

Ministry of Pacific Island Affairs
Pathways to Leadership: Goal 2010:
A Report on Pacific Leadership
in the Public Service
2006

PATHWAYS TO LEADERSHIP: GOAL 2010

A Report on Pacific Leadership
in the Public Service



A project of the Ministry of Pacific Island Affairs

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FOREWORD

The New Zealand Public Service continues to undergo change to meet the demands which government places on it. On top of the greater efficiency achieved in the earlier generation of reforms have come changes aimed at increasing its capacity to contribute to strategies for active government policy and leadership. These changes also aim to increase trust and confidence in government processes and services.

Increasing the representation of Pacific peoples in leadership roles and management positions in the Public Service is important for ensuring that government policies are inclusive of Pacific perspectives and are responsive to the Pacific community's needs and aspirations.

The Prime Minister, Rt Hon Helen Clark's address to the Australian and New Zealand School of Government in May 2004 highlighted the need for promoting diversity within the Public Service and developing a richer pool of senior public servants from which to choose future Public Service leaders.

We believe it is important to have a Public Service which reflects the diversity of the population it serves. That means supporting initiatives to attract more Pacific peoples into the Public Service as a career of choice.

The number of Pacific and Maori public servants has increased by nearly 1,400 in the last five years, and now make up nearly a quarter of all public servants. Pacific representation in senior management positions however, is below their representation in the overall Public Service workforce and more will need to be done to see greater Pacific achievement at this level.

The Pathways to Leadership initiative provides the impetus for addressing the under-representation of Pacific peoples in senior management positions and the development of Pacific leadership development across the Public Service.

Fuimaono Les McCarthy
CHIEF EXECUTIVE
MINISTRY OF PACIFIC ISLAND AFFAIRS



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EXECUTIVE SUMMARY

The Government's vision for the Public Service is to ensure the development of a diverse Public Service that is capable of delivering on government outcomes in all areas of policy development and service delivery.

Just as New Zealand must respond to international geo-political and economic forces beyond its borders, so too must New Zealand respond to internal changes within its sphere of influence.

New Zealand's population is changing. Current demographic trends indicate that the number of Pacific peoples in the New Zealand population is increasing. In 2001 Pacific peoples made up 6.5 percent of New Zealand's population. By 2050 it is projected that Pacific peoples will comprise 13 percent of the workforce of New Zealand's population, supporting an ageing and largely non-Pacific population.

The Government recognises that inequalities that exist between Pacific peoples and other New Zealanders must be addressed for the benefit of all New Zealanders.

The Ministry of Pacific Island Affairs believes that it is important and crucial to New Zealand's future that the New Zealand Public Service strengthens its Pacific capability to respond to Pacific peoples' needs and aspirations.

The Ministry also believes that fostering and development of the leadership talents of Pacific public servants is a vital ingredient in agencies' ability to respond to the challenge of meeting Pacific peoples' needs and aspirations.

Fostering and developing the leadership talents of Pacific peoples within the Public Service will add value to agencies' ability to be more responsive to Pacific peoples' aspirations and in addressing the inequalities that exist between Pacific peoples and other New Zealanders.

Under EEO Policy to 2010, the Government and Public Service recognises that 'the reflection of community diversity at all levels in the Public Service, especially management, and in all types of work, will contribute to public and government confidence that policy advice has considered the full range of views in the community and that services are appropriately delivered.'¹

Since the late 1980s there has been gradual growth in the proportion of Pacific peoples in the New Zealand Public Service. The Public Service employs higher proportions of Pacific peoples than the employed labour force, 7.1 percent compared with 3.9 percent. However, 60 percent of Pacific peoples are employed in four main departments; the Ministry of Social Development, the Department of Corrections, the Department of Child, Youth and Family and the Inland Revenue Department. The occupations Pacific peoples are employed in are largely frontline and clerical positions.

Part of the Ministry of Pacific Island Affairs' work is to encourage greater participation and representation of Pacific peoples across the whole of the Public Service.

¹ State Services Commission, November 1997, EEO Policy to 2010: Future Directions of EEO in the New Zealand Public Service.



Other significant characteristics of Pacific peoples in the Public Service include a younger age structure, with more Pacific women than Pacific men employees. Pacific public servants are also less qualified than non-Pacific public servants. In terms of location, almost half of the Pacific public servants are employed in the Auckland region, with the Wellington region employing the second highest number of Pacific public servants.

Pay progression for Pacific in the Public Service indicates that Pacific peoples earn less than their non-Pacific counterparts. Pacific Public servants in management positions also earn less than their non-Pacific counterparts.

Despite several initiatives to address the under-representation of Pacific peoples in senior management in the Public Service, the proportion of Pacific peoples in senior management since 1998 in the Public Service has remained low.

The purpose of Pathways to Leadership initiative builds on the gains made by previous initiatives aimed at addressing this issue. These initiatives have included:

- 1991 Cabinet Directive - Develop strategies to increase participation at all levels of the Public Service that reflects the population as a whole.
- 1993 Pacific Islands Participation Report (SSC)
- 1994 Pacific Islands Senior Management Development
- 1995 Growing a Difference Fono
- 1998 Leadership Development for Pacific Island Professionals

Subsequently, in May 2004, the Ministry of Pacific Island Affairs held the *Pathways to Leadership Conference*. The initiative of *Pathways to Leadership* looks to promote and foster Pacific public servants' leadership opportunities, with the goal of improved participation and effective representation in higher-level decision making within the New Zealand Public Service for the benefit of all New Zealanders. The two primary objectives of the conference were to:

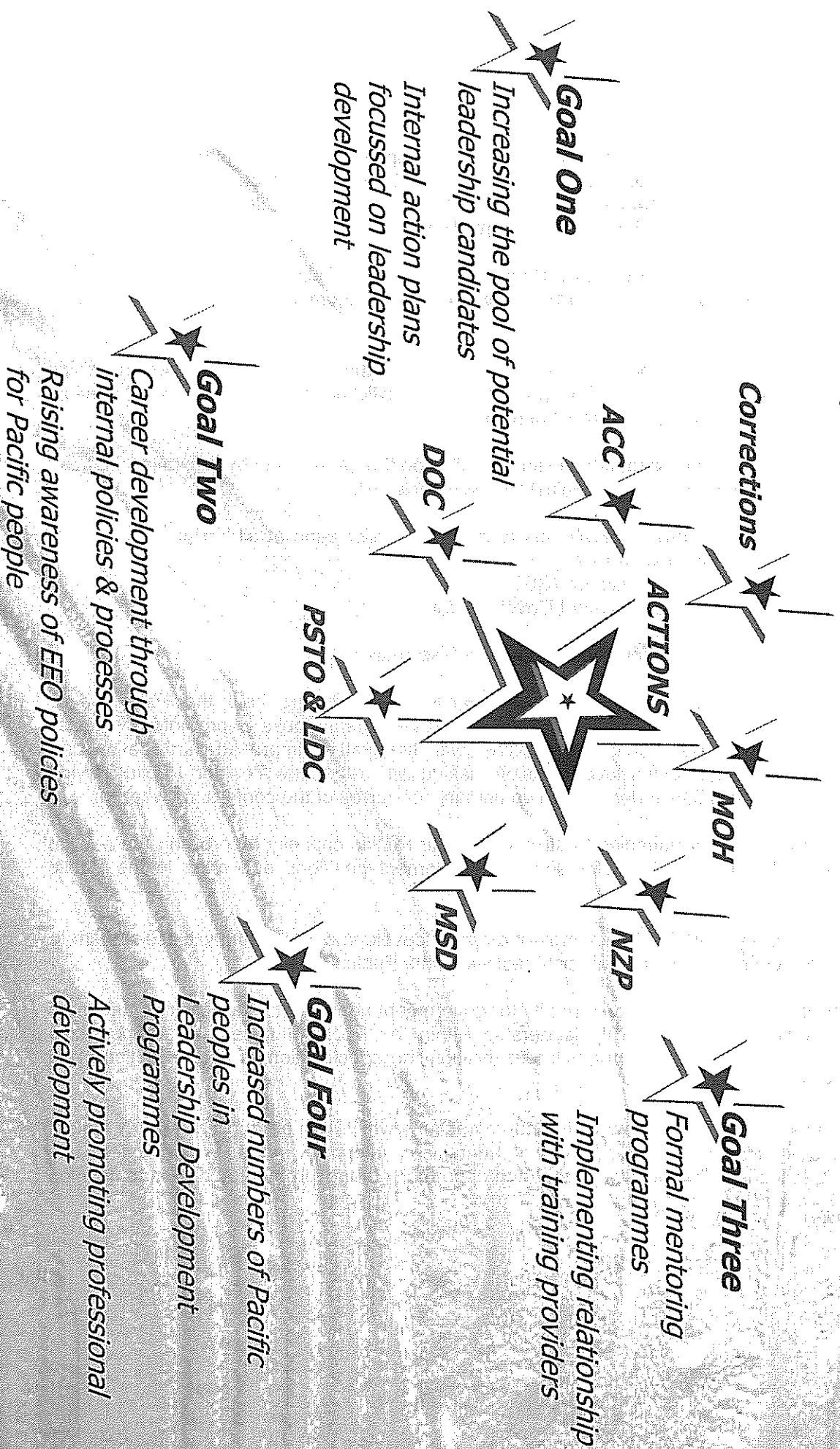
- Provide the impetus for agencies to strengthen their Pacific capacity by growing the pool of high calibre Pacific candidates for senior management positions and roles in the Public Service; and
- Provide participants with the beginnings of a career development plan that will assist them to develop and realise their leadership potential within the Public Service.

