



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

# Te Mahere Whai Mahi Māori

## **THE MĀORI EMPLOYMENT ACTION PLAN**



# Tē tōia, te haumatia

**NOTHING CAN BE ACHIEVED  
WITHOUT A PLAN, A WORKFORCE  
AND A WAY OF DOING THINGS**

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# Introduction from the Minister for Social Development and Employment

## Manahua te mānehurangi - Take charge of your destiny

E ngā mana, e ngā reo, e ngā karangatanga maha o te motu whānui, tēnā koutou katoa.



Ka hoki I ngā mahara ki ngā mate huhua o te wā, haere, haere, haere atu rā

Ki a tatou e te hunga ora tēnā huihui mai tatou katoa.

I am pleased to present te Mahere Whai Mahi Māori – the Māori Employment Action Plan ('the Action Plan').

This Action Plan had its beginnings with Te Ara Mahi Māori, an independent reference group, which led hui across the motu. The group shared valuable mātauranga, taonga and their collective kete of knowledge to provide recommendations to the Government on what should be included in the Action Plan. An all-of-government process has developed the actions that make up the Action Plan. I am excited by the opportunities that this plan presents for Māori across the motu.

The Government has an important role in leading Aotearoa New Zealand's employment, education and training system. As

we continue to secure our recovery, we're committed to accelerating our efforts in supporting more Māori to find quality work or pivot in their careers. The Action Plan sits alongside other employment, education and training initiatives that are already in place. We've already seen some great outcomes through Mana in Mahi, Māori Trades and Training, and He Poutama Rangatahi.

These initiatives are only part of a suite of economic and industry development initiatives that aim to shape Aotearoa New Zealand's economy in a way that benefits all New Zealanders. In addition to providing universal education services to all New Zealanders, the Government regulates the labour market and provides support services for those who experience labour market disadvantage.

The Action Plan recognises the role of Te Tiriti o Waitangi in providing guidance for how the Government can continue to work alongside Māori, iwi and hapū. The Action Plan has been developed in alignment with the principles of Te Tiriti, which will also be reflected in how actions are implemented – this is imperative in order to achieve equity between Māori and non-Māori.

The Action Plan provides tangible actions towards the vision of the Government's Employment Strategy: *everyone working to create a productive, sustainable and inclusive Aotearoa New Zealand*. It brings together work programmes that recognise the inherent mana in our Māori communities and will give them tools to develop skills; move into rewarding, secure, well-paid work; and to enjoy fulfilling employment.

This Action Plan is for Māori from all backgrounds and walks of life. It recognises that Māori are not a homogenous group, and emphasises lifting the most vulnerable people in our Māori communities.

I am excited and hopeful about the opportunity this Action Plan creates. It will enable our whānau, hapū, iwi and wider hāpori to thrive and succeed as Māori. I am committed to working with my ministerial colleagues to genuinely recognise and support Māori aspirations, te ao Māori and respond to Māori employment potential to create intergenerational change for Māori.

Thank you to everyone who has been involved in developing the Action Plan and will continue to be involved in implementing it.

**Hon Carmel Sepuloni**

Minister for Social Development and Employment

# Summary of actions

Agency responsible for action is in italic text



## PEOPLE

### IMMEDIATE ACTIONS (1-2 YEARS)

- › Work with Māori to embed a tikanga-Māori-based framework into employment policy, and develop tools to implement the framework (*MSD*)
- › Explore the changes needed for the employment, education and training (EET) system to be effective and equitable for Māori (*TPK*)
- › Improve education outcomes for Māori learners, by implementing and reporting on actions in *Ka hikitia – ka hāpaitia | The Māori education strategy* (*MoE*)
- › Improve education provided on mātauranga Māori and te reo Māori (*MoE*)

### MEDIUM-TERM ACTIONS (2-5 YEARS)

- › Explore how the EET system can intervene early for rangatahi and tamariki (*MBIE, MoE, MSD*)
- › Develop positive case studies that showcase the success of Māori students, workers, employers and business owners in various employment and training programmes (this includes Mana in Mahi, He Poutama Taitamariki, He Poutama Rangatahi and Oranga Mahi) (*MSD*)
- › Explore ways to incorporate te ao Māori values into new employment-support services for tāngata whaikaha (*MSD*)
- › Explore ways to identify and engage with rangatahi Māori who are not in employment, education or training (NEET) and connect them with support services (*MSD*)
- › Explore whether the current approach to funding and contracting employment services works for Māori, iwi and community service providers, and look at other options to enhance these funding and contracting partnerships (*MSD*)
- › Review the way that MSD works with iwi, hapū and Māori groups and how it empowers communities to achieve positive employment outcomes (*MSD*)
- › Ensure iwi, hapū and urban Māori authorities have information on the online career planning solution (OCPS), so Māori can access career-planning tools (*TEC*)
- › Improve training and employment outcomes for Māori through Te Pūkenga and Workforce Development Councils (WDCs) (*MoE, TEC*)
- › Improve careers education in schools and target support for rangatahi Māori (*MoE*)

### LONG-TERM ACTIONS (5+ YEARS)

- › Incorporate te ao Māori values and community-designed success measures into monitoring and evaluating employment services for Māori (*MSD*)
- › Decide if kanohi ki te kanohi career services (such as Direct Career Guidance Services) should become permanent, if evaluations continue to show they are successful (*MSD*)
- › Improve data collection on Māori participation in employment services, to accurately monitor whether Māori are taking up opportunities (*MSD*)
- › Continue the Reform of Vocational Education (RoVE) and ensure the reform works for Māori (*MoE*)
- › Work with Taumata Aronui to design tertiary education and system settings that will respond better to, and improve outcomes for, Māori learners and communities (*MoE*)



## WORKPLACES

### IMMEDIATE ACTIONS (1-2 YEARS)

- › Research incentives and barriers for employers providing flexible work, and how flexible work could benefit kaimahi Māori (*MBIE*)
- › Research how workplaces can be more inclusive for kaimahi Māori (*MBIE*)
- › Research incentives for employers to give kaimahi Māori lifelong opportunities to upskill, learn and develop (*MBIE*)
- › Work with BusinessNZ and the Council of Trade Unions to find ways to support small and medium-sized enterprises (SMEs) comply with employment and health and safety responsibilities (*MBIE*)
- › Remove barriers that kaimahi Māori face to access information about employment rights and responsibilities (*MBIE*)

### MEDIUM-TERM ACTIONS (2-5 YEARS)

- › Review the employment dispute resolution system to ensure it is accessible and effective for Māori (*MBIE*)
- › Research what enables and prevents Māori having meaningful employment. This action includes tāngata whaikaha, Māori with caring responsibilities, older Māori, young Māori parents and Māori sole parents (*MSD*)
- › Improve access to childcare, to help parents and other carers take up mahi or education when they and their pēpē are ready (*MSD*)

### LONG-TERM ACTIONS (5+ YEARS)

- › Consider whether tikanga Māori can be incorporated into employment relations and employment standards strategy, policy and operations (*MBIE*)



## FUTURES

### IMMEDIATE ACTIONS (1-2 YEARS)

- › Accelerate iwi, hapū and Māori leadership of, and engagement in, future growth industries (*MBIE, TPK*)
- › Build stronger pathways and support for wāhine Māori entrepreneurs (*MBIE, MfW, TPK*)

### MEDIUM-TERM ACTIONS (2-5 YEARS)

- › Embed best practice in government agencies' core business, so that Māori businesses are just as able to engage in government procurement as non-Māori businesses, and ongoing support to Māori businesses is part of the procurement system rather than an 'add on' (*MBIE, TPK*)
- › Work with partners of industry transformation plans (ITP) on opportunities to help Māori businesses succeed and improve employment outcomes for Māori in the ITP sectors (*MBIE*)

### LONG-TERM ACTIONS (5+ YEARS)

- › Research the barriers and enablers to Māori businesses (start-ups, SMEs) accessing support, by designing and implementing a work plan and communication plan with Māori business networks, regional economic development agencies and other business-support organisations (*MBIE*)



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## PART ONE:

# Introduction

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### The Māori Employment Action Plan is part of the Government's Employment Strategy

In 2019, the Government launched *Our employment strategy: Everyone working to deliver a productive, sustainable and inclusive New Zealand* (the Employment Strategy). The Employment Strategy "... aims to ensure that all New Zealanders can fulfil their potential in developing skills, finding secure employment and engaging in rewarding careers."<sup>1</sup> The Employment Strategy looks to create opportunities to help everyone of working age take part in the labour market, regardless of their abilities or employment goals.

The Employment Strategy will:

- › build a skilled workforce, by ensuring the education, immigration and welfare systems meet business needs and support lifelong learning
- › support industries and regions to thrive, so that everyone gets a fair share of our prosperity
- › support workplaces to modernise, to create a landscape that supports productive and sustainable workplaces as we face a changing world of work
- › respond to the changing nature of work in an equitable way, by partnering with businesses and workers, and
- › ensure that our labour market is inclusive and that anyone who wants to participate in the labour market can access decent work.

The Employment Strategy has seven population-focused employment action plans, to ensure that people who consistently experience negative outcomes in the labour market get the support they need to develop their skills and achieve their potential with fulfilling careers. This Action Plan focuses on Māori. The other six action plans<sup>2</sup> will also have a positive impact on Māori; many include actions that specifically support Māori. This Action Plan will align with them. These action plans have been developed collaboratively with the agencies responsible.

The Employment Strategy is also supported by a variety of other policies, programmes and initiatives, to improve the working lives of everyone in Aotearoa New Zealand.

The Government is committed to creating change for current and future generations of Māori. Throughout the motu, government agencies have strong relationships with Māori, including iwi, hapū, Māori specialists, Māori businesses and other Māori entities. Through these relationships, Government will continue working towards our other commitments (including those arising from the Treaty Settlement process) while implementing this Action Plan to achieve the best outcomes for Māori.

The Action Plan is a living document. This means we will continue reviewing and updating it as actions are implemented and completed, and to respond to external factors such as changing labour market conditions.

The glossary contains te reo Māori words and phrases that are commonly used in the Action Plan (annex one).

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1 Ministry of Business, Innovation and Employment. (2019). *Our employment strategy: Everyone working to deliver a productive, sustainable and inclusive New Zealand*. Page 4. Retrieved from: [www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/](http://www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/)

2 The other six population groups are: young people; disabled people; Pacific people; women; older workers; and refugees, recent migrants and ethnic communities.

## The Action Plan focuses on how employment, education and training can support Māori to achieve their aspirations

The Action Plan focuses on the employment, education and training system, which includes:

- › education services from early childhood to tertiary education
- › training services, including workplace-based training
- › careers advice and guidance
- › employment services
- › the rules and regulations for employment, including health and safety
- › workplace policies and practices.

Many factors influence people's ability to take part in the labour market.

- › **Poor health** can limit people taking part in education, training and work, including being able to travel to and from work. Poor mental health can reduce a person's ability to maintain employment and stay in the labour market. Mental health can also impact on employee performance, absenteeism, accidents, and staff turnover.
- › **Access to caring support** can determine what kind of work, and how much work, people undertake. The affordability and the location of caring services and support affects whether people can access them.
- › **Access to transport** affects people's ability to take up employment in their rohe or further afield. People can have greater or fewer options depending on what transport is available.
- › **Interaction with the justice system** can help or hinder people having employment. A criminal record can prevent people from securing work, especially if they experience prejudice during recruitment processes. On the other hand, parts of the justice system, like the Employment Relations Authority, can help employees and employers overcome difficult employment issues.
- › **Quality, affordability and location of housing** also affects the kinds of work people can undertake in their rohe.
- › **Economic and regional development** can create new education, training and job opportunities. Support for Māori businesses also creates opportunities and can help improve social and economic outcomes.
- › **Commitments outside of paid employment** (such as childcare; other caring responsibilities; volunteer work; and commitments to marae, iwi and hapū) can affect how much time people can or want to commit to paid work. Working for whānau, hapū and iwi is important to mana motuhake and rangatiratanga; it can also enable other whānau members to be in paid employment. The value of this work can be overlooked by focusing solely on paid employment.

These factors all contribute to people's involvement in the labour market and its outcomes. However, they are not the focus of the Action Plan. The Government is doing other work to improve outcomes for Māori in these areas.



## The Action Plan supports the Government's commitments to improve outcomes for Māori

The Action Plan is one of several tools in the Government's kete to improve labour market outcomes for Māori, and the lives and wellbeing of Māori communities. Many of these tools have been developed with Māori communities.

- › **He kai kei aku ringa – The Crown–Māori economic growth partnership**<sup>3</sup>. The partnership's goals to achieve "greater educational participation and performance" and a "skilled and successful workforce" align with the Action Plan.
- › **The statement of national education and learning priorities (NELP) and Tertiary Education Strategy (TES)**<sup>4</sup>. The NELP and TES outline the Government's education priorities to ensure the success and wellbeing of all learners. All places of learning use them to develop their own strategies and frameworks to report on national and local priorities. The NELP and TES include putting learners at the centre; removing barriers to education; and providing learning that is relevant to New Zealanders today and throughout their lives.
- › **Ka hikitia – ka hāpaitia | The Māori education strategy**<sup>5</sup>. The strategy supports the *Education and Training Act 2020*, NELP and TES to develop an education system that honours and gives effect to Te Tiriti and supports the Māori–Crown relationship. The strategy sets out the Government's aspirations for Māori learners, and their whānau, hapū and iwi, to achieve these outcomes:
  - Te Whānau. Education provision responds to learners within the context of their whānau
  - Te Tangata. Māori are free from racism, discrimination and stigma in education
  - Te Kanorautanga. Māori are diverse and need to be understood in the context of their diverse aspirations and lived experiences
  - Te Tuakiritanga. Identity, language and culture matter for Māori learners
  - Te Rangatiratanga. Māori exercise their authority and agency in education.
- › **Whakapūmautia, papakōwhaitia, tau ana – grasp, embrace and realise**<sup>6</sup>. The Ministry of Education has excellent education relationships with iwi. Whakapūmautia, papakōwhaitia, tau ana sets the approach and outlines their shared goal of "Māori achieving education success as Māori". The two learner outcomes most relevant to the Action Plan are:
  - Māori learners working with others to determine successful learning and education pathways
  - Māori learners gaining the universal skills and knowledge needed to successfully participate in and contribute to Aotearoa New Zealand and the world.
- › **Tau tai te reo | The Māori language in education strategy**<sup>7</sup>. This strategy sets out the Government's goals for all learners. It provides a framework to coordinate programmes and services that support te reo Māori in Māori-medium education and English-medium education.
- › **Welfare overhaul**<sup>8</sup>. The Government's commitment to overhaul the welfare system responds to recommendations by the Welfare Expert Advisory Group in its 2019 report *Whakamana tāngata*. This work aims to improve welfare outcomes for Māori. Cognisant of Te Tiriti, it will consider the welfare system's settings; develop a Māori values framework that underpins them; and review the purpose and principles of the *Social Security Act 2018*.

