultures. Being in a large organisation can be lonely and making friends is daunting. Pacific women draw support and strength from friends who offer advice, information and encouragement to apply for new roles.

Pacific networks provide a space for Pacific women to be themselves sharing food, stories and laughter. Intergenerational service in the public sector is advantageous – being able to draw on wider influential networks.

"I have had in my career pathway, lots of privileged opportunities.

Because I'm highly relational, I've always had a wide network of people. So I've always had a wide network of opportunity."

Interviewee

ACTION	IMPACT
Invite senior Pacific women to share the learnings from their journeys through networking events	Pacific women develop wide influential relationships and knowledge of career progression in the public sector
Collaborate with Tāmaki-based Pacific networks to develop a cross-agency networking event	Opportunity to build networks across agencies, make friends, and establish familial links, widening and deepening networks
Empower all members to learn mentoring by providing simple tools and workshops	Mentoring becomes a common practice within Te Aka Wāhine creating an informal network of mentors

# 2

# I want more than a job but I don't know where to start

At times in their life Pacific women need a job not a career, but when they are ready, they lack confidence or know how. Family is everything and Pacific women thrive with managers and team leaders who understand and support them to manage their busy lives.

Pacific women do their work to the best of their abilities, however, they are often overlooked for recognition, promotion, or progression.

Many believe they lack critical interviewing and pay negotiation skills and that a good mentor will make a difference.

"I've been here for 20 years. I went sideways basically. There hasn't been opportunities for me to go up. And yeah, it's a hard one to pinpoint, you know, why I didn't get those roles. But to be honest, I just really think I never ever put my best foot forward."

Interviewee

ACTION	IMPACT
Create an event for Pacific women to learn interviewing techniques from Pacific HR specialists	Pacific women feel confident to apply for and are successful in gaining employment
Work with the PSA to support Pacific women to understand their employment contracts, terms and conditions	Pacific women are empowered to negotiate better pay, terms and conditions
Advocate for new HR practices that support Pacific strengths	More Pacific women apply for and succeed in attaining roles across the public sector
Partner to create opportunities where Pacific women access coaching	Pacific women receive targeted support at critical points along their career pathway
Find out about career planning opportunities for Pacific women in the public sector	Pacific women are successful in roles that staircase them into influential positions

# 3

## If I can see it I can be it

Seeing Pacific women leaders inspires Pacific women to progress in their career. They see Pacific women leaders as critical Pacific voices at the leadership table.

Stepping into uncomfortable spaces is where growth happens. While some women sought Pacific mentors, others sought non-Pacific mentors or coaches to provide opportunities for growth and recognition.

"What does the system need to do to identify and tap talent and pull it forward – which is the Pacific way of recognising leadership. Not the current structures which support leadership that pushes itself forward."

Interviewee

ACTION	IMPACT
Connect with and amplify government agencies with Pacific mentoring programmes	Pacific women are aware of and can access effective Pacific mentoring programmes
Advocate to close the Pacific pay gap in the public service	Pacific women feel valued as wages increase and are commensurate with colleagues in similar roles
Recognise and celebrate organisations that support and grow Pacific women leaders through succession planning	Increase in the number of public sector organisations with career pathways for Pacific women
Advocate for organisations to apply a Pacific world view to HR personal development practices	Career progression that builds on Pacific strengths enables more Pacific women to become public sector leaders
Provide mentoring opportunities for younger Pacific women to buddy up with experienced Pacific staff	Young Pacific women grow their circle of influence that supports them on their career journey

# 4

# I feel judged for not being Pacific enough

Being Pacific is diverse. There are many island nations with different languages, cultures and practices. Some are recent migrants, others are New Zealand born.

Migration, aspirations for education, health and prosperity, and racism has led to a loss of language for some. These women feel judged for not being Pacific enough.

"Well, they asked me if I knew the language. Then they asked how I could say I was [Pacific Island] if I didn't know the language. It was a bad experience. I actually walked out of there bawling."

Interviewee

ACTION	IMPACT
Actively promote the diversity of Pacific wāhine through Te Aka Wāhine o Tāmaki's work	Uplift Pacific women's self esteem and value to the public sector
Work with Pacific networks to share resources to promote Pacific Language weeks across the public sector	Pacific women in Te Aka Wāhine feel empowered to support and share resources across networks, promoting the diversity of Pacific women  Pacific staff feel comfortable to engage during language weeks to learn more about their language and culture
Invite senior Pacific Public Sector women leaders in Auckland to lunchtime online talks with Pacific women	Pacific women can see themselves in positions of influence and senior women's stories inspire and resonate

# References

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2. RIMU (2020). Pacific Peoples in Auckland. 2018 Census results.  
<https://knowledgeauckland.org.nz/media/1447/pacific-2018-census-info-sheet.pdf>
3. Ryks, J., Pearson, A. L., & Waa, A. (2016). Mapping urban Māori: A population-based study of Māori heterogeneity. *New Zealand Geographer*. DOI: 10.1111/nzg.12113
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[https://www.aucklandnz.com/sites/build\\_auckland/files/media-library/documents/Pacific-Research-Document-Teu-Le-Va-2021.pdf](https://www.aucklandnz.com/sites/build_auckland/files/media-library/documents/Pacific-Research-Document-Teu-Le-Va-2021.pdf)

## Images

Cover page: Wahine on Waka Hourua. Asset ID 608992, Courtesy of Tātaki Auckland Unlimited Image Library, July 2022

Page 1: Post-it notes. Source: Luella Linaker 2021

Page 2: Te Aka Wāhine o Tāmaki Māori and Pacific Workshop. Source: Virginia Fordham July 2021

Page 3: Arataki Visitors Centre. Source: Google, Trip Advisor

Page 4: Six Conditions of Systems Change Niho Taniwha from: Sport NZ and Innovation Unit (2020) System-Level Opportunities.

[https://sportnz.org.nz/media/3735/sportnz\\_opportunities\\_largefile.pdf](https://sportnz.org.nz/media/3735/sportnz_opportunities_largefile.pdf)

Page 4: Image - Six Conditions of Systems Change, adapted from Healthy Families, The Southern Initiative, Auckland Council. <https://www.tsi.nz/systems-change>

Page 5: Image. Source: Virginia Fordham

Page 6: Photograph. Jay Farnworth. Toia - Ōtāhūhū Recreation Precinct. Courtesy of Tātaki Auckland Unlimited Image Library, July 2022

Page 11: Courtesy of Tātaki Auckland Unlimited Image Library, July 2022

Back Cover page: Image. Courtesy of Tātaki Auckland Unlimited Image Library, July 2022

## Relevant public sector material

This section will be populated over time:

- Te Kawa Mataaho Māori Crown Relations
- Whaingā Amorangi
- Tumanawanui Counties Manukau Justice Sector Māori and Pacific Wāhine Mentoring Programme 2019



# Meitaki Ma'ata Fa'afetai lava

Much love and appreciation