The conference also provided an opportunity for government agencies to state their commitment towards the development of Pacific leadership within the Public Service. This report also highlights government agencies' commitment through the specification of agreed actions and goals.

The Conference provided four key goals and key actions which can be applied by government agencies and organisations to foster Pacific Leadership development in the Public Service. It is envisioned that the initiative will also provide an opportunity for government agencies to develop and share best practice approaches.

Pathways To Leadership Commitment

Collaboration between Ministry of Pacific Island Affairs and Government agencies, to achieve 5% of Pacific peoples in senior leadership positions within the Public Service by 2010





The key goals and actions which can be measured are:

Goal One	Increasing the pool of potential Pacific Leadership candidates within the Public Service.
Key action	Government agencies to develop and implement internal action plans focused on Pacific peoples' leadership development
Goal Two	Government agencies and organisations are responsive to the career and development of Pacific peoples' through internal policies and processes.
Key Action	Government agencies and organisations will ensure that action plans incorporate the Equal Employment Opportunities policy and are inclusive of career development plans and study support for Pacific public servants.
Goal Three	Government agencies and organisations will have formal, structured mentoring programmes.
Key Action	Government agencies will work collaboratively with training providers to develop and implement formal structured mentoring programmes.
Goal Four	Increased numbers of Pacific public servants in leadership development programmes.
Key Action	Government agencies, Public Sector Training Organisation (PSTO) and the Leadership Development Centre (LDC) to facilitate development opportunities and pathways for Pacific public servants.

Since the conference, a number of changes have occurred within the Public Service.

The Human Resources Framework has been implemented, a new State Services Commissioner has been appointed following the retirement of the previous commissioner Michael Wintringham and the State Services Commission has undergone a major restructuring and the recasting of new development goals for the future direction of its work.

It is against this background that this report has been published. Several agencies have already begun to implement initiatives that go some way towards addressing some of the issues raised at the *Pathways to Leadership* conference. The Pathways to Leadership report provides the first initial steps by government agencies and organisations towards the development of Pacific peoples in leadership positions within the Public Service.



INTRODUCTION

In 1991 Cabinet required that Chief Executives develop strategies to increase the participation of Pacific peoples at all levels of the Public Service, thereby moving towards a Public Service whose composition reflects that of the population as a whole. (CAB (91) 297; STA (91) 33, 33A; STA (91) M 11/3)

This was later reinforced in 1997 when Cabinet approved the Equal Employment Opportunities Policy to 2010.

The need for increased participation by Pacific peoples in leadership positions in the Public Service was also identified at the 1999 Pacific Vision International Conference. The Pacific Directions Report resulting from the conference highlighted the strategic focus of '*having a significant presence of Pacific peoples in positions of influence within the Public Service by 2010.*' This goal is aligned with the objectives of the Equal Employment Opportunity (EEO) Policy to 2010.

This strategic focus on the development of Pacific leadership is reflected in one of the key contributing outcomes in the Ministry of Pacific Island Affairs' Statement of Intent (SOI), which acknowledges the need for an increased involvement and visibility of Pacific peoples in higher-level decision-making positions.

The Ministry of Pacific Island Affairs' SOI states that an increased representation in positions of influence on Public Sector bodies and in the Public Service will help ensure that government policies take account of Pacific perspectives, and that approaches to addressing issues that are likely to have significant impacts on Pacific communities are responsive.

The Pathways to Leadership initiative seeks to address the need for increased representation of Pacific peoples in leadership and management positions within the Public Service. The initiative also aligns to the Development Goals for the State Services Commission, released in March 2005.



Pathways to Leadership initiative

The Pathways to Leadership initiative involves four phases:

PHASE	ACTION
PHASE ONE	Snapshot Report
PHASE TWO	Pathways to Leadership Conference/Fono
PHASE THREE	Pathways to Leadership Goal 2010: Commitment to Action Report Implementation of Agency Initiatives
PHASE FOUR	Monitoring and Evaluation

Phase one and two have been completed: the '*Pacific peoples in the Public Service Snapshot Report*'; and the '*Pathways to Leadership Goal 2010 Pacific Public Servants Leadership Fono*.' The *Pathways to Leadership Goal 2010: Commitment to Action Report* outlines the third and fourth phases of this initiative.

The primary purpose of the report is to highlight the outcomes of the conference and provide an overview of government agencies approaches towards the development of Pacific leadership, management roles and positions of influence in the Public Service.

It provides examples of practical initiatives which will assist agencies in their efforts to meet the goals of the EEO Policy to 2010.

The Pathways to Leadership conference, recommendations and subsequent bilateral meetings with participating agencies and organisations, has provided a catalyst for agencies to advance their own internal Pacific leadership development policies and initiatives.

This report highlights the commitment from government agencies and provides the first step towards the achievement of the Pathways to Leadership Goal 2010, "that Pacific Peoples will represent 5 percent in senior leadership positions within the public service by 2010".