3 Available at: [www.mbie.govt.nz/business-and-employment/economic-development/maori-economic-development/he-kai-kei-aku-ringa-strategy-and-action-plan/](http://www.mbie.govt.nz/business-and-employment/economic-development/maori-economic-development/he-kai-kei-aku-ringa-strategy-and-action-plan/)

4 Available at: [www.education.govt.nz/our-work/overall-strategies-and-policies/the-statement-of-national-education-and-learning-priorities-nelp-and-the-tertiary-education-strategy-tes/](http://www.education.govt.nz/our-work/overall-strategies-and-policies/the-statement-of-national-education-and-learning-priorities-nelp-and-the-tertiary-education-strategy-tes/)

5 Available at: [www.education.govt.nz/our-work/overall-strategies-and-policies/ka-hikitia-ka-hapaitia/](http://www.education.govt.nz/our-work/overall-strategies-and-policies/ka-hikitia-ka-hapaitia/)

6 Available at: [pmawards.education.govt.nz/assets/Uploads/Resources/c1cf8e1554/Whakapumautia-Papakowhaitia-Tau-ana.pdf](http://pmawards.education.govt.nz/assets/Uploads/Resources/c1cf8e1554/Whakapumautia-Papakowhaitia-Tau-ana.pdf)

7 Available at: [www.education.govt.nz/our-work/overall-strategies-and-policies/tau-mai-te-reo/](http://www.education.govt.nz/our-work/overall-strategies-and-policies/tau-mai-te-reo/)

8 Available at: [www.weag.govt.nz/weag-report/](http://www.weag.govt.nz/weag-report/)

- › **Te pae tata – te rautaki Māori me te mahere mahi**<sup>9</sup>. This Māori strategy and action plan honours the Government’s commitment to Te Tiriti. It aims to embed te ao Māori principles into MSD by prioritising whānau aspirations through actions like integrating te reo me ōna tikanga into everyday practice, building genuine partnerships and enabling ‘by Māori for Māori’ practices.
- › **Māori Economic Resilience Strategy (MERS)**<sup>10</sup>. Te Puni Kōkiri (TPK) leads this cross-agency strategy to support Māori to recover and thrive in a COVID-19 environment. MERS builds resilience for Māori to better withstand future economic shocks, and reshape the status quo to create a more sustainable, resilient and inclusive economy for Māori. MERS consists of a suite of programmes under three pou: skills and workforce, community resilience and infrastructure, and enterprise. TPK is also focusing on housing, employment and enterprise which aligns with MERS and contributes to achieving its goals. Progress on MERS is maintained through regular reporting to the Economic Chief Executives Forum, working with key agencies to identify programmes and activities, improving cross-agency data collection and reporting, and highlighting progress, gaps and opportunities.
- › **He Ara Waiora**<sup>11</sup>. This framework is used by the Treasury and the public service. It responds to the Treasury’s vision of lifting living standards through a tikanga-based approach to waiora. The framework gives an indigenous and uniquely Aotearoa New Zealand perspective on defining and curating a tikanga-based approach to wellbeing.
- › **Child and youth wellbeing strategy**<sup>12</sup>. This cross-agency strategy has a strong focus on improving education outcomes for tamariki Māori and employment opportunities and outcomes for rangatahi Māori. Improving the lives of tamariki and rangatahi Māori, so they are healthy and happy to learn and thrive is vital to their employment.
- › **Economic plan for a productive, sustainable and inclusive economy**<sup>13</sup>. This plan identifies the main shifts needed to tackle the long-term economic challenges that Aotearoa New Zealand is facing. The plan focuses on investing in people and jobs; preparing for the future; supporting small businesses, entrepreneurs and job creators; and continuing to position Aotearoa New Zealand globally.
- › **The National Iwi Chairs Forum (NICF) Pou Tangata workstream**. This workstream reflects the wishes of the Crown and NICF to strengthen their Tiriti partnership to improve the lives of tāngata whenua and all New Zealanders on agreed priorities as set by Ministers and Pou Tangata Chairs. One workstream priority is working with MSD on a whānau-centred programme to overcome employment inequities.
- › **He Takeunetanga Rautaki – Strategic priorities for Te Puni Kōkiri**<sup>14</sup>. The strategic priorities centre on building Māori economic resilience, supporting te ao Māori, and enabling equitable and effective public sector performance for Māori.
- › **The Whānau Ora outcomes framework**. This framework is an approach to improving whānau wellbeing that puts whānau at the centre of decision-making.

9 Available at: [www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/te-pae-tata/index.html](http://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/te-pae-tata/index.html)

10 Available at: [www.tpk.govt.nz/en/a-matou-mohiotanga/corporate-documents/he-takunetanga-rautaki-strategic-intentions2020-24](http://www.tpk.govt.nz/en/a-matou-mohiotanga/corporate-documents/he-takunetanga-rautaki-strategic-intentions2020-24)

11 Available at: [www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/he-ara-waiora](http://www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/he-ara-waiora)

12 Available at: [dpmc.govt.nz/our-programmes/child-and-youth-wellbeing-strategy](http://dpmc.govt.nz/our-programmes/child-and-youth-wellbeing-strategy)

13 Available at: [www.mbie.govt.nz/business-and-employment/economic-development/economic-plan/](http://www.mbie.govt.nz/business-and-employment/economic-development/economic-plan/)

14 Available at: [www.tpk.govt.nz/en/a-matou-mohiotanga/corporate-documents/he-takunetanga-rautaki-strategic-intentions2020-24](http://www.tpk.govt.nz/en/a-matou-mohiotanga/corporate-documents/he-takunetanga-rautaki-strategic-intentions2020-24)

## PART TWO:

# Te Ara Mahi Māori

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### Te Ara Mahi Māori reference group recommended what to include in the Action Plan

In 2020, an independent reference group – Te Ara Mahi Māori – was formed to recommend to the Government what to include in the Action Plan. The name Te Ara Mahi Māori represents the group's aspirations to build pathways to inclusive, sustainable and productive work for Māori.

Te Ara Mahi Māori met various government agencies to identify gaps and opportunities, and discuss how to align its recommendations with work already underway. These meetings were supported by background research on topics that have an impact on Māori employment.

In February 2021, Te Ara Mahi Māori gave the Minister for Social Development and Employment its interim report<sup>15</sup>. This report recommended two actions that could be implemented immediately. Work has already begun to:

- › develop a comprehensive map of the Government's employment services for Māori
- › develop communications that highlight Māori role models, and successful Māori employment and businesses case studies.

In mid-2021, Te Ara Mahi Māori led 11 hui with Māori to share whakaaro, test and gain insights on the group's ideas. Nine hui took place, in person, across the motu; one was online; and one was specifically for rangatahi.

In August 2021, Te Ara Mahi Māori presented their recommendations to the Minister for Social Development and Employment in their final report<sup>16</sup>.

The whakapapa of the Action Plan is set out in annex two.

### Te Ara Mahi Māori used the metaphor of the waka to describe the journey through work

To develop their recommendations, Te Ara Mahi Māori used the metaphor of a waka moving through a whole of life journey in the world of work. Through this metaphor, Te Ara Mahi Māori highlighted that Māori must be empowered to achieve their aspirations at every stage of their working lives.

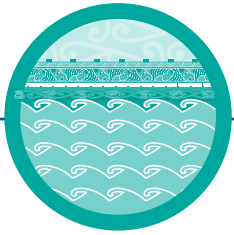
The group divided a person's pathway – ara – through the world of work into four stages. If the actions in each stage are well designed and implemented, they will equip Māori to succeed and flourish, by empowering them to access work that is meaningful, rewarding and supports their wellbeing and that of their whānau.

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15 Available at: [www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/](http://www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/)

16 Available at: [www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/](http://www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/)

These are the four stages of the pathway.



**Te Takere** is the hull of the waka. It represents the start or foundation of this kaupapa. This stage looks at Māori perceptions and aspirations of employment, education and training.



**Ngā Rauawa** are the sideboards of the waka; they make the waka stable and confident to function. Ngā rauawa represents the support that nurtures Māori mahi. This stage considers the experiences of Māori as they prepare for the journey, and the institutions that shape their education pathways.



**Te Taurapa** is the stern post of the waka; it is where the steerer sits. Te taurapa represents how Māori navigate the different ara mahi and have real choice over their pathways. This stage looks at how Māori move in and out of the labour market; and the information, advice and guidance that shapes their choices.



**Te Taiuhu** is the prow of the waka; it represents the journey Māori make through the world of work. Te taiuhu faces forward, leading the waka through the journey. It represents the aspirations of Te Ara Mahi Māori for future generations. This stage looks at changing the labour market, so Māori and their whānau can flourish in the world of mahi.



## The waka metaphor is reflected in the Action Plan vision and focus areas

The vision of the Action Plan is that Māori exercise rangatiratanga to create intergenerational wellbeing through work.

The waka metaphor is reflected in the Action Plan's three focus areas:

- › **People.** The Action Plan must set Māori up with a solid foundation (te takere) and enable them to benefit from the stability of the sideboards (ngā rauawa), by ensuring they have the skills and knowledge to lead, and succeed at, all stages of their careers.
- › **Workplaces.** The Action Plan must enable Māori to seamlessly navigate (te taurapa) the world of work, so that they thrive in workplaces that have good conditions and are free from discrimination.
- › **Futures.** The Action Plan must prepare Māori for the future direction of work, and the opportunities that come with it (te tauihu), by ensuring iwi, hapū and Māori are leaders in future-focused and sustainable sectors.

## The Government supports the recommendations made by Te Ara Mahi Māori

The Government supports the intent and direction reflected in the recommendations Te Ara Mahi Māori has made.

Te Ara Mahi Māori acknowledges that good work is already underway that contributes to the outcomes it wants to see achieved by the Action Plan. The Action Plan is an opportunity to continue this progress, as well as focus on where we can do better.

The Action Plan provides an overview of what the Government is already doing to improve outcomes for Māori, and sets out further actions the Government will carry out in the immediate-, medium- and long-term.

This Action Plan is a living document. It will be updated when actions are completed and as labour market outcomes change. Future iterations of the Action Plan will continue to draw on the recommendations made by Te Ara Mahi Māori.





## PART THREE:

# Te Tiriti principles

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### The Action Plan is guided by Te Tiriti principles

The relationship between the Crown, and hapū, iwi and Māori citizens, is governed by Te Tiriti o Waitangi. The articles of Te Tiriti provide for:

- › **kāwanatanga** – the governing of Aotearoa New Zealand by the Crown (Article 1)
- › **tino rangatiratanga**<sup>17</sup> – Māori, hapū and iwi having control over their resources, culture and communities (Article 2)
- › **ōritetanga** – Māori having equal rights, as citizens of Aotearoa New Zealand (Article 3).

The Waitangi Tribunal and the courts have derived guiding principles from Te Tiriti.<sup>18</sup> These principles apply to this Action Plan.

- › **Rangatiratanga**.<sup>19</sup> For this Action Plan, rangatiratanga means designing, delivering and monitoring government services in ways that enhance Māori self-determination and mana motuhake. The guarantee of rangatiratanga requires the Crown to acknowledge Māori control over their tikanga, resources and people and to allow Māori to manage their own affairs in a way that aligns with their customs and values.
- › **Equity**. This Action Plan will actively pursue equitable employment outcomes for Māori. To achieve equity, the Government must be aware of any inequity in the labour market. It must ensure that EET services not only treat Māori equitably, but also that it funds EET services equitably and ensures that Māori have equitable access to employment, education and training.
- › **Active protection**. Active protection requires the Crown to conduct itself honourably; use fair processes; and consult fully and, where appropriate, make decisions with people whose interests are to be protected. This principle also requires the Crown to make available EET services to Māori that seek to close inequitable gaps in employment outcomes with non-Māori.
- › **Options**. As a Treaty partner, Māori have the right to choose their social and cultural path. The Government's role is to provide, and properly resource, kaupapa Māori EET services. The Government must ensure that these services are culturally appropriate for Māori.
- › **Partnership**. For this Action Plan, partnership means working with iwi, hapū, whānau and Māori communities to govern, design, deliver and monitor services that seek to improve labour market outcomes for Māori. Māori must co-design services for Māori with the Crown.

Disparate outcomes between Māori and non-Māori are inconsistent with the principles of Te Tiriti. Māori should be able to fully participate in the labour market, and expect this to be a satisfying experience. Māori should be able to decide how they participate in the labour market and have opportunities to maximise their potential. The Government is obliged to help achieve this for Māori.

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<sup>17</sup> In this document, we use tino rangatiratanga to refer to hapū and iwi who were co-signatories of Te Tiriti with the Crown. This is further discussed in the glossary in annex one.

<sup>18</sup> The principles descriptions draw on analysis by the Waitangi Tribunal Health Services and Outcomes Kaupapa Inquiry (Wai 2575).

<sup>19</sup> Rangatiratanga relates to Māori citizenship. It describes, for individuals and whānau, the ability to make one's own decisions over day-to-day activities, or the collective activities of hapū and iwi.

## The Action Plan upholds Te Tiriti obligations

The Action Plan builds on Te Tiriti principles. It aims to proactively help Māori – in their dual identity as tāngata whenua and citizens – succeed and realise their aspirations in the labour market. It will do this by providing opportunities that enable Māori to achieve their aspirations in employment, education and training.

The Action Plan seeks to work in partnership with iwi, hapū and Māori to:

- › maximise their rangatiratanga over their resources and goals, and the services they use
- › co-design services that recognise differing Māori needs and strive to achieve equity of outcomes
- › provide Māori with options to participate in ways that are appropriate for their needs and circumstances.

The Crown will take an active role in ensuring EET systems better serve Māori needs and aspirations.

The actions in this Action Plan aim to contribute to an employment system that is mana enhancing for iwi, hapū and Māori, and improves Māori employment outcomes.



## PART FOUR:

# Why we need this Action Plan

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### Employment makes an important contribution to wellbeing

Being employed in quality work makes an important contribution to waiora (wellbeing) and socioeconomic outcomes. Work can improve an individual's waiora, and also support the wellbeing of their whānau and community, and that of future generations.

Work can contribute to:

- › **financial security**, by supporting people to achieve sustainable, intergenerational prosperity (mana whanake)
- › **health**, as quality and stable work are key factors in good health (hauora), especially mental health
- › **purpose**, when people can realise their aspirations in the context of their own unique circumstances (mana āheinga)
- › **social interaction and social cohesion**, as it enables people to contribute to their community, learn new skills and make social connections; and provides them with a sense of identity and belonging (mana tuku iho).

Not all employment provides these benefits. The Government wants to ensure Māori have the option to engage in quality work, or mahi tūturu. 'Tūturu' can mean permanent, real, actual, authentic or legitimate. When prefixed with 'mahī', it means legitimate, permanent, full-time and part-time mahi.

### Māori continue to experience unequal education and employment outcomes, but positive trends are emerging

Over the last decade, there has been much progress in Māori succeeding as Māori. While this Action Plan intentionally focuses on the strengths and potential of Māori, in keeping with Te Tiriti principle of equity, the Government must be aware of any inequities in the EET system so it can confront and address them.

Māori experiencing poor labour market outcomes reflects the EET system not providing adequate support for ākonga Māori, kaimahi Māori and Māori businesses. Māori face barriers and negative experiences due to policies and practices that do not take Māori experiences into account. Achieving meaningful and sustainable change requires addressing multiple intersecting problems within the government, regulatory systems, in workplaces and wider society. The Action Plan is one tool to achieve this change.

### The education system underperforms for Māori, but there have been positive shifts towards equitable performance and participation

Improving outcomes for ākonga Māori, across the education system, lays the foundation for transitioning into work. The same applies to giving ākonga Māori clear pathways to follow, from school to post-school training or employment. Supporting kaimahi Māori to continue developing skills at work, throughout their careers, increases productivity and income. Having the right education, training and support are key factors to finding and retaining quality employment.

The education system has underperformed for ākonga Māori and their whānau. As a result, ākonga Māori experience worse educational outcomes than other New Zealand learners. Negative education outcomes have a direct impact on participation in the labour market and employment outcomes. This has significant social, cultural, health and economic impacts on individuals, and on iwi, hapū and whānau, spanning generations.