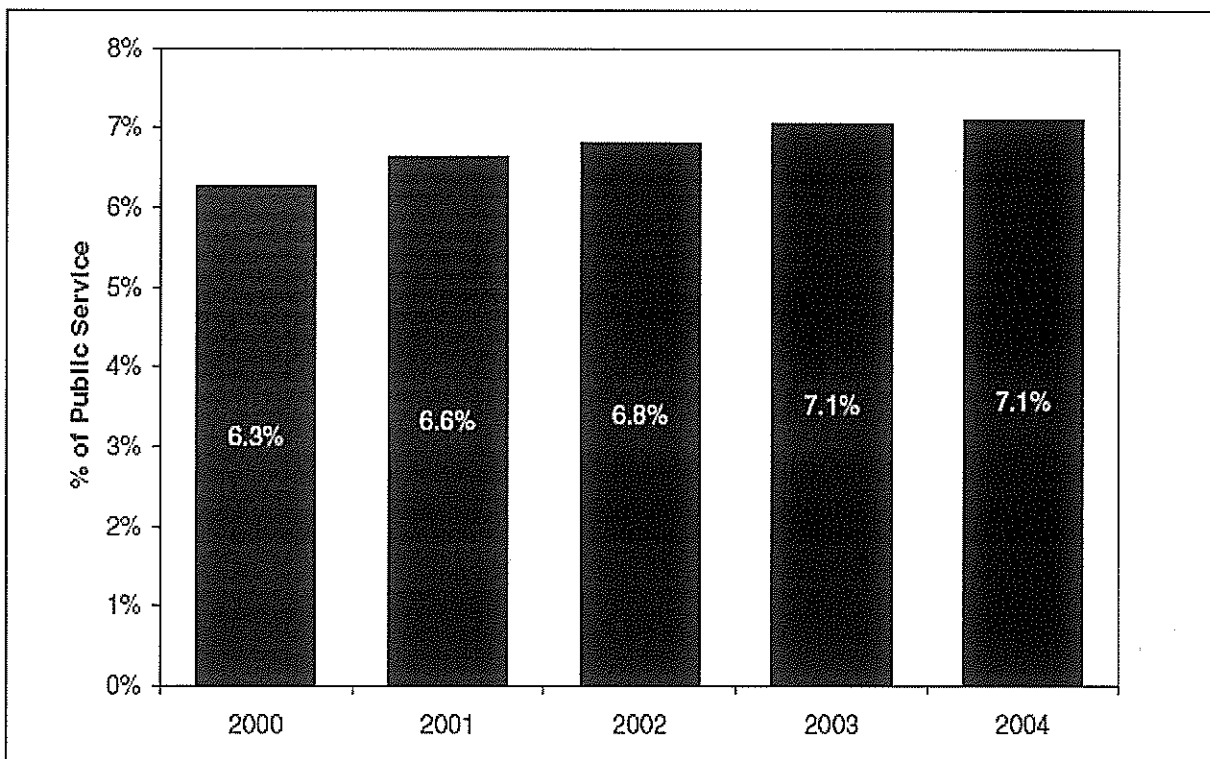


PHASE ONE: SNAPSHOT REPORT – PACIFIC PEOPLES IN THE PUBLIC SERVICE 2003-04

The purpose of the Snapshot Report was to set the context for the Pathways to Leadership conference. The report provided a general overview of the current status of Pacific peoples within the Public Service.

The following section provides an overview of the current status of Pacific peoples in the Public Service. Information was sourced primarily from the State Services Commission's *EEO Progress in the Public Service, with special focus on Pacific Peoples report*² and the *EEO Progress in the Public Service 2000 – 2004: The Data Stories*.

Figure 1. Pacific peoples Representation in the Public Service, 2000-2004³

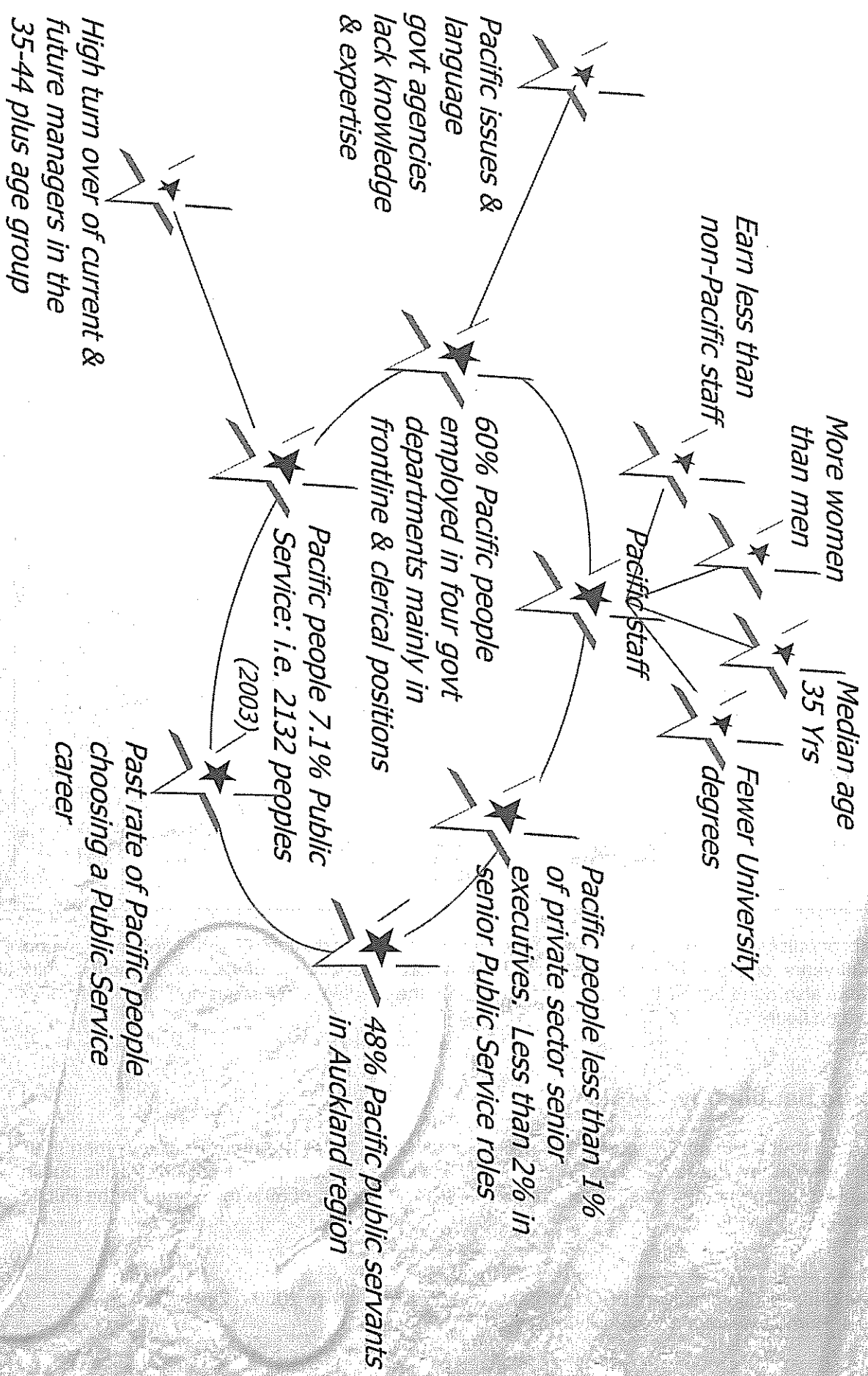


In June 2004, Pacific peoples accounted for 7.1% of the Public Service, equivalent to 2,373 Pacific public servants. Figure 1. outlines that since 2000, Pacific peoples representation in the Public Service has increased from 6.3% to 7.1%.

² State Services Commission (June 2004) *EEO Progress in the Public Service with special focus on Pacific Peoples*.

³ State Services Commission: *EEO Progress in the Public Service 2000 – 2004: The Data Stories: Human Resource Capability Survey (2000-2004)*

Snapshot Report



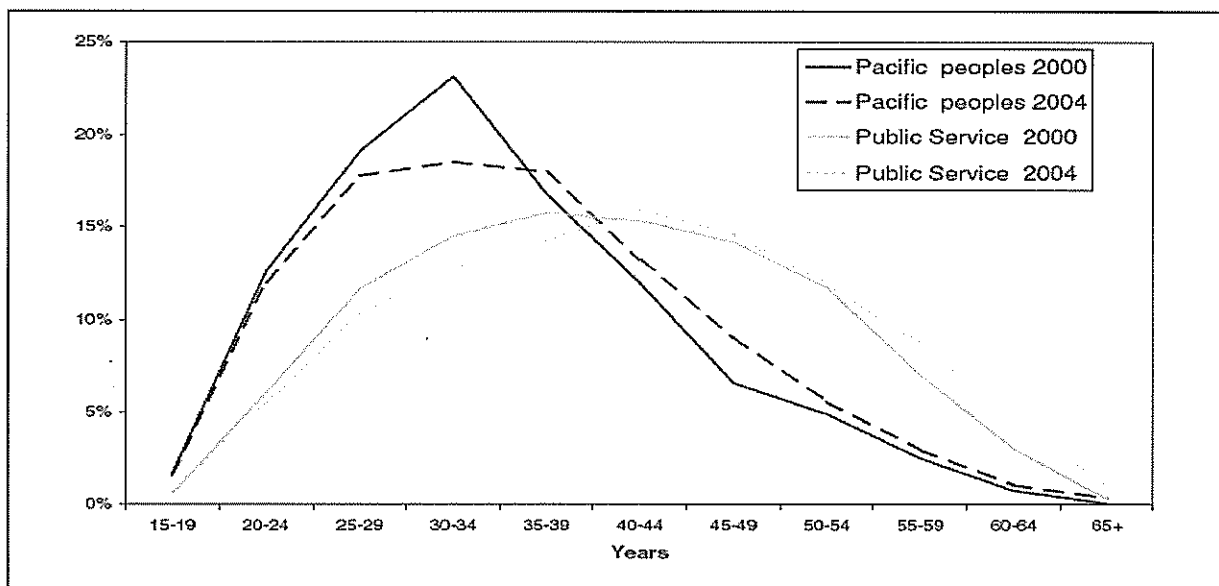


Pacific people are more highly represented in the Public Service than in the wider employed labour force, where they accounted for 4.5 percent (refer to table 1).

Table 1. Representation of Pacific people in the Public Service compared to the employed labour force.

Pacific peoples	1998	1999	2000	2001	2002	2003
	%	%	%	%	%	%
Public Service	5.9	6.2	6.6	6.6	6.8	7.1
Employed Labour Force	3.6	4.0	4.0	4.0	4.5	4.5

Figure 2. Pacific Public Servants Age Group Profile in the Public Service 2000 - 2004⁴



Pacific peoples are a young group within the Public Service workforce. In 2004, the median age was 35 years, compared to non-Pacific staff which had a median age of 42 years. Pacific public servants also aged during the four year period, with the median age increasing from 33 years in 2000 (see figure 2.)

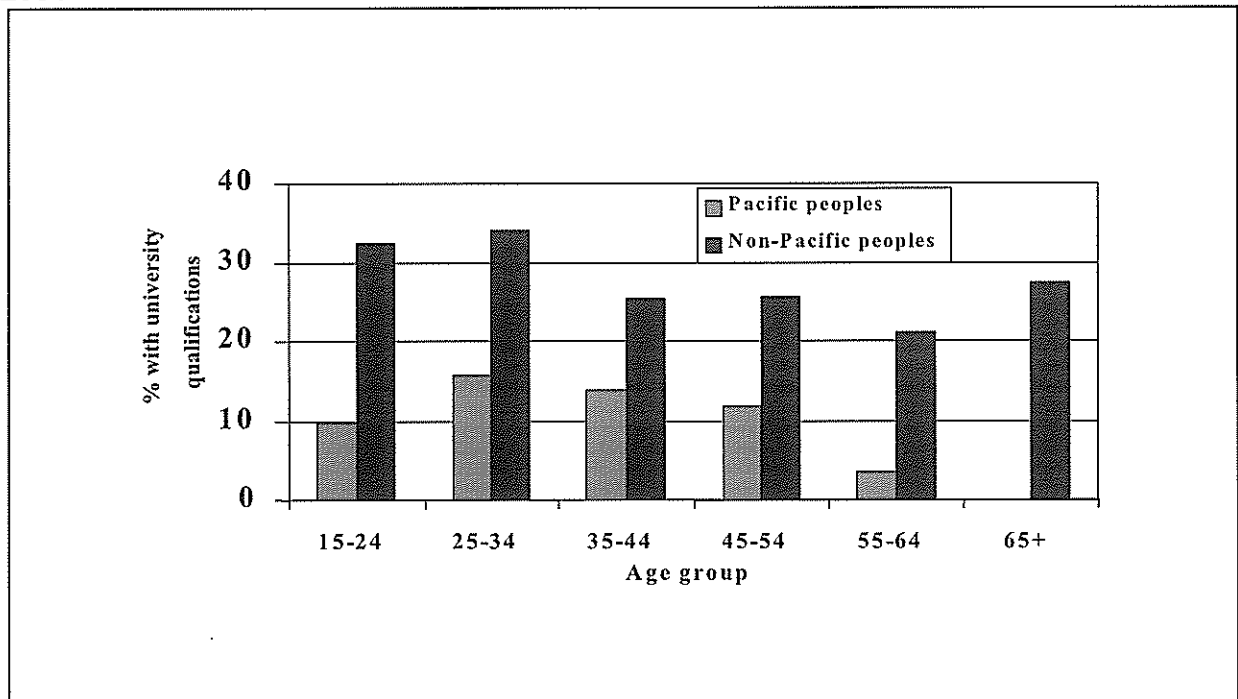
Pacific peoples by Gender

According to the Human Resource Capability Survey 2004, there are more Pacific women than Pacific men in the Public Service. In 2004, Pacific women accounted for 64% of Pacific public servants. This proportion was higher than the overall proportion of 59% for women in the Public Service.

⁴ State Services Commission: EEO Progress in the Public Service 2000 – 2004: The Data Stories: Human Resource Capability Survey (2000-2004)

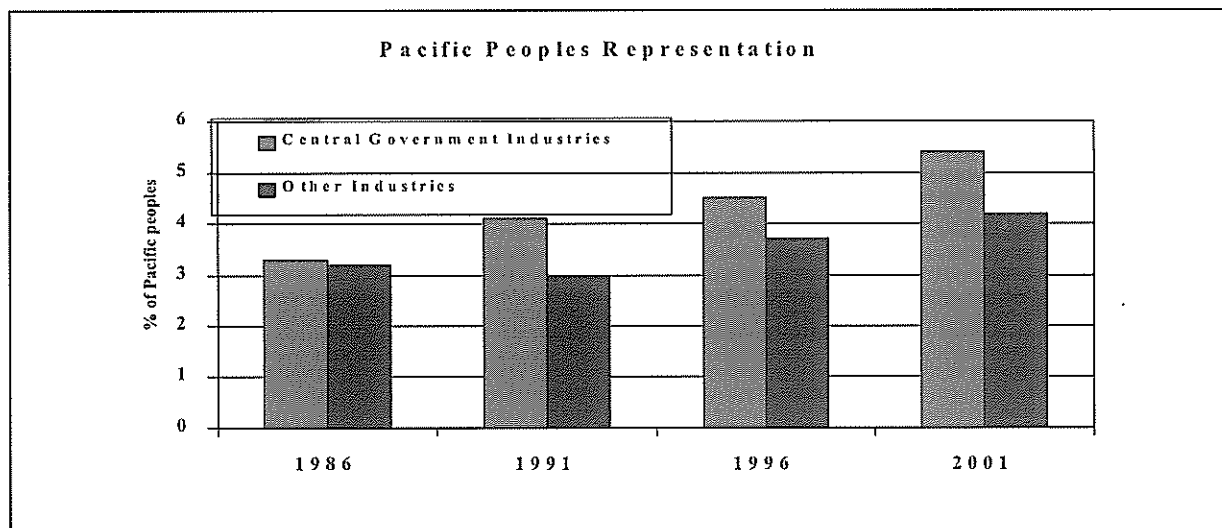


Figure 3. Proportion with University Qualification, Central Government Group, 2001⁵



Pacific peoples are less qualified than non-Pacific peoples. Figure 3 shows Pacific peoples' with low proportions holding university qualifications in all age groups. Census 2001 data reported 14 percent of Pacific public servants having a university qualification, compared with 28 percent of non-Pacific public servants.

Figure 4. Pacific peoples in the Public Service compared to Employed Labour force⁶



⁵ Statistics New Zealand, Census of Population and Dwelling, 2001.

⁶ Statistics New Zealand, Census of Population and Dwellings, 1986, 1991, 1996, 2001.