Lots of anecdotal evidence exists on racial bias towards Māori in education. In a report by the Office of the Children's Commissioner, tamariki Māori talked about racism and unequal treatment by other children and educators. Many tamariki Māori spoke of the need to develop relationships of trust with their teachers.<sup>20</sup> However, research confirms that teacher bias and low expectations exist across the teaching workforce, which can prevent or delay the learning and development of tamariki.<sup>21</sup>

There have been positive shifts towards equitable performance and participation. One of those shifts is growing and sustaining the Māori-medium sector.<sup>22</sup> Māori enrolled in Māori-medium education achieve better educational outcomes. For example, compared with Māori in English-medium education, ākonga in Māori-medium education (MME) are 15 to 20 per cent more likely to attain NCEA Level 2. They have the highest level of attainment of NCEA Level 3 of any cohort; this is higher than total school leavers and significantly higher than Māori enrolled in English-medium education. Retention rates of ākonga Māori are also higher in MME than they are in English-medium schools.<sup>23</sup> Since 2008, Māori learners' achievement of national standards in reading, writing and maths has also been slowly increasing.

By growing MME, we can produce sufficient te reo Māori speakers to revitalise the language. Research shows increasing demand from employers for te reo Māori speakers,<sup>24</sup> which shows a current, and potential future, demand for this skill.

The number of Māori students gaining post-secondary-school qualifications is also increasing. Individuals who gain a post-secondary-school qualification are more likely to be employed and earn higher incomes. In 2018, 30 per cent of Māori were enrolled in full-time study, compared with 21 per cent of the general population.<sup>25</sup>

In 2018, 21 per cent of Māori aged 15 and older had a Level 5 diploma or higher,<sup>26</sup> which is 16 per cent higher than in 2013. In 2019, Māori made up 22 per cent of all domestic university students, which is 2 per cent higher than in 2010. In 2018, 23 per cent of Māori students in tertiary education were studying at postgraduate level, up from 20 per cent in 2010. The number of Māori doctorate students has increased by 24 per cent since 2010. Furthermore, five years after they finish studying, Māori doctoral graduates earn more than non-Māori graduates.<sup>27</sup>

Almost half (48 per cent) of recent Māori university graduates are the first people in their families to attend university. One third of the graduates are parents, and 70 per cent are wāhine Māori. This is another positive shift that will have an impact on future generations and their access to improved employment options.<sup>28</sup>

20 Office of the Children's Commissioner. (2018). *He manu kai mātauranga: He tirohanga Māori*. Retrieved from [www.occ.org.nz/assets/Uploads/Experiences-of-Maori2.pdf](http://www.occ.org.nz/assets/Uploads/Experiences-of-Maori2.pdf)

21 Blank, A., Houkamau, C., & Kingi, H. (2016). *Unconscious bias and education: A comparative study of Māori and African American students*. Oranui Diversity Leadership.

Retrieved from [www.oranui.co.nz/images/oranui\\_reports/unconscious-bias-and-education.pdf](http://www.oranui.co.nz/images/oranui_reports/unconscious-bias-and-education.pdf)

22 Māori-medium education (MME) refers to education settings which deliver the curriculum in, and through, te reo Māori for at least 51 per cent of the time (immersion levels 1 and 2).

23 Education Counts. (2020). *Ngā Haeata o Aotearoa 2019*. Retrieved from [www.educationcounts.govt.nz/publications/maori-education/maori-medium-and-english-medium/5851/nga-haeata-o-aotearoa-2019](http://www.educationcounts.govt.nz/publications/maori-education/maori-medium-and-english-medium/5851/nga-haeata-o-aotearoa-2019)

24 Māori Futures. (2021). *Te reo skills map*.

Retrieved from [www.maorifutures.co.nz/wp-content/uploads/2021/09/Te-Reo-Skills-Map.pdf](http://www.maorifutures.co.nz/wp-content/uploads/2021/09/Te-Reo-Skills-Map.pdf)

25 Education Counts. (2021). Op. cit.

26 Ibid.

27 Ibid.

28 Ibid.

## Māori are concentrated in employment that is often precarious and more susceptible to disruption

Figure one shows the different types of working arrangements for Māori compared with all ethnic groups in September 2021.



The proportions of Māori and all ethnic groups in full-time and part-time work is similar with 79 per cent of Māori in full-time employment (compared with 80% for all ethnic groups) and 21 per cent in part-time employment (20% for all ethnic groups).<sup>29</sup>

Research by Te Puni Kōkiri identified that Māori-owned businesses made up 6% of businesses across New Zealand. Gisborne has the highest proportion of Māori-owned businesses with 23%, followed by Northland with 14%, and Bay of Plenty with 12%. On average, 43% of employees of Māori-owned businesses are Māori, compared to 14% for non-Māori owned businesses.<sup>30</sup>

Māori are over-represented in roles that require lower qualifications, and offer lower pay, fewer advancement opportunities and less job security. A high proportion of kaimahi Māori are underutilised at work. MBIE modelling estimates that Māori represent approximately 13 per cent of total wage earners and 15 per cent of total minimum wage earners.<sup>31</sup>

Increasing numbers of Māori are working in skilled and highly skilled occupations. As of June 2021, 56.7 per cent of Māori were in skilled occupations (212,700 Māori), compared to 68.4 per cent for all workers.<sup>32</sup> We need to support this growth to continue. There are opportunities for more Māori to be working in industries that are growing substantially. In just three years, an additional 20,000 full-time equivalent workers have entered the professional, scientific and technical services industry.<sup>33</sup> But, in 2018, only 6 per cent of that workforce was Māori. Māori can lead in innovation and benefit from future opportunities that draw on mātauranga Māori.

29 Stats NZ. (2021). *Household labour force survey, September 2021*. Retrieved from [www.stats.govt.nz/information-releases/labour-market-statistics-september-2021-quarter](http://www.stats.govt.nz/information-releases/labour-market-statistics-september-2021-quarter)

30 Te Puni Kōkiri and Nicholson Consulting. (2020). *Te Matapaeroa 2019 – looking toward the horizon*. Retrieved from [www.tpk.govt.nz/en/a-matou-mohiotanga/business-and-economics/te-matapaeroa-2019](http://www.tpk.govt.nz/en/a-matou-mohiotanga/business-and-economics/te-matapaeroa-2019)

31 Ministry of Business, Innovation and Employment. (2020). *Minimum Wage Review 2020*. Retrieved from [www.mbie.govt.nz/assets/minimum-wage-review-december-2020-redacted.pdf](http://www.mbie.govt.nz/assets/minimum-wage-review-december-2020-redacted.pdf)

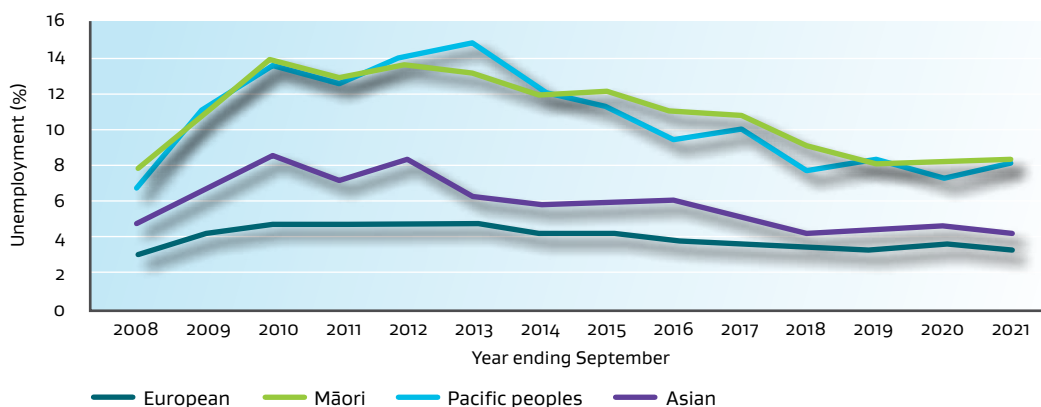
32 Ministry of Business, Innovation and Employment. (2021). *Māori in the Labour Market – June 2021 Quarter (Unadjusted)*. Retrieved from [www.mbie.govt.nz/dmsdocument/16892-maori-in-the-labour-market-june-2021-quarter-unadjusted](http://www.mbie.govt.nz/dmsdocument/16892-maori-in-the-labour-market-june-2021-quarter-unadjusted)

33 BERL. (2019). *The future Māori workforce – Part four*. [webpage]. [berl.co.nz/our-mahi/future-maori-workforce-part-four](http://berl.co.nz/our-mahi/future-maori-workforce-part-four)

Many Māori work in sectors or occupations that are expected to experience disruption due to technological or climate change.<sup>34</sup> During economic shocks, Māori experience higher rates of unemployment than non-Māori, and can take longer to return to pre-shock employment levels. During the recession following the global financial crisis (GFC), outcomes for Māori and Pacific peoples worsened. They remain worse than those of New Zealand European and Asian ethnicities.

**FIGURE 2: Unemployment rate by ethnicity (2008-2021)**

Source: StatsNZ data



### Similar disruption has been seen with the COVID-19 outbreak

Since March 2020, the impact of COVID-19 on the labour market has affected younger and lower-skilled workers more. Māori are over-represented in these groups, so are more likely to have been adversely impacted. Statistics indicate that Māori may have been more likely to be working in essential services or in jobs where they could not work remotely.<sup>35</sup>

The number of Māori accessing main benefits has grown from 114,147 in March 2020 to 131,688 in September 2021,<sup>36</sup> which may be another impact of COVID-19. Additionally, due to persistent and intersecting barriers in the labour market and the welfare system Māori represent a significant proportion of people who receive support through the welfare system, and are likely to need welfare support for the longest periods. Working with Māori, the Government is overhauling the welfare system, to improve how it works with and for Māori.

### There are regional differences in Māori labour market experiences

The employment and unemployment rates for Māori differ throughout the country. For the year to September 2021, Southland, Tasman/Nelson/Marlborough/West Coast and Wellington have the highest Māori employment rates. Taranaki, Bay of Plenty and Waikato have the highest Māori unemployment rates. This regional difference can be due to a range of factors such as the mix of sectors in a region, size and profile of population, and the socio-economic make-up of the region.

34 BERL. (2020). *Whano. Towards futures that work: How Māori can lead Aotearoa forward.*

Retrieved from [www.maorifutures.co.nz/wp-content/uploads/2020/07/Tokona-Te-Raki-Whano-2020.pdf](http://www.maorifutures.co.nz/wp-content/uploads/2020/07/Tokona-Te-Raki-Whano-2020.pdf)

35 25 per cent of Māori reported working from home for at least some of the time, compared with 34 per cent of all workers. (Source: StatsNZ, *Household labour force survey, September 2021*, supplementary table 6.) In 2020, 57 per cent of Māori received the wage subsidy, compared with 62 per cent of jobs overall (source: Ministry of Social Development. (2020). *Who received the COVID-19 wage subsidies?* [www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/covid-19/who-received-the-covid-19-wage-subsidies-september-2020.html](http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/covid-19/who-received-the-covid-19-wage-subsidies-september-2020.html).)

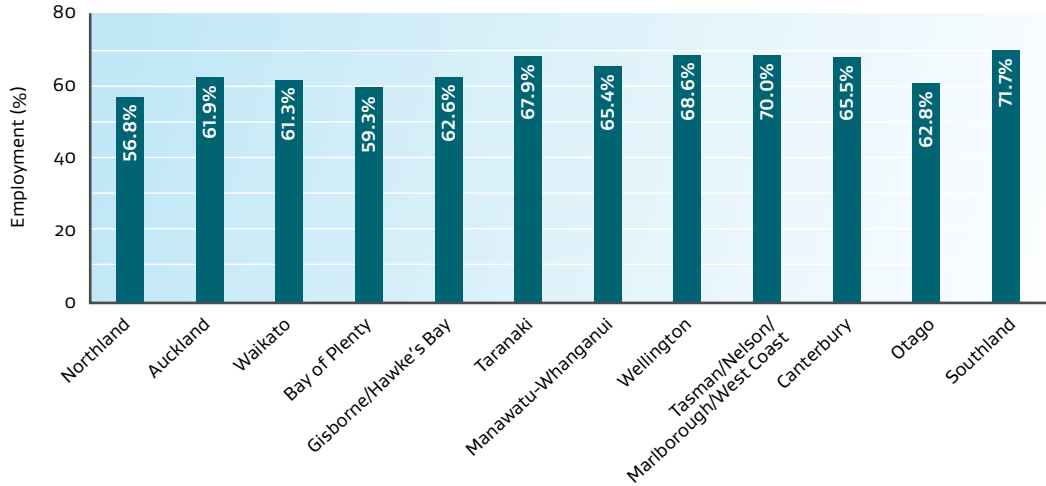
36 Ministry for Social Development. (2021). *Benefit fact sheets: Snapshot – September 2021 quarter.*

Retrieved from [www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/statistics/benefit/2021/benefit-fact-sheets-snapshot-september-2021.pdf](http://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/statistics/benefit/2021/benefit-fact-sheets-snapshot-september-2021.pdf)

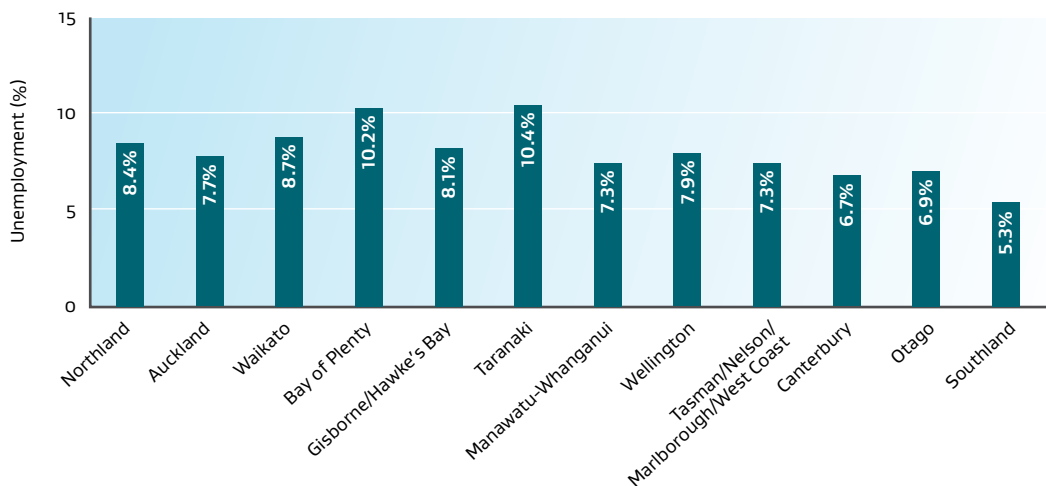
**FIGURE 3: Māori employment and unemployment rate, by region (September 2021)**

Source: StatsNZ

**Employment rate by region**



**Unemployment rate by region**



**Current policies and practices make it hard for some groups to enter or re-enter the labour market**

Systemic racism remains a major barrier for Māori. It manifests in many ways, such as fewer education or work opportunities, discriminatory recruitment practices, unsafe work environments or wage disparities. Some Māori – rangatahi, tāngata whaikaha, wāhine, older kaimahi and takatāpui Māori – experience additional and persistent barriers. Many tāngata whaikaha and older Māori do not experience success from current education services, and have some of the poorest labour market outcomes.