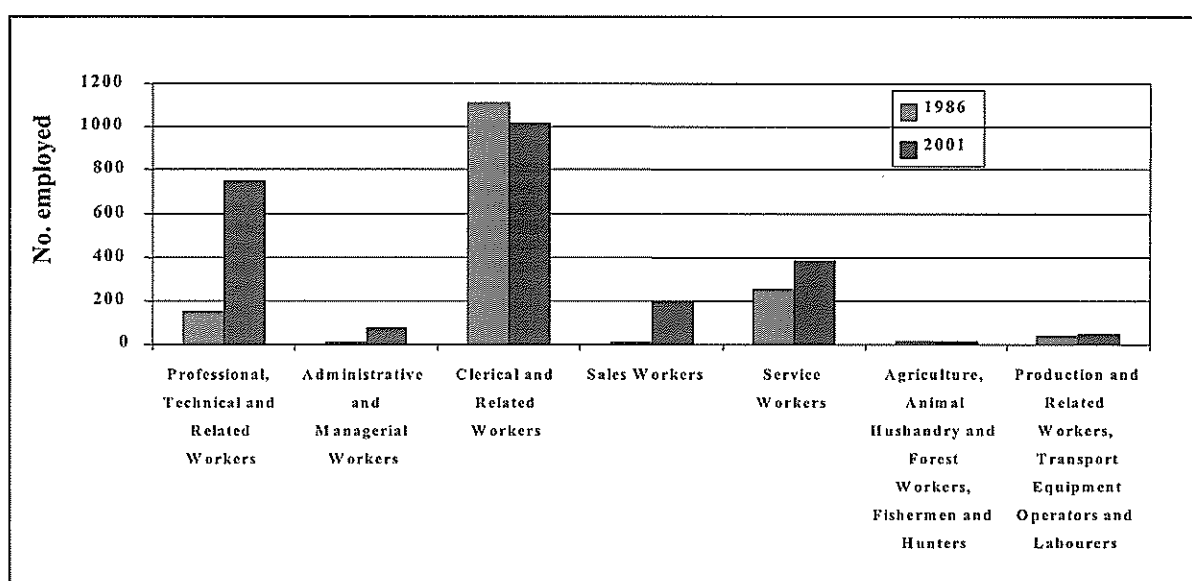
Figure 4 outlines that representation of Pacific peoples in the Public Service is greater than that of the employed labour force. Using the proxy groups for the Public Service (Central

Government Industries) and the rest of the labour force (Other Industries) the census data shows:

- that since 1986 the Central Government group has employed higher proportions of Pacific peoples than the rest of the labour force; and
- that there has been a faster rate of growth in the proportion of Pacific peoples in the Public Service than the rest of the labour force.

This is in spite of the difference in occupational composition and qualification requirements of the Public Service workforce, compared with the characteristics of the Pacific employed labour force. While the Pacific employed labour force is youthful, current data suggests that the Pacific employed labour force is less qualified compared to the Pacific Public Service workforce.

Figure 5. Number of Pacific peoples Employed by Occupation, Central Government Group⁷



The Census data shows that the increasing numbers of Pacific peoples joining the Public Service since 1986 have mostly been employed in the professional and technical-related occupations. Pacific peoples are also over-represented in the frontline and clerical occupations.

⁷ Statistics New Zealand, Census of Population and Dwelling, 1986 and 2001.



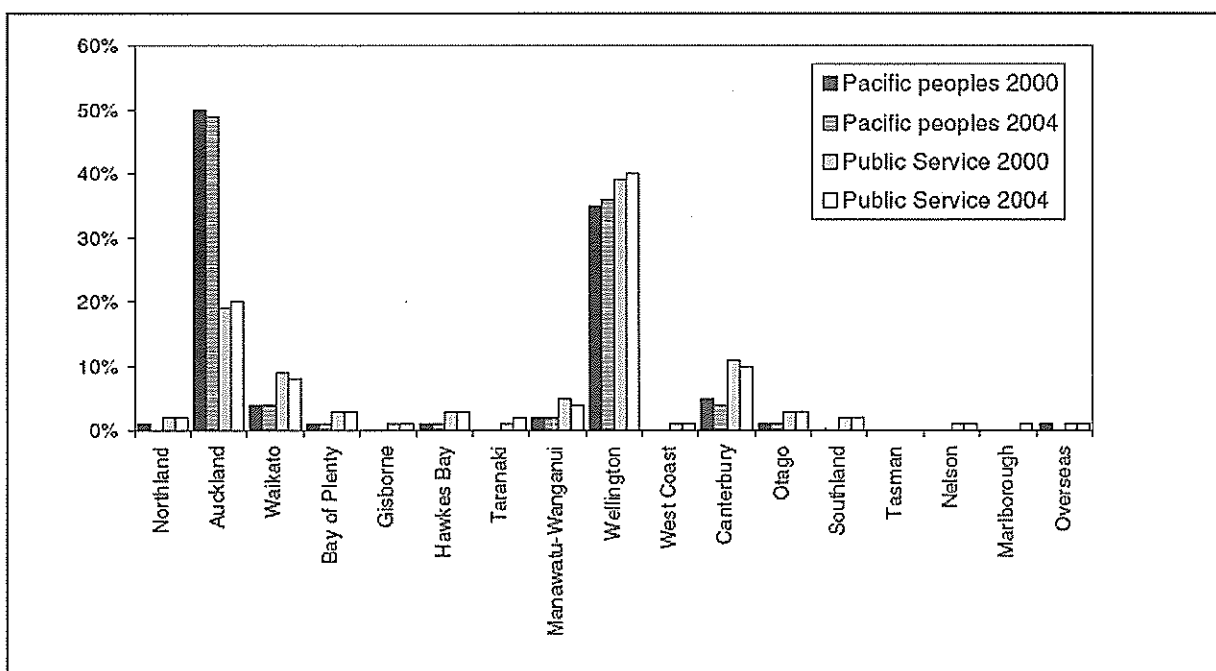
Pacific Peoples Occupation in the Public Service

Most common occupations in 2004 were:

- Case workers (18 percent);
- General clerks (14 percent);
- Technical representatives (covers call centre operators & customer service representatives) (7 percent);
- Social workers (7 percent);
- Prison officers (7 percent).

In 2003, approximately 70 percent of Pacific peoples in the Public Service worked in service departments. Sixty percent of Pacific public servants were employed in the following four departments, Ministry of Social Development, Department of Corrections, Child, Youth and Family and the Inland Revenue Department.

Figure 6. Regional Distribution of Pacific peoples in the Public Service, 2004⁸



The proportion of Pacific peoples in the Public Service is highly concentrated within the Auckland region, representing 49 percent of the total number of Pacific peoples in the Public Service (see figure 6). The second highest is Wellington, representing 36 percent of the total number of Pacific peoples in the Public Service. In comparison, the highest proportion of non-Pacific staff are located within the Wellington region.

⁸ State Services Commission, Human Capability Survey, 2004 – State Services Commission, June 2005, EEO Progress in the Public Service 2000 – 2004: The Data Stories.

**Table 2. Turnover for Pacific public servants and the Public Service, 2000-2004⁹**

	Pacific Public servants	Public Service
2000	13.2%	10.8%
2001	13.2%	12.8%
2002	12.3%	11.5%
2003	11.1%	11.1%
2004	13.5%	11.8%

Table 2. shows that over the past five years the turnover for Pacific public servants was higher than the overall Public Service.

Table 3. Hourly Pay Rates – 2000 - 2004¹⁰

	Pacific peoples – Public Service		Public Service		Pacific peoples – labour force		Labour force	
	2000	2004	2000	2004	2000	2004	2000	2004
Average	16.64	19.15	20.24	23.24	12.84	14.30	15.61	18.21
Median	16.10	17.85	17.72	20.26	11.65	12.98	13.55	15.34

Table 3. highlights that Pacific public servants earn less than non-Pacific public servants but earn more than Pacific peoples in the overall labour force. However, in comparison to other ethnic groups Pacific peoples are paid considerably lower than their non-Pacific counterparts both in the Public Service and the wider employed labour force.