***Our current systems do not enable rangatahi Māori to reach their full potential***

In September 2021, 19.1 per cent of rangatahi Māori were not in employment, education or training (NEET). This rate is more than twice the rate of young Pākehā (8.6 per cent) and 8.1 percentage points above the national rate of 11 per cent.<sup>37</sup> The NEET rate for rangatahi Māori is 18.6% for males

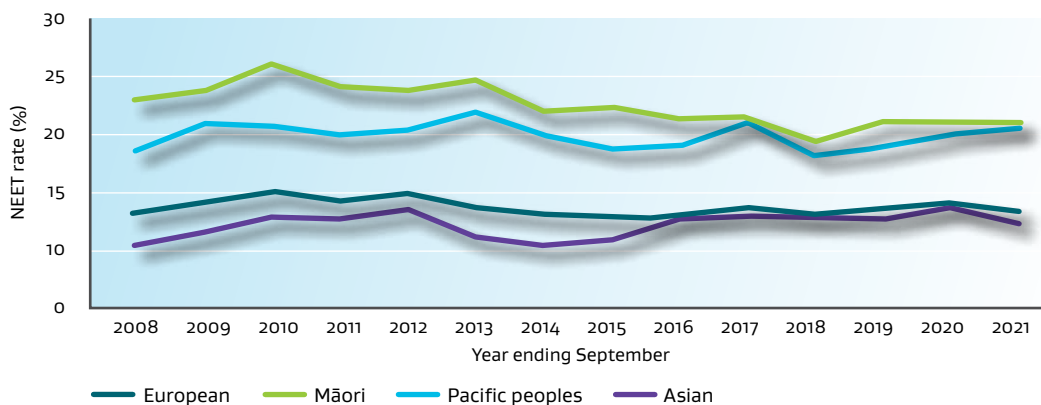
<sup>37</sup> Stats NZ. (2021). *Household labour force survey, September 2021*. Retrieved from [www.stats.govt.nz/information-releases/labour-market-statistics-september-2021-quarter](http://www.stats.govt.nz/information-releases/labour-market-statistics-september-2021-quarter)

and 19.7% for females. Over the past five years, NEET rates have been trending up for males and down for females.<sup>38</sup>

Māori and Pacific young people NEET rates were more affected by the global financial crisis (GFC). While Māori and Pacific young people NEET rates have returned to pre-GFC levels, the gap with other ethnicities remains. People who experience long-term spells of unemployment and NEET are at risk of prolonged poorer outcomes in later life, such as lower wages, employment levels and life satisfaction.<sup>39</sup>

**FIGURE 4: Percentage of young people who are not in employment, education or training (NEET rate), by ethnicity (2008–2021)**

Source: StatsNZ data



**Tāngata whaikaha experience unique and amplified barriers to and within the labour market**

One in five Māori live with some type of disability, which represents a large proportion of whānau, hapū and iwi.<sup>40</sup>

Tāngata whaikaha Māori have a lot to offer businesses and their communities, but they experience some of the greatest forms of exclusion from the labour market. Disabled people are over-represented in the unemployment and underutilisation statistics. They experience significant income inequities, due to factors like employer bias, inaccessible workplaces and inflexible support policies.

Recruitment practices in large organisations, such as corporates and government organisations, often pose a barrier to employment for disabled people. For example, automated recruitment tools, technology and structured interview processes may inadvertently exclude them.

Negative employment outcomes for Māori are compounded for tāngata whaikaha Māori. In 2013, 17 per cent of tāngata whaikaha were unemployed compared with 11 per cent of all workers with disabilities.<sup>41</sup> Among Māori who experience discrimination on the grounds of disability or health, 32 per cent experience it at work.<sup>42</sup> Rangatahi Māori with disabilities have talked about being routinely excluded from employment opportunities.

38 Ministry of Business, Innovation and Employment. (2021). *Labour Market Statistics Snapshot – Māori September 2021*. Retrieved from [www.mbie.govt.nz/dmsdocument/17952-maori-labour-market-statistics-snapshot-september-2021](http://www.mbie.govt.nz/dmsdocument/17952-maori-labour-market-statistics-snapshot-september-2021)

39 Apatov, E. (2019). *The drivers behind the higher NEET rate for Māori and Pacific youth: Insights from administrative data*. Occasional Paper 19/02. Retrieved from [www.mbie.govt.nz/dmsdocument/10355-the-drivers-behind-the-higher-need-rate-for-maori-and-pacific-youth-main-report](http://www.mbie.govt.nz/dmsdocument/10355-the-drivers-behind-the-higher-need-rate-for-maori-and-pacific-youth-main-report)

40 Ministry of Health. (2018). *Whāia te ao marama 2018 to 2022: The Māori disability action plan*. Retrieved from [www.health.govt.nz/system/files/documents/publications/whaia-te-ao-marama-2018-to-2022.pdf](http://www.health.govt.nz/system/files/documents/publications/whaia-te-ao-marama-2018-to-2022.pdf)

41 Stats NZ. (2015). *He hauā Māori: Findings from the 2013 disability survey*. Retrieved from [www.stats.govt.nz/reports/he-haua-maori-findings-from-the-2013-disability-survey](http://www.stats.govt.nz/reports/he-haua-maori-findings-from-the-2013-disability-survey)

42 Stats NZ. (2018). *Māori ethnic group*. Retrieved from [www.stats.govt.nz/tools/2018-census-ethnic-group-summaries/māori](http://www.stats.govt.nz/tools/2018-census-ethnic-group-summaries/māori)

### **Gender discrimination is exacerbated for wāhine Māori**

Wāhine Māori are running businesses, employing people and active in nearly every industry contributing to health, education, science and commerce. Wāhine Māori represent 7.6 per cent of the total working-age population or 14.2 per cent of all employed women.<sup>43</sup>

The unemployment rate for wāhine Māori is 6.5 per cent compared with 3.2 per cent for all women. Nearly 60 per cent of wāhine Māori jobseekers want full-time work. In 2021, Aotearoa New Zealand's national gender pay gap was 9 per cent. For wāhine Māori, gender and ethnicity combine to create a pay gap of 14 per cent when compared with all men. Wāhine Māori also report approximately three times more gender discrimination than tāne Māori in their lifetime (17 per cent compared with 6 per cent).<sup>44</sup>

Unaffordable childcare greatly affects wāhine Māori. Māori mothers are more likely than Pākehā mothers to report that their child is not in childcare due to cost or access – barriers that limit their participation in the labour market. Sole māmā and young māmā are especially disadvantaged. While they are more likely than non-Māori mothers to need to return to work to cover day-to-day living costs, they face high costs of childcare for their tamariki. They are also more likely to receive lower pay, because of limited experience, education and qualifications, or pay inequity.

A disproportionate number of sole female parents receive financial support from the government for childcare (91 per cent of recipients of the Sole Parent Support Payment are women).<sup>45</sup> More Māori receive the Sole Parent Support Payment than Pākehā (30,915 compared to 18,492), which indicates that wāhine Māori sole parents experience significant challenges balancing work, education and childcare.<sup>46</sup>

### **Takatāpui Māori also experience barriers to the labour market**

Takatāpui Māori experience overlapping forms of discrimination based on race, gender and sexual identity at work.<sup>47</sup> Over one half of takatāpui Māori survey respondents reported that they did not have enough income to meet their everyday needs<sup>48</sup> compared with 10 per cent of the general population.<sup>49</sup> Workplace discrimination may prevent takatāpui Māori securing an income that meets their everyday needs.

### **Older Māori workers are more likely to be juggling work and whānau commitments and for longer**

Older Māori are underemployed and underutilised at higher rates than European New Zealanders. They may not receive the same opportunities for lifelong learning or upskilling as other workers. Many Māori, particularly tāne Māori, work in physically demanding jobs that they may not be able to do as they get older, but they have valuable skills and knowledge that could be used in other jobs or to mentor younger workers.

Older Māori may also combine caring responsibilities with mahi. Māori grandparents are more likely than those of other ethnicities to be acting as parents to their mokopuna. The median age group of grandparents raising their grandchildren is 55 to 59 years, meaning Māori grandparents are more likely to be juggling mahi with looking after whānau.<sup>50</sup>

A lifetime of poorer labour market outcomes for Māori means it is likely that some older kaimahi Māori remain in mahi out of necessity rather than preference.

43 Stats NZ. (2021). *Household labour force survey, September 2021*. Retrieved from [www.stats.govt.nz/information-releases/labour-market-statistics-september-2021-quarter](http://www.stats.govt.nz/information-releases/labour-market-statistics-september-2021-quarter)

44 Ibid.

45 Ministry of Social Development. (2017). *Sole Parent Support – March 2017 Quarter*. Retrieved from <https://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/statistics/benefit/2017/sole-parent-support-benefit-fact-sheet-mar-2017.doc>

46 Ibid.

47 Pihama, L., Green, A., Mika, C., Roskrudger, M., Simmonds, S., Nopera, T., Skipper, H., & Laurence, R. (2020). *Honour Project Aotearoa*. Te Kotahi Research Institute: University of Waikato. Retrieved from [tewhariki.org.nz/assets/Honour-Project-Aotearoa-Final-Report.pdf](http://tewhariki.org.nz/assets/Honour-Project-Aotearoa-Final-Report.pdf)

48 Ibid.

49 Stats NZ. (2013). Te Kupenga 2013. [webpage]. [www.stats.govt.nz/information-releases/te-kupenga-2013-english](http://www.stats.govt.nz/information-releases/te-kupenga-2013-english)

50 Gordon, L. (2016) *The empty nest is refilled: The joys and tribulations of raising grandchildren in Aotearoa*. Retrieved from: [www.grg.org.nz/site/grg/The%20empty%20nest%20is%20refilled%20-%20Research%20Report.pdf](http://www.grg.org.nz/site/grg/The%20empty%20nest%20is%20refilled%20-%20Research%20Report.pdf)

# PART FIVE: Te Kaupapa Outcomes Framework

**VISION:** Māori exercise rangatiratanga to create

## FOCUS AREAS AND OBJECTIVES:

### PEOPLE

Māori have the skills and knowledge to lead, and succeed at, all stages of their careers

### WORK

Māori thrive in workplaces and are free

## OUTCOMES:

#### EQUITABLE PARTICIPATION AND ACHIEVEMENT IN EDUCATION:

**Long-term outcome:** Māori have parity in participation and achievement in education, especially in high-value qualifications

**Measures:** rates of Māori participation, retention, qualifications and completion of apprenticeships

#### EQUITABLE ACCESS TO, AND PARTICIPATION IN, SUSTAINABLE, QUALITY WORK FOR ALL MĀORI:

**Long-term outcome:** Wāhine Māori, rangatahi Māori, older Māori workers, tāngata whaikaha Māori and takatāpui Māori have equitable opportunities

to participate in sustainable, quality work

**Measures:** rates of employment, underutilisation and job satisfaction

#### EET SERVICES ARE TAILORED AND CULTURALLY RESPONSIVE TO MĀORI:

**Long-term outcome:** Māori find sustainable, quality work through tailored and culturally responsive EET services

**Measures:** types of services available, rates of participation in services, reported experiences and outcomes

#### WORKPLACES ARE INCLUSIVE FOR MĀORI:

**Long-term outcome:** Māori are valued for their contributions as Māori

**Measures:** Workplace policies and practices, and workers' experiences

#### WORKPLACES RECOGNISE AND FOSTER THE POTENTIAL OF MĀORI:

**Long-term outcome:** Māori have parity in pay and employment outcomes

**Measures:** Wages, types of jobs and workplace practices

## IMMEDIATE ACTIONS AND OTHER ACTIONS THE GOVERNMENT IS TAKING TO SUPPORT THE OUTCOMES:

#### IMMEDIATE ACTIONS:

- › Work with Māori to embed a tikanga-Māori-based framework into employment policy, and develop tools to implement the framework
- › Explore the changes needed for the EET system to be effective and equitable for Māori
- › Improve education outcomes for Māori learners, by implementing and reporting on the actions in *Ka hikitia – ka hāpaitia*
- › Improve education provided on mātauranga Māori and te reo Māori

#### OTHER GOVERNMENT ACTIONS:

- › Funding employment-support services that are designed and delivered by Māori for Māori
- › Implementing *Ka hikitia – ka hāpaitia*
- › Implementing *Tau mai te reo*
- › Investing in, strengthening and growing MME and kaupapa Māori education
- › Strengthening the sense of belonging and engagement in education
- › Developing and implementing initiatives that raise the Māori cultural capability of education providers, careers advisors, navigators and mentors

#### IMMEDIATE ACTIONS:

- › Research incentives and barriers for employers providing flexible work, and how flexible work could benefit kaimahi Māori
- › Research how workplaces can be more inclusive for kaimahi Māori
- › Research incentives for employers to give kaimahi Māori lifelong opportunities to upskill, learn and develop
- › Work with BusinessNZ and the Council of Trade Unions to find ways to support small and medium-sized enterprises (SMEs) comply with employment and health and safety responsibilities
- › Remove barriers that kaimahi Māori face to access information about employment rights and responsibilities

## MEDIUM AND LONG-TERM ACTIONS:

- › Explore how the EET system can intervene early for rangatahi and tamariki
- › Develop positive case studies that showcase the success of Māori students, workers, employers and business owners in various employment and training programmes (this includes Mana in Mahi, He Poutama Taitamariki, He Poutama Rangatahi and Oranga Mahi)
- › Explore ways to incorporate te ao Māori values into new employment-support services for tāngata whaikaha
- › Explore ways to identify and engage with rangatahi Māori who are NEET and connect them with support services
- › Explore whether the current approach to funding and contracting employment services works for Māori, iwi and community service providers, and look at other options to enhance these funding and contracting partnerships
- › Review the way that MSD works with iwi, hapū and Māori groups and how it empowers communities to achieve positive employment outcomes

- › Ensure iwi, hapū and urban Māori authorities have information on the online career planning solution (OCPS), so Māori can access career-planning tools
- › Improve training and employment outcomes for Māori through Te Pūkenga and Workforce Development Councils (WDCs)
- › Improve careers education in schools and target support for rangatahi Māori
- › Incorporate te ao Māori values and community-designed success measures into monitoring and evaluating employment services for Māori
- › Decide if kanohi ki te kanohi career services (such as Direct Career Guidance Services) should become permanent, if evaluations continue to show they are successful
- › Improve data collection on Māori participation in employment services, to accurately monitor whether Māori are taking up opportunities
- › Continue the Reform of Vocational Education (RoVE) and ensure the reform works for Māori
- › Work with Taumata Aronui to design tertiary education and system settings that will respond better to, and improve outcomes for, Māori learners and communities

- › Review the employment dispute resolution system to ensure it is accessible and effective for Māori
- › Research what enables and prevents Māori having meaningful employment. This action includes tāngata whaikaha, Māori with caring responsibilities, older Māori, young Māori parents and Māori sole parents

Underpinned by Te Tiriti principles of rangatiratanga,

### PLACES that have good conditions from discrimination

### FUTURES Iwi, hapū and Māori are leaders in future-focused and sustainable sectors

**MĀORI LEADERSHIP AND REPRESENTATION IN THE PUBLIC SECTOR:**  
**Long-term outcomes:** Māori have equitable representation in public sector leadership and governance roles  
**Measures:** Māori in public sector leadership and governance positions, and public sector ethnic and gender pay gaps

**SUCCESSFUL AND SUSTAINABLE MĀORI ENTREPRENEURSHIP:**  
**Long-term outcome:** Māori start and grow thriving, sustainable businesses  
**Measures:** Number of Māori businesses (including Māori authorities), number of employees, access to capital, access to government business-support programmes, and revenue

**A DIVERSE MĀORI WORKFORCE IN FUTURE-FOCUSED SECTORS:**  
**Long-term outcome:** Iwi, hapū and Māori are leading growth sectors  
**Measures:** Number of Māori businesses (including Māori authorities) in growth sectors, and number of Māori employees and managers in growth sectors

**OTHER GOVERNMENT ACTIONS:**

- › Implementing the Gender Pay Gaps Action Plan in the public service
- › Building cultural competence, addressing bias and strengthening inclusive leadership in the public sector, through Papa Pounama
- › Implementing Maruiti (the Māori health and safety strategy)
- › Continuing to overhaul the welfare system and incorporating kaupapa Māori values

**IMMEDIATE ACTIONS:**

- › Accelerate iwi, hapū and Māori leadership of, and engagement in, future growth industries
- › Build stronger pathways and support for wāhine Māori entrepreneurs

**OTHER GOVERNMENT ACTIONS:**

- › Learning about and addressing challenges that Māori face when accessing capital
- › Implementing *He kai kei aku ringa – The Crown–Māori economic growth partnership*
- › Implementing the Māori Economic Resilience Strategy to make Māori more resilient to economic shocks, and create a more sustainable, resilient, inclusive economy for Māori
- › Supporting the uptake of a Māori-business-identifier number
- › Implementing the Government’s Progressive Procurement policy

- › Improve access to childcare, to help parents and other carers take up mahi or education when they and their pēpē are ready
- › Consider whether tikanga Māori can be incorporated into employment relations and employment standards strategy, policy and operations

- › Embed best practice in government agencies’ core business, so that Māori businesses are just as able to engage in government procurement as non-Māori businesses, and ongoing support to Māori businesses is part of the procurement system rather than an ‘add on’
- › Work with partners of industry transformation plans (ITP) on opportunities to help Māori businesses succeed and improve employment outcomes for Māori in the ITP sectors
- › Research the barriers and enablers to Māori businesses (start-ups, SMEs) accessing support, by designing and implementing a work plan and communication plan with Māori business networks, regional economic development agencies and other business-support organisations





## PART SIX:

# Achieving and measuring success

The actions in the Action plan are split into immediate actions, medium-term actions and long-term actions.