⁹ State Services Commission, Human Resource Capability Survey (2000-2004): Human Resource Capability Survey (2000-2004)

¹⁰ State Services Commission, Human Resource Capability Survey (2000-2004): Human Resource Capability Survey (2000-2004)

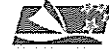
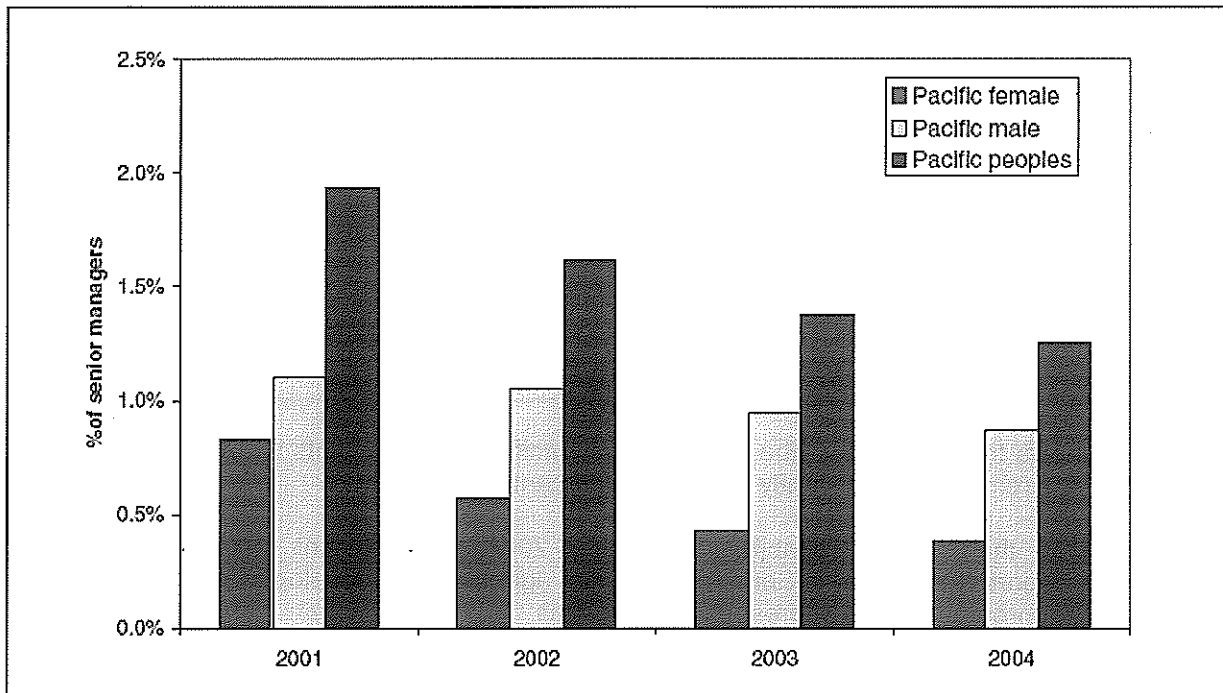


Figure 7. Pacific peoples' representation in Public Service management 2001 – 2004¹¹



According to figure 7, the proportion of Pacific public servants in senior management positions (tier 1, 2 and 3 managers) is low, and decreased between 2001 and 2004.

For the same period, the proportion of Pacific women in the Pacific senior management group declined from 43% to 31%, which was the opposite of the trend shown in the Public Service as a whole (an increase from 32% to 36%).

Data also indicated that for the 2001 cohort of Public service senior managers, only 48% of the Pacific senior managers remained in the Public Service by 2004, compared to 60% of all senior managers.

¹¹ State Services Commission, Human Capability Survey, 2001-2004, June 2005, EEO Progress in the Public Service 2000 – 2004: The Data Stories.

**Table 4: Representation of EEO Groups in Senior Management 1998 – 2004**

EEO Groups	1998 %	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %
Maori	8.2	7.6	8.7	9.7	10.4	10.2	10.1
Pacific peoples	1.4	1.7	1.4	1.9	1.6	1.4	1.3
Asian peoples	2.4	2.2	1.8	1.6	1.4	1.4	1.3
Women	29.4	32.7	33.6	32.7	35.5	35.1	36.2

Table 4 shows that since 1998 the proportion of Pacific public servants in senior management positions has remained consistently less than 2 percent and is falling¹².

According to the Human Capability Survey for 2004, management skills were the most commonly reported skill gap¹³. Some government agencies had developed internal leadership development programmes to address these problems.

A lack of policy capability was also reported as the second most common skill gap. General causes for the gap were a lack of: experience, quantitative skills and subject matter knowledge.

Some Government agencies reported a lack of knowledge and expertise in the Treaty, Maori and Pacific issues and language.

¹² State Services Commission, Human Resource Capability Survey of Public Service Departments as at 30 June 2004.

¹³ State Services Commission, Human Resource Capability Survey of Public Service Departments as at June 2004.



Factors contributing to the relatively low proportion of Pacific peoples in senior management have been attributed to the following factors:

- Age profile: The younger age structure means that there is currently a smaller pool of potential managers in the 40 years-plus age group;
- Turnover rate: Higher turnover rates in the 25-44 years age group compared to non-Pacific peoples' also reduces the number of potential senior managers;
- Qualifications: Lack of qualifications also prevents Pacific peoples' from attaining managerial positions. However, the movement into professional and technical occupations may lead to more representation in senior positions in the future.

Pacific Peoples in Management in the Employed Labour Force

The under-representation of Pacific peoples in management positions within the employed labour force is similar to under-representation in the Public Service. In terms of the employed labour force, Pacific people are under-represented in all fields of management.

Across the whole economy Pacific peoples make up less than 1.0 percent of chief executives or managing directors of companies. Even in sectors where Pacific peoples make up a large proportion of the workforce, for example the manufacturing sector, comprising 7.9 percent of employees in 2001, they only accounted for 2.1 percent of production managers at that time¹⁴.

*"Early efforts at dealing with diversity tried to treat everyone much the same. This approach has had huge costs, for individuals and for the workplace. Failing to acknowledge employees' differences means that many are likely to underachieve or leave. Increasingly, managers are rejecting 'one size fits all' management in favour of making the most of difference by increased flexibility"*¹⁵

It is therefore important that Pacific peoples' are represented at sufficient levels within management, both in the private and public sectors. As New Zealand's employed labour force becomes increasingly more diverse, strategies will need to be adopted to recognise this diversity, especially for groups such as Pacific peoples.

¹⁴ University of Auckland, June 2004, 'Framework for the Future: Equal Employment Opportunities in New Zealand, Michael Mintrom and Jacqui True. Report produced for the Equal Employment Opportunities Unit of the Human Rights Commission as part of the Equal Employment Opportunities Framework Project.

¹⁵ Equal Employment Opportunities Trust, August 2002, 'Making the Most of a Diverse Workforce: An Employer's Guide to EEO'.



Table 5. Age-adjusted pay gap for Pacific staff, by occupation, 2000 and 2004. (Pacific public servants' median salary as % of Public Service median salary)¹⁶

Pacific staff pay as % of Public Service pay		
	2000	2004
Associate Professionals	99%	100%
Professionals	88%	88%
Office Clerks	95%	100%
Personal & Protective Services Workers	96%	95%
Managers	95%	83%
Customer Services Clerks	99%	90%
Science/Technical	92%	92%
Total	93%	92%

Table 5 when adjusted for age, the overall pay gap was reduced from 12% to 8% for 2004. The pay gap was particularly large for the professionals and managerial occupation groups. Of particular note was that Pacific Public Service managers median salary was 83% of the overall Public Service managers' median salary.

Pacific Peoples in the Labour Market and the Public Services

A prominent feature of Pacific peoples in the New Zealand labour market has been the significant fall in Pacific unemployment from 9.9%¹⁷ in 2001 to 6.7% in 2005. However, in comparison to New Zealand's general population, Pacific peoples continue to be over-represented among unemployed, lower skilled and low income earners. To illustrate:

- The Pacific unemployment rate of 6.7% is higher than the national average of 3.9%¹⁸
- The labour market Pacific participation rate was 62.9% lower compared to Maori 66.5%, and European 69.6 %¹⁹
- 61% of Pacific peoples over the age of 15 had annual incomes of \$20,000 or less compared to 53% of the general population²⁰; and
- Pacific peoples remain over-represented in manufacturing industries and under represented in more highly skilled occupations²¹ (78% of Pacific peoples work in clerical and production type occupations compared to 60% for non-Pacific²²).

¹⁶ State Services Commission, Human Resource Capability Survey (2000-2004): Human Resource Capability Survey (2000-2004)

¹⁷ Statistics New Zealand Household Labour Force Survey, December Quarter, 2001.