- › **Immediate actions.** There are 11 immediate actions. These actions will create the foundations for government agencies to start longer-term work that has an impact in the future. Immediate actions will be carried out over the next two years.
- › **Medium-term actions.** There are 14 medium-term actions that the Government will carry out over two to five years. These actions are in areas that agencies recognise need more work, to generate positive change for Māori.
- › **Long-term actions.** There are seven long-term actions. These actions need more research and consideration, which agencies will carry out over the next five or more years.

### We will achieve success by working together

The Action Plan will be successful when iwi, hapū and Māori can use the EET system to achieve their aspirations. This requires the system to be consistent with Te Tiriti principles.

It is important that Māori and government agencies work in partnership. The Government needs to continue working with whānau, hapū, iwi and Māori organisations; employers; and other community groups. Mostly, these will be local relationships that are managed by regional government staff, such as work brokers and case managers.

We all have roles to perform.

- › **Kaimahi Māori and whānau** have a role to seize education, upskilling and employment opportunities, and make informed decisions about their careers.
- › **Government's** role is to fund and purchase services as well as ensure EET systems and services work well together, so that people can easily access and use them. The Government must be a good Te Tiriti partner that supports rangatiratanga and equity for Māori rather than perpetuates cycles of disadvantage. Regional and frontline staff will continue to build relationships with communities, work with service providers and employers, treat people with dignity and provide manaakitanga.
- › **Iwi, hapū and Māori organisations** will deliver services and connect Māori with relevant government services and systems. As Te Tiriti partners with the Government, iwi can promote positive employment outcomes. They can advise the Government on policies and services that will give effect to Māori aspirations. Iwi, hapū and Māori organisations are also employers and leaders in the future of work.
- › **Industry, firms, employers, Māori businesses and industry training organisations** have roles to develop industry workplace training, upskill existing staff and provide workplaces that are inclusive of Māori culture, which will benefit employers and employees.
- › **Kaiako, case managers and work brokers** have roles to provide culturally sensitive and quality support to Māori, so they are equipped with the right tools and knowledge to achieve their aspirations.

### We will implement the actions together

The Government will continue working alongside Māori (this includes iwi, hapū, whānau, Māori businesses and other Māori entities) and building existing relationships to implement the actions in the Action Plan. This approach will promote partnership and help achieve the Action Plan's long-term outcomes.



Government agencies will continue to work together to coordinate actions and all the Government’s EET programmes and support. This ensures that actions are well targeted and avoid duplication.

### We will measure our progress together

The vision for the Action Plan is that Māori exercise rangatiratanga to create intergenerational wellbeing through work. It will take time to create the changes that are needed to achieve this vision.

The mix of immediate-, medium- and long-term actions is intended to contribute to changing the EET system in ways that will create positive change for generations to come. Each of the Action Plan’s three focus areas – People, Workplaces and Futures – has an overriding objective; a short-, medium- and long-term outcome; and measures to track progress towards the vision.

The Government will actively engage with iwi, hapū and Māori to understand how the actions are affecting them and their communities, and whether the Action Plan is achieving the intended outcomes. This feedback from Māori will help to ensure the Action Plan is successful in enabling Māori reach their employment aspirations and responds to change.

Objectives	Short-term outcome	Medium-term outcome	Long-term outcome	How we will measure progress
<b>PEOPLE: Māori have the skills and knowledge to lead, and succeed at, all stages of their careers</b>				
<b>Equitable participation and achievement in education</b>	Clear and accessible education and training pathways that lift Māori success in learning and development	More Māori access education and training pathways and complete high-value qualifications	Māori have parity in participation and achievement in education, especially in high-value qualifications	Rates of Māori participation, retention, qualifications and completion of apprenticeships
<b>Equitable access to, and participation in, sustainable, quality work for all Māori</b>	Wāhine Māori, rangatahi Māori, older Māori workers, tāngata whaikaha Māori and takatāpui Māori, and their employers, know about available EET services	Wāhine Māori, rangatahi Māori, older Māori workers, tāngata whaikaha Māori, takatāpui Māori, and their employers, are accessing EET services and are being supported to be independent	Wāhine Māori, rangatahi Māori, older Māori workers, tāngata whaikaha Māori and takatāpui Māori have equitable opportunities to participate in sustainable, quality work	Rates of employment, underutilisation and job satisfaction
<b>EET services are tailored and culturally responsive to Māori</b>	Investment in the range of services that are needed for tailored and culturally responsive services	Māori have access to tailored and culturally responsive EET services that help them achieve positive employment outcomes	Māori find sustainable, quality work through tailored and culturally responsive EET services	Types of services available, rates of participation in services, reported experiences and outcomes



Objectives	Short-term outcome	Medium-term outcome	Long-term outcome	How we will measure progress
<b>WORKPLACES: Māori thrive in workplaces that have good conditions and are free from discrimination</b>				
<b>Workplaces are inclusive for Māori</b>	Businesses value te reo Māori and Māori culture	Businesses implement culturally inclusive policies and practices	Māori are valued for their contributions as Māori	Workplace policies and practices, and workers' experiences
<b>Workplaces recognise and foster the potential of Māori</b>	The Government understands what businesses and workers need to realise Māori potential	Businesses implement employment policies and practices that enable Māori to realise their potential	Māori have parity in pay and employment outcomes	Wages, types of jobs and workplace practices
<b>Māori leadership and representation in the public sector</b>	Public sector leaders create new opportunities for Māori	Public sector employment practices attract, appropriately reward, develop and retain Māori talent	Māori have equitable representation in public sector leadership and governance roles	Māori in public sector leadership and governance positions, and public sector ethnic and gender pay gaps
<b>FUTURES: Iwi, hapū and Māori are leaders in future-focused and sustainable sectors</b>				
<b>Successful and sustainable Māori entrepreneurship</b>	Iwi, hapū, Māori and the Government understand entrepreneurial pathways for Māori	Māori entrepreneurial pathways are supported by strong partnerships and relationships	Māori start and grow thriving, sustainable businesses	Number of Māori businesses (including Māori authorities), number of employees, access to capital, access to government business-support programmes, and revenue
<b>A diverse Māori workforce in future-focused sectors</b>	Businesses, workers and the Government understand the shifts in skills needed for the future of work	Māori workers have equitable opportunities to develop the skills needed for the future of work	Iwi, hapū and Māori are leading growth sectors	Number of Māori businesses (including Māori authorities) in growth sectors, and number of Māori employees and managers in growth sectors



## **We will monitor the Action Plan regularly**

This Action Plan is a living document that will respond to change. By monitoring the Action Plan regularly, we will check that the actions are delivering the expected outcomes. Regular monitoring will also enable us to identify opportunities for the Government to do more to improve outcomes.

Through monitoring, we will identify new potential barriers that are emerging and other changes in the labour market that we need to respond to. We will regularly report to ministers responsible for the EET system on how the Action Plan is progressing.

TPK will develop an approach to monitor the Action Plan outcomes. Monitoring will rely on data being available for the measures identified. We may need to further refine the outcomes and measures as the Action Plan progresses.

The agencies responsible for immediate actions will monitor and report on them. This means that the Government can see how individual actions are contributing to their intended outcome, as well as how the package of actions collectively supports the outcomes.



## PART SEVEN:

# Focus areas



**PEOPLE:** Māori have the skills and knowledge to lead, and succeed, at all stages of their careers

### Outcomes

- › Equitable participation and achievement in education
- › Equitable access to, and participation in, sustainable, quality work for all Māori
- › EET services are tailored and culturally responsive to Māori

### Immediate actions

- › Work with Māori to embed a tikanga-Māori-based framework into employment policy, and develop tools to implement the framework
- › Explore the changes needed for the EET system to be effective and equitable for Māori
- › Improve education outcomes for Māori learners, by implementing and reporting on the actions in *Ka hikitia – ka hāpaitia*
- › Improve education provided on mātauranga Māori and te reo Māori

### How this focus area supports Te Tiriti

The **people** focus area is concerned with how EET systems support Māori to achieve equitable outcomes and receive services that are tailored to their needs and aspirations. It supports these Tiriti principles:

- › Rangatiratanga
- › Equity
- › Active protection
- › Options
- › Partnership

### Other actions the Government is taking to achieve these outcomes

- › Funding employment-support services that are designed and delivered by Māori for Māori
- › Implementing *Ka hikitia – ka hāpaitia*
- › Implementing *Tau mai te reo*
- › Investing in, strengthening and growing MME and kaupapa Māori education
- › Strengthening the sense of belonging and engagement in education
- › Developing and implementing initiatives that raise the Māori cultural capability of education providers, careers advisors, navigators and mentors

### Te Ara Mahi Māori hui feedback

*“Education plants the seed [for rangatahi].”*

*“Part of an employment service’s ‘effectiveness’ is the extent to which it addresses the complex and connected landscape below a singular symptomatic issue.”*

*“[Māori should know that] they can be successful as Māori. Stand tall. Be Māori. Be courageous.”*

## What else the Government is doing

- › Strengthening partnerships with hapū, iwi and Māori to support Māori aspirations. This includes regional relationships and formal partnerships established through the Treaty Settlement process (such as Te Hiku o Te Ika Social Wellbeing and Development Accord, and Ngāi Tūhoe Service Management Plan) (MSD).
- › Strengthening partnerships with industries and employers, including through Skills for Industry and the Construction Sector Accord (MSD).
- › Continuing to build by Māori for Māori approaches (such as the Māori Trades and Training Fund and Paiheretia Te Muka Tāngata) (MSD).
- › Exploring ways to promote a collaborative and more relationship-based approach to commissioning, through the Social Sector Commissioning work programme (MSD).
- › Convening a regional rangatahi Māori leaders forum, as part of *Youth plan 2020–2022* (Ministry of Youth Development and TPK).
- › Strengthening foundation education to improve pathways into higher education and employment (MoE and TEC).
- › Making changes through RoVE and the Ōritetanga Learner Success approach to achieve equity for Māori, and increase their rates of participation, retention and completion (TEC).
- › Understanding Māori learners' needs and aspirations, through the Ōritetanga Learner Success approach; and supporting tertiary education organisations to redesign their business practices, putting learners at the centre (TEC).
- › Implementing the *Tertiary Education Strategy* priorities, including embedding tikanga Māori and reducing barriers to learners (TEC).
- › Engaging with iwi and Māori entities on the design of the online career planning solution (TEC).
- › Using [Connected.govt.nz](https://www.connected.govt.nz) to map government employment services available to Māori and making this information publicly available (MSD).
- › Enabling regional offices to lead government relationships with local communities, to design and develop initiatives that work for Māori. This includes employing regional Māori relationship managers (MSD).
- › Funding employment-support services that are designed and delivered by Māori providers and are more focused on Māori (such as He Poutama Rangatahi, He Poutama Taitamariki, and Rākau Rangatira) (MSD).
- › Progressing the Future Services Model under MSD's Te Pae Tata Māori Strategy and Action Plan, which aims to deliver better outcomes for New Zealanders. This work includes working in partnership with Māori communities to develop effective programmes for people and whānau (MSD).
- › Delivering Taiohi Ararau – Passport to Life. This initiative supports rangatahi Māori (aged 15–24 years) on their path to training and employment, by helping them get essential documents like a driver licence and IRD number (TPK).
- › Testing out innovative approaches to re-engage rangatahi Māori (aged 15-24) who are NEET or are at risk of becoming NEET through the time-limited Pae Aronui programme (TPK).
- › Embedding *Ka hikitia – ka hāpaitia* into the education system. This strategy sets out how the education system honours and gives effect to Te Tiriti and supports Māori–Crown relationships. It sets out the Government and education sector aspirations for shifts that will support Māori learners, whānau, hapū and iwi achieve excellent and equitable outcomes (MoE).
- › Enacting the *Education and Training Act* and providing clear expectations and direction for education services to honour Te Tiriti o Waitangi and achieve better education outcomes for Māori learners and whānau (MoE).
- › Implementing RoVE, including establishing Te Pūkenga; strengthening vocational education; and incorporating a focus on outcomes for Māori learners within the framework of the *Education and Training Act* (MoE and TEC).

- › Investing in MME and kaupapa Māori education (MoE).
- › Supporting the language, culture and identity of Māori learners, by making Aotearoa New Zealand histories more prominent and implementing Te Ahu o te Reo Māori (MoE).
- › Removing barriers for Māori who want to teach in Māori immersion settings, by enabling on-the-job training so they can earn while they learn (MoE).
- › Publishing the *Education (pastoral care of tertiary and international learners) code of practice 2021*. This sets clear expectations that providers should build relationships with Māori learners and their communities, provide staff with appropriate Te Tiriti o Waitangi and cultural competency training, and ensure Māori learners are free from bullying, racism and harassment (MoE).
- › Establishing Te Taumata Aronui to support the Government to design tertiary education and system settings that increase responsiveness and improve outcomes for Māori learners and communities (MoE).
- › Providing more MME (MoE).
- › Strengthening the sense of belonging and engagement within education, through initiatives like Te Hurihanganui; and developing more inclusive practices (this includes no longer streaming students based on their actual or perceived ability) (MoE).
- › Supporting iwi and Māori to play greater roles in education services (MoE).
- › Developing and implementing initiatives that increase the Māori cultural capability of education providers, careers advisors, navigators and mentors, so they can provide high-quality education services to Māori learners (MoE).
- › Expanding early work experience opportunities and increasing access to high-quality vocational pathways, through *Our youth employment action plan: Setting our young people on a strong pathway to fulfilling working lives* (MoE).
- › Improve education for ākonga at risk of disengaging with education (this includes those attending alternative education), by redesigning alternative education (MoE).
- › Addressing high non-completion rates for Māori tertiary students (TEC).



### Immediate actions

Action	Rationale	Overriding objective	How it will be measured	Agency	Groups of Māori this will benefit the most
<b>Work with Māori to embed a tikanga-Māori-based framework into employment policy, and develop tools to implement the framework</b>	Embedding a holistic approach into policy means actions will be underpinned by an understanding of Māori experiences and aspirations.  Work in partnership with Māori.	EET services are tailored and culturally responsive to Māori	This will be considered as the action is developed	MSD	Wāhine Māori, rangatahi Māori, older Māori workers, tāngata whaikaha Māori, takatāpui Māori, and employers
<b>Explore the changes needed for the EET system to be effective and equitable for Māori</b>	To address persistent inequities in EET outcomes for Māori, it is necessary to understand how the different elements of this complex system can work together to produce better results.	EET services are tailored and culturally responsive to Māori	Reporting on key project milestones	TPK	Māori who need specific support on their pathways to and through employment. This is likely to be rangatahi, wāhine and older workers, and Māori in particular regions
<b>Improve education outcomes for Māori learners, by implementing and reporting on the actions in <i>Ka hikitia – ka hāpaitia</i></b>	Improving education outcomes of Māori learners will give them the skills, knowledge and capabilities to lead and succeed at all stages of their careers.	Equitable participation and achievement in education	Reporting on <i>Ka hikitia – ka hāpaitia</i> through the <i>Ngā haeata o Aotearoa</i> report series	MoE and education agencies	Māori learners and their whānau
<b>Improve education provided on mātauranga Māori and te reo Māori</b>	Support Māori learners to strengthen their identity, language and culture because these attributes: <ul style="list-style-type: none"> <li>› are valuable in their own right</li> <li>› support a sense of belonging and engagement, and achievement in education</li> <li>› are increasingly prominent in Aotearoa New Zealand society and the world of work.</li> </ul>	Equitable participation and achievement in education	Existing measures in <i>Ka hikitia – ka hāpaitia</i> , reported on through the <i>Ngā haeata o Aotearoa</i> report series	MoE and education agencies	Māori learners and their whānau

### Medium-term actions

Action	Rationale	Overriding objectives	Agency
<b>Explore how the EET system can intervene early for rangatahi and tamariki</b>	Early intervention, in areas like social and emotional skills that contribute to employability, strongly benefits future labour market outcomes.	Equitable access to, and participation in, sustainable, quality work for all Māori	MBIE, MoE and MSD
<b>Develop positive case studies that showcase the success of Māori students, workers, employers and business owners in various employment and training programmes (this includes Mana in Mahi, He Poutama Taitamariki, He Poutama Rangatahi and Oranga Mahi)</b>	Messages the effect of positive case studies on people’s choices and perceptions.	Equitable access to, and participation in, sustainable, quality work for all Māori	MSD



Action	Rationale	Overriding objectives	Agency
Explore ways to incorporate te ao Māori values into employment-support services for tāngata whaikaha	Some groups face persistent and overlapping barriers. They need extra support to participate in the labour market and balance mahi with other priorities.	EET services are tailored and culturally responsive to Māori	MSD
Explore ways to identify and engage with rangatahi Māori who are not in employment, education or training (NEET) and connect them with support services	Rangatahi will have better outcomes if there are interventions to help them stay on the EET pathway they want.	EET services are tailored and culturally responsive to Māori	MSD
Explore whether the current approach to funding and contracting employment services works for Māori, iwi and community service providers, and look at other options to enhance these funding and contracting partnerships	Feedback strongly indicates that funding should be locally led for services to be effective.	EET services are tailored and culturally responsive to Māori	MSD
Review the way that MSD works with iwi, hapū, and Māori groups and how it empowers communities to achieve positive employment outcomes	This action will strengthen our knowledge about the opportunities to embed Te Tiriti obligations within the partnership model for iwi, hapū and Māori and how this enables better labour market outcomes for Māori.	EET services are tailored and culturally responsive to Māori	MSD
Ensure iwi, hapū and urban Māori authorities have information on the online career planning solution (OCPS), so Māori can access career-planning tools	The OCPS will provide an integrated, free, online career planning solution that gives people targeted, quality, personalised career guidance. It will help ākonga identify EET pathways that support their aspirations and goals; make informed career decisions and plans for their life stage; identify constraints and challenges; and support lifelong learning that leads to better employment and wellbeing outcomes.	EET services are tailored and culturally responsive to Māori	TEC
Improve training and employment outcomes for Māori through Te Pūkenga and Workforce Development Councils	<p>The Government has established Te Pūkenga to work with Workforce Development Councils (WDCs) to provide vocational education and training.</p> <p>The <i>Education and Training Act</i> requires Te Pūkenga to develop meaningful partnerships with Māori employers, communities, hapū and iwi; reflect Māori-Crown partnerships; and work to ensure its governance, management and operations give effect to Te Tiriti o Waitangi and improve outcomes for Māori.</p> <p>Other service providers, including wānanga, will continue to have a role in vocational education and training. Regional Skills Leadership Groups and WDCs will ensure that employer voices are heard and acted on.</p>	EET services are tailored and culturally responsive to Māori	<p>MoE and education agencies</p> <p>TEC monitors these entities</p>
Improve careers education in schools and target support for rangatahi Māori	Clear pathways for Māori learners, as they transition from school to post-school training or employment, so they can identify and fulfil their employment and lifelong aspirations.	EET services are tailored and culturally responsive to Māori	MoE and education agencies



## Long-term actions

Action	Rationale	Overriding objectives	Agency
<b>Incorporate te ao Māori values and community-designed success measures into monitoring and evaluating employment services for Māori</b>	To know whether outcomes – defined by Māori – are working for Māori will help MSD better tailor effective services.	EET services are tailored and culturally responsive to Māori	MSD
<b>Decide if kanohi ki te kanohi career services (such as Direct Career Guidance Services) should become permanent, if evaluations continue to show they are successful</b>	Having a career plan helps people develop new skills and identify transferable skills, so they are prepared if they need to change jobs.	EET services are tailored and culturally responsive to Māori	MSD
<b>Improve data collection on Māori participation in employment services, to accurately monitor whether Māori are taking up opportunities</b>	To know if Māori are taking part in services or programmes, and to assess the impact those services have on Māori.	EET services are tailored and culturally responsive to Māori	MSD
<b>Continue the Reform of Vocational Education (RoVE) and ensure the reform works for Māori</b>	<p>To embed the interests and needs of Māori learners, whānau, businesses and communities into RoVE.</p> <p>RoVE is the largest and most complex change to our tertiary education and training system in a generation. The reforms aim to create a strong, unified, sustainable system for all vocational education that delivers the skills that learners, employers and communities need to thrive. It is vital that the interests and needs of Māori learners, whānau, businesses and communities are embedded in the RoVE reforms.</p>	EET services are tailored and culturally responsive to Māori	MoE and education agencies
<b>Work with Taumata Aronui to design tertiary education and system settings that will respond better to, and improve outcomes for, Māori learners and communities</b>	<p>Māori have brought a host of opportunities to tertiary education, including alternative ways to deliver tertiary education. This can transform how the education system supports Māori learners to succeed.</p> <p>Taumata Aronui is supporting the Crown to better work in partnership with Māori.</p>	Equitable participation and achievement in education	MoE and education agencies



## WORKPLACES: Māori thrive in workplaces that have good conditions and are free from discrimination

### Outcomes

- › Workplaces are inclusive for Māori
- › Workplaces recognise and foster the potential of Māori
- › Māori leadership and representation in the public sector

### Immediate actions

- › Research incentives and barriers for employers providing flexible work, and how flexible work could benefit kaimahi Māori
- › Research how workplaces can be more inclusive for kaimahi Māori
- › Research incentives for employers to give kaimahi Māori lifelong opportunities to upskill, learn and develop
- › Work with BusinessNZ and the Council of Trade Unions to find ways to support small and medium-sized enterprises (SMEs) comply with employment and health and safety responsibilities
- › Remove barriers that kaimahi Māori face to access information about employment rights and responsibilities

### How this focus area supports Te Tiriti

The **workplaces** focus area recognises the Crown's obligations to govern and actively protect kaimahi Māori in the workplace. The Crown must ensure that workplaces are safe and nurturing places for kaimahi Māori. This includes them being culturally safe and free of discrimination. This focus area supports these Tiriti principles:

- › Equity
- › Active protection
- › Options

### Other actions the Government is taking to achieve these outcomes

- › Implementing the Gender Pay Gap Action Plan in the public service
- › Building cultural competence, addressing bias and strengthening inclusive leadership in the public sector, through Papa Pounama
- › Implementing Maruiti (the Māori health and safety strategy)
- › Continuing to overhaul the welfare system and incorporate kaupapa Māori values

### Te Ara Mahi Māori hui feedback

*"Employment relationships [should] foster and uphold rangatiratanga, whakawhanaungatanga and manaakitanga to support Māori to flourish. In an ideal world, Māori employees (and employees in general) would be treated as equals in employment relationships, with recognition that each individual carries their own knowledge, mana, mauri and whakapapa."*

*"From an employer's point of view. . .health and wellbeing is one of the key strategic pillars. But [while] there are resources for building productivity, [there are] none for pastoral care. We need to give them a vehicle to provide that."*

## What else the Government is doing

- › Providing, and reviewing, assistance to people to help them overcome barriers to get into employment. This includes support for childcare (such as Out of School Care and Recreation Subsidy), employment for tāngata whaikaha, housing and access to driver licences (MSD).
- › Continuing to overhaul the welfare system, including underpinning it with a Māori values framework (MSD).
- › Implementing Maruiti (the Māori health and safety strategy), to address high rates of workplace accidents among Māori (WorkSafe).
- › Supporting cadetships, which is a flexible, employer-led labour market programme. Cadetships help employers train, develop and mentor Māori staff of all ages, to improve their employability and help them move into senior leadership roles (TPK).
- › Setting employment law and minimum standards for employers and employees. Recent and upcoming changes to improve work and labour market outcomes include:
  - increasing the minimum sick leave entitlement from five to ten days per year (from 24 July 2021)
  - establishing a tripartite working group to better protect vulnerable contractors and ensure all workers in Aotearoa New Zealand have access to decent work conditions and fair remuneration
  - recognising and celebrating te ao Māori, through introducing the Matariki public holiday on 24 June 2022
  - amending the *Holidays Act 2003*, to make it clearer and provide certainty for employers and employees
  - considering issues with systems that aim to prevent, and respond to, bullying and harassment at work
  - proposing a fair pay agreement system
  - reviewing the minimum wage rates each year (MBIE).
- › Implementing Kia Toipoto<sup>51</sup> – the Public Service Pay Gaps Action Plan 2021–24.
 

Led by Te Kawa Mataaho Public Service Commission (PSC) and the public service population agencies, this plan will accelerate closing pay gaps for women, Māori (including wāhine Māori), Pacific peoples and other ethnic groups; and will support achieving pay equity in the public service. The work includes developing resources and support to help agencies reach milestones in six focus areas that will have the greatest impact on closing pay gaps. These resources include Te Orowaru, which is a tool to assess pay equity. This tool can assess the cultural competencies (these include competency in te ao and te reo Māori) that are required for specific work (PSC).

  - › Developing and maintaining public service capability to engage with Māori and understand Māori perspectives. This is a responsibility of the Public Service Commissioner and public service chief executives, under the *Public Service Act 2020* (PSC and Te Arawhiti).
  - › Implementing the *Government workforce policy statement*<sup>52</sup> on the Government's expectations for employment relations in the public service and most other entities in the public sector. Priority 3 includes "Promoting ways of working that enable inclusion, attract and retain Māori and all other ethnic groups in the Public Service. . ." and "Ensuring the workforce, and its leadership, are representative of and understand the communities they serve" (PSC).
  - › Overseeing a work programme to increase capability across the public service. This programme, led by Papa Pounamu (a governance group for diversity and inclusion), includes building cultural competence, addressing bias and strengthening inclusive leadership (PSC).
  - › Establishing the Crown Entity Resource Centre, which will support Crown entities with their performance, board appointments, governance and monitoring (PSC).
  - › Assessing the extent to which working with Māori, as a Te Tiriti partner, is embedded in the culture of Crown agencies and is the norm (Te Arawhiti).

51 Available at: [Kia-Toipoto-Public-Service-Pay-Gaps-Action-Plan-2021-24.pdf](https://publicservice.govt.nz/kia-toipoto-public-service-pay-gaps-action-plan-2021-24.pdf) (publicservice.govt.nz)

52 Available at: [Government-Workforce-Policy-Statement-on-employment-relations.pdf](https://publicservice.govt.nz/government-workforce-policy-statement-on-employment-relations.pdf) (publicservice.govt.nz)

Immediate actions

Action	Rationale	Overriding objective	How it will be measured	Agency	Groups of Māori this will benefit the most
<p><b>Research incentives and barriers for employers providing flexible work, and how flexible work could benefit kaimahi Māori</b></p> <p><b>This will include identifying and developing the research scope and methodology, undertaking research and identifying next steps based on the findings</b></p>	<p>Access to flexible working arrangements improves a person’s ability to participate in work and achieve their career opportunities.</p> <p>Better access to flexible work will help kaimahi Māori to balance mahi alongside caring and other responsibilities and needs.</p> <p>Understanding incentives for employers will support effective policy-making and the design of future interventions. Officials will consult with Māori on this action, and will draw on existing reference groups and relationships.</p>	Workplaces recognise and foster the potential of Māori	Reporting on key project milestones	MBIE	Wāhine Māori, older Māori and tāngata whaikaha
<p><b>Research how workplaces can be more inclusive for kaimahi Māori</b></p> <p><b>This action includes examining recruitment processes, unconscious bias, Māori experiences of discrimination; identifying best practice; and measuring and evaluation of diversity initiatives</b></p>	<p>Understanding how employers and employees can work together to make workplaces more inclusive will support the Government to make effective policies and guidance. Officials will consult with Māori on this action, and will draw on existing reference groups and relationships.</p>	Workplaces are inclusive for Māori	Reporting on key project milestones	MBIE	Wāhine Māori, rangatahi Māori, older Māori workers, tāngata whaikaha and takatāpui Māori
<p><b>Research incentives for employers to give kaimahi Māori lifelong opportunities to upskill, learn and develop</b></p> <p><b>This will include identifying and developing the research scope and methodology, and identifying next steps based on the research findings</b></p>	<p>Access to effective lifelong learning has flow-on effects on wellbeing for whānau, hapū and iwi.</p> <p>Providing opportunities to kaimahi Māori will increase their access to higher wages and sustainable career pathways, and increase their resilience to changes at work.</p> <p>Understanding incentives for employers will support effective policy-making and the design of future interventions. Officials will consult with Māori on this action, and will draw on existing reference groups and relationships.</p>	Workplaces recognise and foster the potential of Māori	Reporting on key project milestones	MBIE	All Māori and employers
<p><b>Work with BusinessNZ and the Council of Trade Unions to find ways to support small and medium-sized enterprises (SMEs) comply with employment and health and safety responsibilities</b></p>	<p>When businesses understand and get their employment and wider work responsibilities right, this benefits the wellbeing of kaimahi Māori through access to basic rights to taking leave and pay, and employment relationships free of bias and discrimination. It will also benefit businesses through more productive workplaces, and fewer employment disputes.</p>	Workplaces recognise and foster the potential of Māori	This will be considered as the action is developed	MBIE	All Māori and employers