¹⁸ Statistics New Zealand, Household Labour Force Survey, March Quarter, 2005.

¹⁹ Statistics New Zealand, Household Labour Force Survey, March Quarter, 2005.

²⁰ Statistics New Zealand, New Zealand Census 2001.

²¹ Pacific Progress Report: A report on the economic status of Pacific people in New Zealand, June 2002.

²² Department of Labour, Employment Strategy: Progress to Date, June 2002 – Sept. 2003.



PHASE ONE: SUMMARY OF KEY POINTS

- In 2004 Pacific peoples accounted for 7.1 percent of the Public Service, equivalent to 2,373 people.
- In 2003, sixty percent of Pacific public servants were employed in four departments, Ministry of Social Development, Department of Corrections, Child, Youth and Family and the Inland Revenue Department.
- In 2004 Pacific people had a median age of 35 years compared to non-Pacific staff, which had a median age of 42 years.
- According to the Human Resource Capability Survey 2004 there are more Pacific women than men in the Public Service.
- Pacific peoples are less qualified than non-Pacific peoples, with lower proportions holding a university degree in all age groups.
- There has been a faster rate of growth in the proportion of Pacific peoples in the Public Service than the rest of the labour force.
- From 2000 to 2004 the turnover for Pacific public servants was higher than the overall Public Service.
- Pacific public servants earn less than non-Pacific public servants but earn more than Pacific peoples in the overall labour force.
- Of the 2001 cohort of Public Service senior managers, only 48% of the Pacific senior managers remained in the Public Service by 2004, compared to 60% of all senior managers.
- Pacific people had an unemployment rate of 6.7 percent compared with the general population of 3.9 percent²³.
- Pacific people are more highly represented in the Public Service than in the wider employed labour force.
- Pacific people make up less than 1.0 percent of chief executives or managing directors of companies.
- It is important that Pacific peoples are represented at sufficient levels within management, both in the private and public sectors.

²³ Seasonally Adjusted Household Labour Market Survey (HLFS) March 2005 Quarter.



PHASE TWO: PATHWAYS TO LEADERSHIP CONFERENCE

Focus Points

- Two main objectives:
 - i) Development and growth of Pacific peoples for senior management positions; and
 - ii) Career development and leadership potential.
- Leadership and Management: Identifying support structures and development programmes
- The Leadership Development Centre role
- Aspiring for leadership: understanding the Leadership Capability Profile
- Pacific cultural values and leadership
- The Trans-Cultural Creative Leader

Pathways to Leadership was an interactive working conference in which current and future trends in leadership development, and their implications for Pacific peoples in the Public Service, were debated and discussed.

Underpinning the conference was the recognition that if Pacific leadership is to be fostered and developed in the Public Service, Pacific leaders had to be equipped with the appropriate skills and attributes to lead everybody.

The conference aimed to produce a practical report, *Pathways to Leadership - Goal 2010*, to be presented to Ministers, Chief Executives and Human Resource Managers, advising on how agencies' can incorporate the findings of the conference into their agencies current and future initiatives for fostering and developing Pacific leadership within their organisations. It also aimed to provide a catalyst for the development of Pacific leadership within the Public Service.

More than 117 delegates attended the conference, held at the Intercontinental Hotel in Wellington on 6 May 2004.



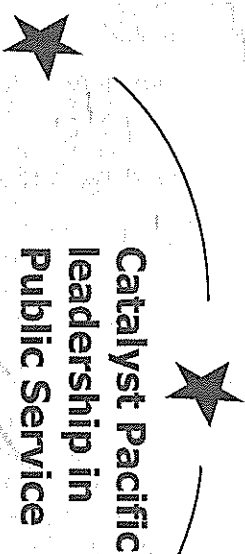
Pathways To Leadership Conference : May 2004

"Pacific staff understand communities' languages & cultural practices. This helps to identify & access networks of communities & assist in developing corporate policies."

***Howard Fancy
MOED***

"It's important for current staffing levels to reflect that of the (overall NZ) population...targeted programmes for Pacific & Maori are beginning to make a difference."

***Peter Hughes
MSD***



Produce a practical report

Develop Pacific leaders equipped to lead all New Zealanders

★ **Themes**

- External & internal drivers
- Ethical issues
- Trends in leadership
- Individual responsibility
- Role models & networks
- Organisational responsibility & culture

"Being a leader within Public Service is tough... you have to go beyond your core duties - you have to be different."

***Garry Wilson
ACC***

"Mentoring... Pacific people brings Pacific perspectives but also mainstream perspectives."

***Dr. Mary Anne Thompson
DPMC***



The conference focused on two main objectives:

1. Provide an impetus for government agencies to strengthen their Pacific capacity by growing the pool of high calibre Pacific candidates for senior management positions and roles in the Public service; and
2. Provide participants with the beginnings of a career development plan that will assist them to develop and realise their leadership potential within the Public Service.

The format for the conference was based on six key themes which set the context for the keynote speakers, the Chief Executives and Pacific public servants' panel discussions, and a career development workshop.

The themes were:

1. External and internal drivers for leadership development;
2. Organisational responsibility and culture;
3. Trends in leadership development;
4. Individual responsibility;
5. Role models and networking; and
6. Ethical issues.

Conference Excerpts

The conference was opened by Michael Wintringham, the outgoing Commissioner of State Services, who shared his insights on the leadership qualities needed within the Public Service. Michael Wintringham stated that leadership requires not just effective communication but management of relationships at multiple levels, i.e. with Ministers, Chief Executives, stakeholders and communities.

Most people struggle in strategic leadership (articulating this and bringing people along). Effective communication in the Public Service is not good; in terms of performance management there is a lot of system and process rather than effectiveness. He then focused on the question of, what do you need to be an effective leader in the Public Service? Four key points were outlined:

1. **Understand and know what is meant to be a public servant.** Understand what political neutrality means. Why is this important? The effectiveness of any government is based on trust. We need to demonstrate the ability to hold that trust and display impartiality.
2. **Learn to lead with integrity.** The way in which we do things is just as important as the outcome. Leadership is always based on the moral authority. People are very quick to see organisational standards and values reflected in the behaviour of their leaders.



3. **Learn about management**, business planning, Human Resource management, financial planning. We expect our Public Service managers to be just as efficient as their private sector counterparts. We need to be conscious of business drivers and financial management of the department. We need to gain experiences from different parts of the Public Service.
4. **Take an opportunity** to lead something of your own. This demonstrates that you can apply yourself, make some decisions and marshal some resources to achieve an effective outcome. Get some advice and feedback from people. Work on your communication skills.

Michael Wintringham concluded by stating that being a public servant is more than a job, it underpins and supports the effectiveness of this country. How New Zealand works as a society, the way in which we do the work, has a real impact in the way people see and trust the institutions of government. Integrity and behaviour is very important because the trust that people have in the impartiality of government is hard-won and easily lost.

Chief Executives' Panel Discussion

Rarely do Pacific public servants have the opportunity to meet, speak to or seek the views of their Chief Executives in person. The Chief Executives' panel discussion was designed for Pacific public servants to gain an insight into the thinking of six Chief Executives on the future development of Pacific leadership within their organisations and across the Public Service in general.

- Dr Karen Poutasi – Chief Executive, Ministry of Health (MoH)
- Mr Howard Fancy – Secretary for the Ministry of Education (MoE)
- Mr Peter Hughes – Chief Executive, Ministry of Social Development (MSD)
- Dr Mary Anne Thompson – Acting Chief Executive, Department of Prime Minister and Cabinet (DPMC), now Deputy Secretary of the Department of Labour
- Mr Gary Wilson - Chief Executive, Accident Compensation Corporation (ACC)
- Fuimaono Les McCarthy – Chief Executive, Ministry of Pacific Island Affairs (MPIA)

In addition to the Chief Executives Panel, delegates at the conference also heard the views of three other Chief Executives: Mr Michael Wintringham (Outgoing Commissioner of State Services), Mr Bruce Anderson, Chief Executive of the Leadership Development Centre and Mr Brad Jackson, Head of School, Victoria University of Wellington School of Management.