Action	Rationale	Overriding objective	How it will be measured	Agency	Groups of Māori this will benefit the most
<b>Remove barriers that kaimahi Māori face to access information about employment rights and responsibilities</b>	Having access to information will support kaimahi Māori to understand their employment rights, and how to access support to advice and help when they need it. This will lead to greater uptake of their rights to time off and pay, increase incomes, and reduce the long-term scarring and harm that comes from employment disputes by resolving them early and retaining employment. Overall, this will contribute to greater wellbeing for kaimahi Maori.	Workplaces recognise and foster the potential of Māori	This will be considered as the action is developed	MBIE	All Māori and employers

### Medium-term actions

Action	Rationale	Overriding objectives	Agency
<b>Review the employment dispute resolution system to ensure it is accessible and effective for Māori</b>	The employment dispute resolution system is intended to provide fast, fair and flexible resolution of problems that arise in employment relationships. The Government intends to review the employment dispute resolution system to ensure it is achieving its desired objectives, which include being accessible and effective for Māori.	Workplaces are inclusive for Māori	MBIE
<b>Research what enables and prevents Māori having meaningful employment. This action includes tāngata whaikaha, Māori with caring responsibilities, older Māori, young Māori parents and Māori sole parents</b>	Some groups face persistent and overlapping barriers in the labour market. They need access to extra support to participate and balance mahi with their other priorities.	Workplaces are inclusive for Māori	MSD
<b>Improve access to childcare, to help parents and other carers take up mahi or education when they and their pēpē are ready</b>	Some groups face persistent and overlapping barriers in the labour market. They need access to extra support to participate and balance mahi with their other priorities.	Workplaces are inclusive for Māori	MSD

### Long-term actions

Action	Rationale	Overriding objectives	Agency
<b>Consider whether tikanga Māori can be incorporated into employment relations and employment standards strategy, policy and operations</b>	There are instances of employment agreements reflecting tikanga Māori. Some services, such as mediation, are also based on tikanga Māori. There is scope to consider whether extending tikanga Māori into employment relations and employment standards strategy, policy and operations would make workplaces more inclusive for kaimahi Māori.	Workplaces are inclusive for Māori	MBIE



## FUTURES: Iwi, hapū and Māori are leaders in future-focused and sustainable sectors

### Outcomes

- › Successful and sustainable Māori entrepreneurship
- › A diverse Māori workforce in future-focused sectors

### Immediate actions

- › Accelerate iwi, hapū and Māori leadership of, and engagement in, future growth industries
- › Build stronger pathways and support for wāhine Māori entrepreneurs

### How this focus area supports Te Tiriti

The **futures** focus area envisages a future where Māori, individually and at iwi and hapū levels, genuinely exercise rangatiratanga over developing their resources. Te Tiriti provides for a partnership between the Crown and iwi, hapū and Māori businesses. This focus area supports these Tiriti principles:

- › Rangatiratanga
- › Equity
- › Options

### Other actions the Government is taking to achieve these outcomes

- › Learning about and addressing challenges that Māori face when accessing capital
- › Implementing *He kai kei aku ringa – The Crown–Māori economic growth partnership*
- › Implementing the Māori Economic Resilience Strategy to make Māori more resilient to economic shocks, and create a more sustainable, resilient, inclusive economy for Māori
- › Supporting the uptake of a Māori-business-identifier number
- › Implementing the Government's Progressive Procurement policy

### Te Ara Mahi Māori hui feedback

*“Rangatahi should know that they have sovereignty, and should have great aspirations with a wide range of opportunities available.”*

*“Kaumātua [should be] able to influence rangatahi and set them on the pathway to intergenerational success.”*

## What else the Government is doing

- › Implementing the Māori Trades and Training Fund, which funds Māori entities to design and deliver employment-focused programmes for Māori (MSD).
- › Mapping support services for Māori businesses, to raise awareness of the services and improve coordination (MBIE). MSD has related work in this area, so the agencies will share information and coordinate their efforts.
- › Supporting the uptake of a Māori business identifier in the New Zealand Business Register (MBIE).
- › Researching challenges that Māori face when accessing capital. This focuses on Māori SMEs, asset-holding entities and kaupapa Māori entities (The Reserve Bank, Treasury, MBIE and TPK).
- › Implementing the Government's Progressive Procurement policy, which aims to increase the range of suppliers who know about opportunities to tender for government contracts and are capable of doing so. The policy includes a target of awarding 5 per cent of government contracts to Māori businesses. Implementing the policy includes helping Māori businesses prepare to tender for government contracts (TPK and MBIE).
- › Continuing the development of Te Ture Whenua Māori reform initiatives to:
  - increase available options for land utilisation
  - enhance capacity to undertake or participate in residential development on the land
  - increase owner involvement and participation in decisions concerning their whenua
  - simplify succession to support more active and involved ownership groups
  - improve governance of the lands by remedying deficiencies in current processes and structural arrangements (TPK).
- › Developing an action plan for 'start-ups' and identifying policies that would help start-up founders, especially women and Māori, reach their full potential (MBIE).
- › Implementing the Digital Technologies Industry Transformation Plan. This plan has a Māori Tech Success workstream that aims to increase Māori participation in the sector, as business owners, entrepreneurs and employees. Proposed initiatives include a mātauranga Māori approach to understanding the current Māori tech sector, and a 'champions' function, which would connect Māori in the sector and help them pursue careers or businesses (MBIE).
- › Implementing the *Construction sector transformation plan*. This plan includes work to improve Māori participation in education and develop stronger pathways through the workforce. The Construction Centre of Vocational Excellence and Diversity Works NZ is using the Construction Sector Accord to research the barriers faced by learners – including Māori and other priority groups – entering, progressing and thriving in the sector. The centre plans to develop strategies and career pathways that will support a diverse workforce and offer equitable work opportunities and employment outcomes (MBIE).
- › Implementing the Construction Sector Accord and defining the work programme for 2022 onwards. This involves working with Māori sector leaders on how the Accord can improve outcomes for Māori SMEs, workforce and youth in the construction industry (MBIE).

## Immediate actions

Action	Rationale	Overriding objectives	How it will be measured	Agency	Groups of Māori this will benefit the most
<b>Accelerate iwi, hapū and Māori leadership of, and engagement in, future growth industries</b>	Māori are under-represented in growth industries and high-skilled employment; and they are over-represented in emissions-intensive industries. This makes them more exposed to global megatrends that have significant impacts on society and the economy. We will partner with iwi/hapū and Māori to understand Māori aspirations for the future of work. We will work with Māori and key leaders from different sectors, to develop a plan that achieves their vision of prosperity and supports Māori to thrive in the changing nature of the labour market.	Successful and sustainable Māori entrepreneurship  A diverse Māori workforce in future-focused sectors	Reporting on key project milestones	MBIE and TPK	Māori who need help to acquire and deploy skills needed in future growth industries, Māori businesses, Māori workers in emissions-intensive industries and iwi with assets in primary industries
<b>Build stronger pathways and support for wāhine Māori entrepreneurs</b>	Wāhine Māori are active in business across Aotearoa New Zealand. They provide local employment and contribute to the wellbeing of their whānau. Many balance work and caring responsibilities. <sup>53</sup>	Successful and sustainable Māori entrepreneurship	This will be considered as the action is developed	MBIE, MfW and TPK	Wāhine Māori

## Medium-term actions

Action	Rationale	Overriding objectives	Agency
<b>Embed best practice in government agencies' core business, so that Māori businesses are just as able to engage in government procurement as non-Māori businesses, and ongoing support to Māori businesses is part of the procurement system rather than an 'add on'</b>	The ultimate objective is to see greater supplier diversity in government procurement become the new normal for government agencies, without the need for mandated targets or "add on" rules for engaging with Māori businesses.  Equitable access to market opportunities for Māori businesses has a flow on effect to employment opportunities and innovation in procurement solutions.	Successful and sustainable Māori entrepreneurship	MBIE and TPK
<b>Work with partners of industry transformation plans (ITP) on opportunities to help Māori businesses succeed and improve employment outcomes for Māori in the ITP sectors</b>	Increasing Māori and businesses, employment and leadership in growth and transitioning sectors will grow the Māori economy and increase Māori economic resilience.	A diverse Māori workforce in future-focused sectors	MBIE

<sup>53</sup> National Advisory Council on the Employment of Women & Ministry for Women. (No date). *Ngā wāhine kaupakihi: he tirohanga, Māori women in business: insights*. Ministry for Women. Retrieved from [women.govt.nz/sites/public\\_files/Maori%20Women%20In%20Business.pdf](https://www.women.govt.nz/sites/public_files/Maori%20Women%20In%20Business.pdf)

## Long-term actions

Action	Rationale	Action Plan Outcome	Agency
<p><b>Research the barriers and enablers to Māori businesses (start-ups, SMEs) accessing support, by designing and implementing a work plan and communication plan with Māori business networks, regional economic development agencies and other business-support organisations</b></p>	<p>Insights on the enablers for Māori businesses will allow us to develop better solutions to support Māori start-ups and SMEs become thriving, confident and resilient businesses and increase Māori employment.</p> <p>This action will be in partnership with Māori business networks.</p>	<p>Successful and sustainable Māori entrepreneurship</p>	<p>MBIE</p>



## ANNEX ONE:

# Glossary and common abbreviations

The glossary contains te reo Māori words and phrases that are commonly used in the Action Plan.

Te reo Māori is a rich language. Most words have multiple meanings, depending on the context in which they are used. We have given definitions for the words that reflect the way we intend them to be used in this report. Unless another reference is given, these definitions are based on those in Te Aka the online Māori dictionary<sup>54</sup>, as this resource is widely accepted.

**Ākonga Māori** Student, learner, pupil. We use ākonga Māori to differentiate between ākonga who are Māori and those who are tauwiwi

**Ara** Way, path, lane, passageway, track, course, route

**Hapori** Section of a kinship group, family, society, community

**Hapū** Kinship group, clan, tribe, subtribe. Hapū is a section of a large kinship group and the primary political unit in traditional Māori society. It consisted of a number of whānau sharing descent from a common ancestor. A number of related hapū usually shared adjacent territories forming a looser tribal federation (iwi)

**Hauora** Health, vigour

**Hui** Gathering, meeting

**Iwi** Extended kinship group, tribe, nation, people, nationality, race. Iwi often refers to a large group of people descended from a common ancestor and associated with a distinct territory

**Kaiako** Teacher, instructor. We use the term kaiako Māori to differentiate between kaiako who are Māori and those who are tauwiwi

**Kaimahi** Worker, employee. Kaimahi Māori refers to a Māori worker or employee.

**Kanohi ki te kanohi** Face to face, in person

**Kaumātua** Adult, elder, elderly man or woman. A person of status within the whānau

**Kaupapa** Topic, policy, matter for discussion, plan, subject

**Kāwanatanga** Government, dominion, rule, authority, governorship

**Kete** Basket, kit

**Kōrero** Speech, narrative, story, discussion, conversation

**Mahi** Work, job, trade (work)

**Mahi tūturu** Tūturu can mean permanent, real, actual, authentic or legitimate. When prefixed with 'mahi', it means legitimate, permanent, full-time and part-time mahi

**Māmā** Mother, mum

**Mana** Prestige, authority, control, power, influence, status, spiritual power, charisma. Mana is a supernatural force in a person, place or object

**Mana motuhake** Separate identity, autonomy, self-government, self-determination, independence, sovereignty, authority. Mana through self-determination and control over one's own destiny

**Manaakitanga** Hospitality, kindness, generosity, support. The process of showing respect, generosity and care for others

**Mana tuku iho** A sense of identity and belonging

54 Te Aka Online Māori Dictionary. (2021). [maoridictionary.co.nz](http://maoridictionary.co.nz)

**Mana whanake** Sustainable prosperity

**Māoritanga** Māori culture, Māori practices and beliefs, Māoriness, Māori way of life

**Mātauranga Māori** Māori knowledge. The body of knowledge originating from Māori ancestors, including the Māori world view and perspectives, Māori creativity and cultural practices

**Mauri** Life principle, life force, vital essence, special nature, a material symbol of a life principle, source of emotions. The essential quality and vitality of a being or entity

**Mokopuna** Grandchildren, grandchild. Child or grandchild of a son, daughter, nephew, niece, etc and descendant

**Motu** Country, land, nation

**Ōritetanga** Equality, equal opportunity

**Pēpē** Baby

**Pou** Post, pillar

**Rangatahi** Younger generation, youth

**Rohe** Boundary, district, region, territory, area, border (of land)

**Takatāpui Māori** Takatāpui is a traditional Māori term meaning intimate companion of the same sex. It has been reclaimed to embrace all Māori who identify with diverse sexes, genders and sexualities<sup>55</sup>

**Tamariki** Children

**Tamaki Makaurau** Auckland

**Tāne** Men. Tāne Māori refers to Māori men

**Tāngata whaikaha** People with disabilities

**Tāngata whenua** Local people, hosts, indigenous people. People born of the whenua – the placenta – and of the land where the people's ancestors have lived and where their placenta are buried

**Taonga** Treasure, anything prized – applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques

**Tauīwi** Foreigner, European, non-Māori, colonist

**Te ao Māori** Māori world

**Te reo Māori** Māori language

**Tikanga Māori** Correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol. The customary system of values and practices that have developed over time and are deeply embedded in the social context

**Tino rangatiratanga** Self-determination, sovereignty, autonomy, self-government, domination, rule, control, power

Tino rangatiratanga needs to be understood/defined, from a Crown perspective, in terms of the Treaty of Waitangi/Te Tiriti o Waitangi, and the differences between the Māori and English texts. This concept relates to hapū and iwi who were co-signatories of the Treaty with the Crown. This is a reasonable definition of tino rangatiratanga: “the unfettered chiefly powers [tino rangatiratanga] of the rangatira, the tribes and all the people of New Zealand over their lands, their dwelling-places and all of their valuables [taonga].” In contrast, the English version only guarantees Māori possession over their lands and estates<sup>56</sup>

Rangatiratanga can be understood at individual and whānau levels, as the ability to exercise one's decision-making capacity in day-to-day activities (for example, in cultural, economic, environmental and social spheres), which can nevertheless overlap with collective activities of hapū and iwi

<sup>55</sup> Takatāpui.NZ. (no date). Takatāpui | A resource hub. [webpage]. [takatapui.nz/#home](http://takatapui.nz/#home)

<sup>56</sup> See Distinguished Professor Dame Anne Salmond's Brief of Evidence for the Waitangi Tribunal (Wai 1040, 17 April 2010) at 11 where she translates Article 2 of the Treaty

**Wāhine** Women. Wāhine Māori refers to Māori women

**Wairua** Spirit, soul. Spirit of a person that exists beyond death. It is the non-physical spirit, distinct from the body and the mauri. To some, the wairua resides in the heart or mind of someone, while others believe it is part of the whole person and is not located at any particular part of the body

**Waiaora** Health, wellbeing

**Wānanga** Tertiary institution that caters for Māori learning needs

**Whakaaro** Thought, opinion, understanding, idea

**Whakapapa** Genealogy, genealogical table, lineage, descent

**Whakawhanaungatanga** Process of establishing relationships, relating well to others

**Whānau** Extended family, family group; familiar term of address to a number of people; the primary economic unit of traditional Māori society. In the modern context, the term is sometimes used to include friends who may not have any kinship ties to other members

**Whanaungatanga** Relationship, kinship, sense of family connection

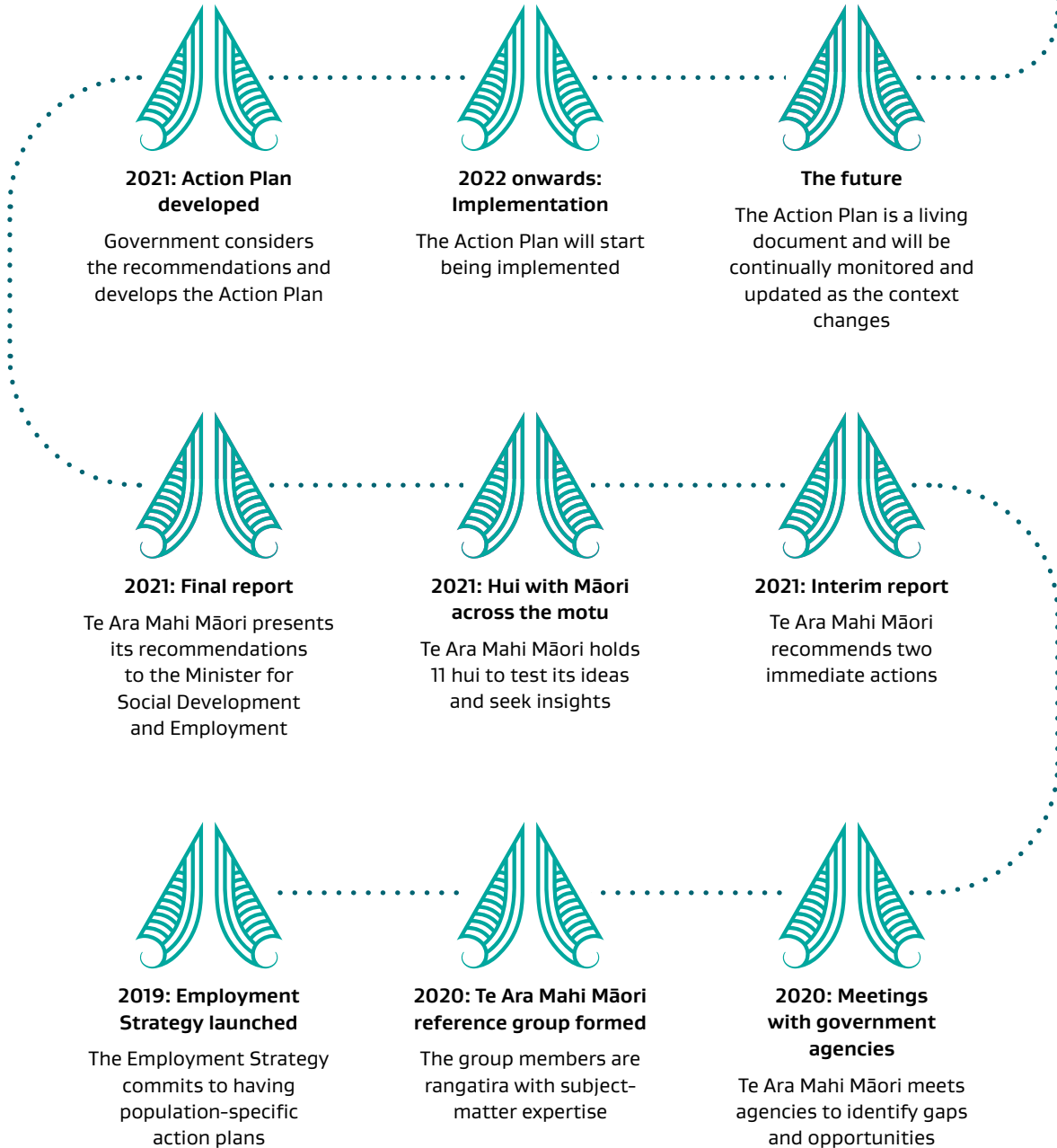
**Whenua** Land

### Abbreviation Meaning

<b>EET</b>	Employment, education and training
<b>GFC</b>	Global Financial Crisis
<b>ITP</b>	Industry Transformation Plan
<b>IRD</b>	Inland Revenue
<b>MBIE</b>	Ministry of Business, Innovation and Employment
<b>MfW</b>	Ministry for Women
<b>MME</b>	Māori-medium education
<b>MoE</b>	Ministry of Education
<b>MSD</b>	Ministry of Social Development
<b>NICF</b>	National Iwi Chairs Forum
<b>NEET</b>	Not in employment, education or training
<b>RoVE</b>	Review of vocational education
<b>RSLG</b>	Regional Skills Leadership Group
<b>TPK</b>	Te Puni Kōkiri
<b>TEC</b>	Tertiary Education Commission



# ANNEX TWO: Whakapapa of the Māori Employment Action Plan

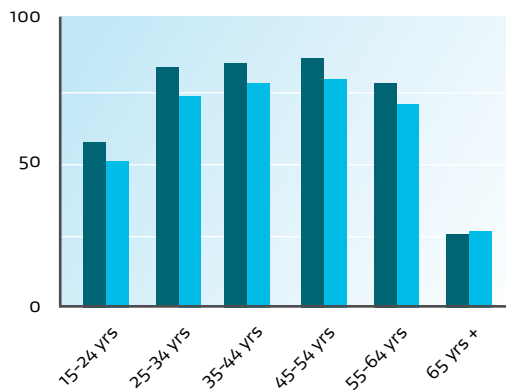


### ANNEX THREE:

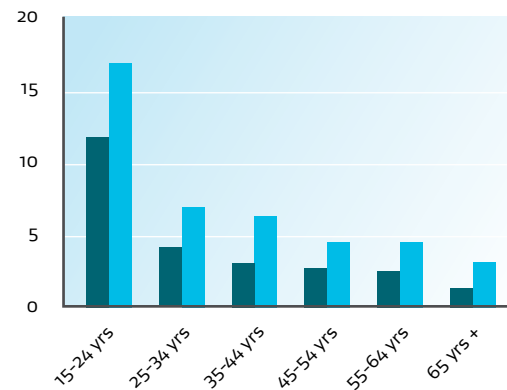
# Overview of Māori employment outcomes in Aotearoa New Zealand

## Employment and unemployment

Rate of employment (%) (year to Sept 2021)



Rate of unemployment (%) (year to Sept 2021)



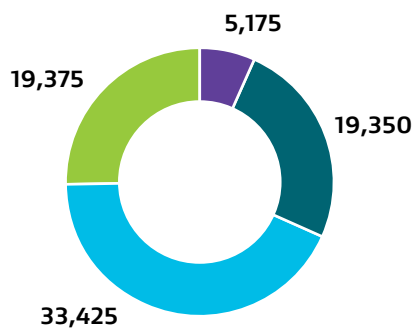
■ Total all ethnic groups  
■ Māori

■ Total all ethnic groups  
■ Māori

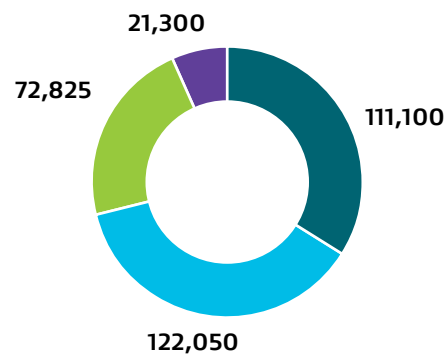
Source: Household labour force survey, Stats NZ, September 2021

## Underutilisation in the Labour Market

Māori underutilisation (year to September 2021)



Underutilisation for all ethnic groups (year to September 2021)



■ Persons underemployed      ■ Persons officially unemployed  
■ Available potential jobseekers      ■ Unavailable jobseekers

Source: Household Labour Force Survey, StatsNZ, September 2021.

## Employment in Māori-owned businesses

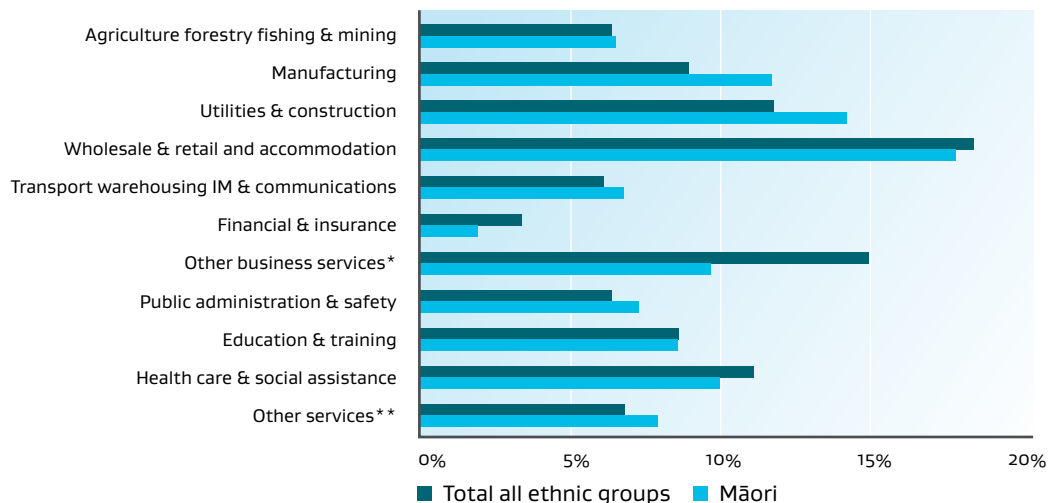
Source: Te Matapaeroa 2019, average, with data from the Integrated Data Infrastructure (IDI), Longitudinal Business Database (LBD) and Linked Employer-Employee Data (LEED).

**43%** of employees of Māori-owned businesses are Māori

**14%** of employees of non Māori-owned businesses are Māori

## Industries

### Proportion of Māori and all ethnicities employed in industries,\* September 2021

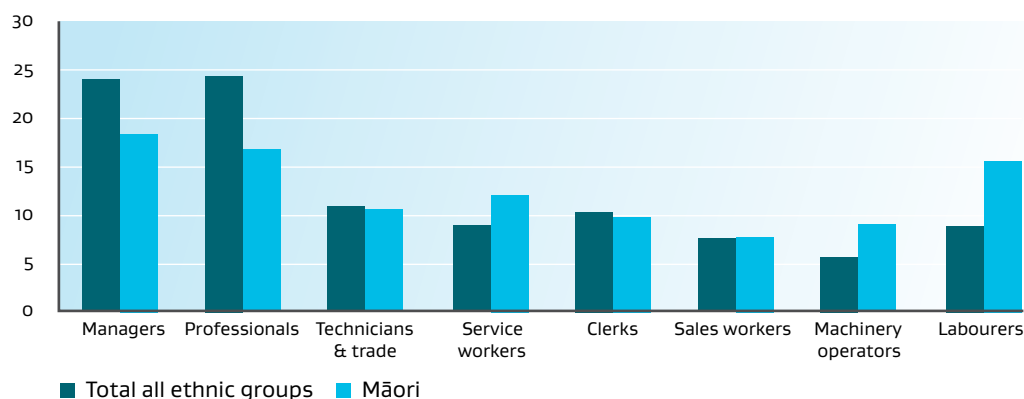


Source: Data from the Intergrated Data Infrastructure (IDI), Stats NZ, September 2021.

\* Access to the data used in this study was provided by Stats NZ under conditions designed to give effect to the security and confidentiality provisions of the Statistics Act 1975. The results presented in this study are the work of the author, not Stats NZ or individual data suppliers.

## Occupations

### Proportion of Māori and All peoples employed by occupation\*, September 2021



Source: Data from the Intergrated Data Infrastructure (IDI), Stats NZ, September 2021.

\* Access to the data used in this study was provided by Stats NZ under conditions designed to give effect to the security and confidentiality provisions of the Statistics Act 1975. The results presented in this study are the work of the author, not Stats NZ or individual data suppliers.

## Volunteering

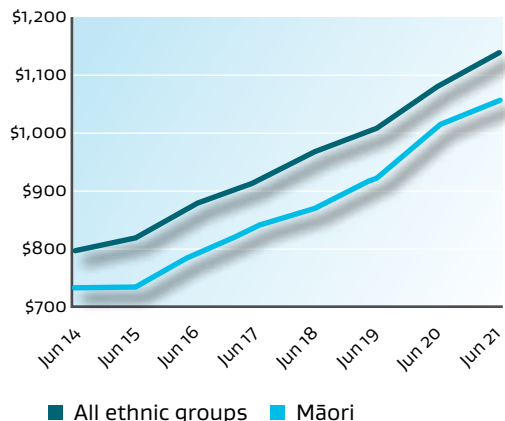
Volunteer rate	Maori	All ethnic groups
All volunteer work	23.3% (116,000 workers)	21.5% (834,000 workers)
Organisation based	13.1% (65,000 workers)	12.4% (480,000 workers)
Direct volunteer	13.6% (68,000 workers)	11.8% (460,000 workers)

Source: Household Labour Force Survey, StatsNZ, June 2018, StatsNZ

### Median incomes

Māori incomes increased by 3.6% from June 2020 to June 2021, and by 30.1%, between June 2016 and June 2021. The median weekly income for Māori is \$1,020, which is less than the median weekly income for all ethnic groups.

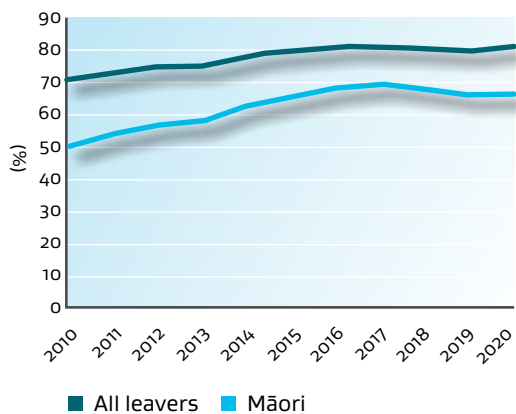
Source: Income Survey adjusted by the Consumer Price Index, StatsNZ, June 2021. Individual median income from the main wage and salary is used to measure income.



### School leavers with NCEA Level 2 or above

There was an increase in Māori school leavers with NCEA level 2 or above over the past five years to 2020 (up 1.0 percentage points) and a slight increase in the most recent year to 2020 (up 0.1 percentage points).

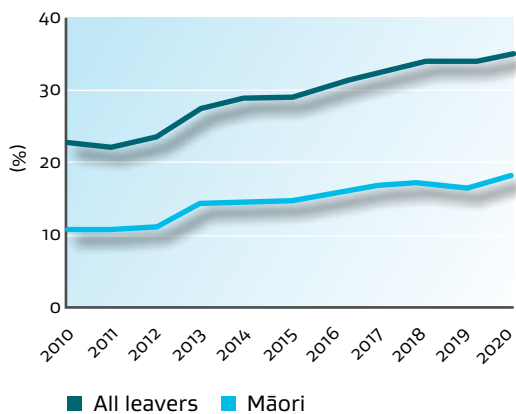
Source: Household Labour Force Survey, Stats NZ and Education Counts, 2010 to 2020.



### Bachelors degree or higher qualifications

The number of Māori aged 25 to 64 years gaining a Bachelors degree or higher qualification increased by 3.3 percentage points between 2015 and 2020, but this is a smaller increase than for all ethnic groups (up 5.6pp).

Source: Household Labour Force Survey, Stats NZ, 2010 to 2020









**Te Kāwanatanga o Aotearoa**  
New Zealand Government