The Chief Executives' panel discussion focused on two key questions:

1. Given that your agency is charged with achieving outcomes for all New Zealanders, what contribution and value do you see Pacific public servants bringing to your agency?
2. Why haven't we succeeded in terms of progressing more Pacific peoples into higher positions within the Public Service?



The discussion highlighted the complexities of the demands and expectations placed on Pacific public servants in managing their professional careers, and Pacific family and community obligations.

Q 1. Given that your agency is charged with achieving outcomes for all New Zealanders, what contribution and value do you see Pacific public servants bringing to your agency?

'It's important for current staffing levels to reflect that of the population. Pacific public servants are not adequately represented in senior management positions within the Ministry of Social Development. Structured development programmes aimed at middle management and senior executive positions and targeted programmes for Pacific and Maori are beginning to make a difference.'

(Mr Peter Hughes, Ministry of Social Development, 6 May 2004)

'There is a need for the Ministry of Health to have adequate representation of Pacific peoples, reflective of the New Zealand population. The Ministry of Health is not currently achieving recruitment and retention targets, particularly in the Health and Disability sector. Pacific peoples make up less than one percent of the medical workforce and less than three percent of the nursing workforce. There is a need for greater representation in management and leadership positions within the organisation.'

'Health care systems and structural process of care are shaped by the leadership that designs them and the workforce that carries them out, from this organisational standpoint. One factor that impinges on both the availability and the acceptability of health care for members of racial minority /ethnic groups, is the degree to which the nations health care leadership and workforce reflect the racial ethnic composition of the general population.' (Dr Karen Poutasi, Ministry of Health, 6 May 2004)

'The recruitment of Pacific people doesn't seem to be working and that a different perspective/approach is needed to address the problem. The Accident Compensation Corporation currently has a Pacific consultancy group which informs the Chief Executive and board regarding Pacific strategies, and also provides advice on how the Accident Compensation Corporation can be more effective strategically.'

(Mr Gary Wilson, Ministry of Health, 6 May 2004)

'Mentoring is an important mechanism in the development of Pacific public servants. Pacific peoples should not be thought of as bringing only Pacific perspectives but also mainstream perspectives.'

(Dr Mary Anne Thompson, Department of Prime Minister and Cabinet, 6 May 2004)

'For the Ministry of Education, Pacific staff bring professional skills and capabilities. They have an understanding of communities' languages and cultural practices that can enrich understanding of other parts of the Ministry. Pacific staff can help to identify and access networks of communities and assist in developing corporate policies. It is important to recognise the multiple roles and contributions they make.'

(Mr Howard Fancy, Ministry of Education, 6 May 2004)



Q II. Why haven't we succeeded in terms of progressing more Pacific people into higher positions within the Public Service?

'Being a leader within the Public Service is tough. Most people who have moved into management positions within the Public Service have done extra. The reality is that you have to go beyond your core duties, you have to be different.'

(Mr Gary Wilson, Accident Compensation Corporation, 2004)

'In the Pacific environment Pacific peoples have huge demands from family. There is a need to appreciate that Pacific public servants are constantly managing both their professional careers and family expectations. There needs to be emphasis on the need to collectively take this into consideration, and look at approaches to address this issue. As Howard Fancy stated, education was also identified as the key to addressing this issue.'

(Dr Karen Poutasi, Ministry of Health, 2004)

'Role models make the biggest difference. However, Pacific peoples need to take some risks and back themselves to win.'

(Mr Peter Hughes, Ministry of Social Development, 2004)

'Collectively supporting each other and having the right support structures within the organisation is important.'

(Dr Mary Anne Thompson, Department of Prime Minister and Cabinet, 2004)

'There are currently good grounds to be optimistic in terms of the future of Pacific peoples in the Public Service. There are two things which need to be emphasised values and relationships and recognising the importance of that diversity and using that as an asset. Successful employers of Pacific peoples need credibility within Pacific communities. It is important to value leadership emerging at all levels.'

(Mr Howard Fancy, Ministry of Education, 2004)

The panel discussion reiterated the importance and commitment from Chief Executives regarding the need for greater representation of Pacific peoples in leadership and senior management positions within the Public Service. It was acknowledged amongst Chief Executives the need to provide within government agencies adequate support structures and development programmes for Pacific public servants to progress into leadership and management roles.

Chief Executives' Panel Discussion

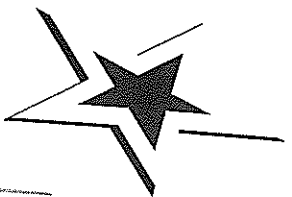
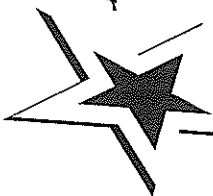
"What contribution & value do Pacific Public Servants bring to your agency?"

"Have you done enough? Make this day the time to decide."

Fuimaono L. McCarthy
MPIA

"MOH aiming to achieve recruitment & retention targets NZ Healthcare leadership & workforce... (needs) to reflect the composition of the general population."

Dr Karen Poutasi
MOH



"Why have we (Pacific people) not succeeded in being better represented in higher (Public Service) positions?"

Peter Hughes
MSD

Fuimaono Les McCarthy
MPIA

Towards

Greater Commitment
Greater Representation

Dr Karen Poutasi
MOH

Garry Wilson
ACC

Howard Fancy
MOE

Dr Mary Anne Thompson
DPMC

ACC... has a Pacific Consultancy Group... provides effective strategic advice."

Garry Wilson
ACC

"Pacific Public Servants ... managing both professional careers & family expectations."

Dr Karen Poutasi
MOH

"Role models make the biggest difference."

Peter Hughes
MSD

"Successful employers need credibility within Pacific communities."

Howard Fancy
MOE



Pacific Public Servants Panel Discussion

The Pacific public servants' panel focused on the theme of "*My Career Path*" as they shared their experiences and challenges throughout their careers and the different pathways which had brought them where they are today. The panel consisted of senior Pacific public servants from five government agencies, comprising:

- Patricia Reade (General Manager, Specialist Services, Ministry of Social Development)
- Deborah Masani (Court Manager, Waitakere District Court)
- Lesieli Tongati'o (Manager, Pacific Education, Ministry of Education)
- Tofilau Kerupi Tavita (Advisor, Department of Prime Minister and Cabinet) now Department of Labour, Group Manager, Service International.
- Holona Lui (Manager Communications, Ministry of Pacific Island Affairs)

Conference facilitator, Harold Samu, and the audience asked about different aspects of their job and the challenges of being Pacific in a mainstream work environment. Their questions focused on the barriers they faced in their work being Pacific, and the personal barriers within and attitudes and behaviour toward them in their respective roles. The panel also discussed their personal experiences as managers within their organisations.

Pacific Public Servants Panel Discussion:

"My children have disciplined me.... work is life. I selected a mentor, now I mentor others."

Patrica Reade
General Manager,
Specialist Services MSD

"It's good to have a balance between family and career."

Deborah Masani
Court Manager,
Waitakere District Court

My Career Path

"I still mentor former students from my teaching career."

Holona Lui
Manager Communications,
MPiA

"Many people are in the Public Service because of a calling... [it is important] to honour the sacrifices made by others to develop us."

Tofilau Kerupi Tavita
Advisor, DPMC

"I am a strong Tongan woman. My father taught me to be a leader - I am a total package."

Lesieli Tongati'o - MoE



The Leadership Development Centre

The Leadership Development Centre was identified as a key organisation that could assist the development of Pacific peoples into leadership positions within the Public Service.

The Leadership Development Centre (LDC) is a corporate management resource for the New Zealand Public Service. Established by Chief Executives, with the support of the State Services Commission, its mandate is to enhance Public Service leadership capability²⁴.

The overall vision of the LDC is to be the centre of excellence on senior leadership development for the Public Service. Its mission is to support the State Services Commissioner and Chief Executives by providing advice and services to senior managers in the New Zealand Public Service to support them to develop leadership skills for current and future roles. The services include providing trusted advice and arranging customised, effective, high quality development activities. The target groups are mid-to-late career managers, plus those making a transition in mid-career.

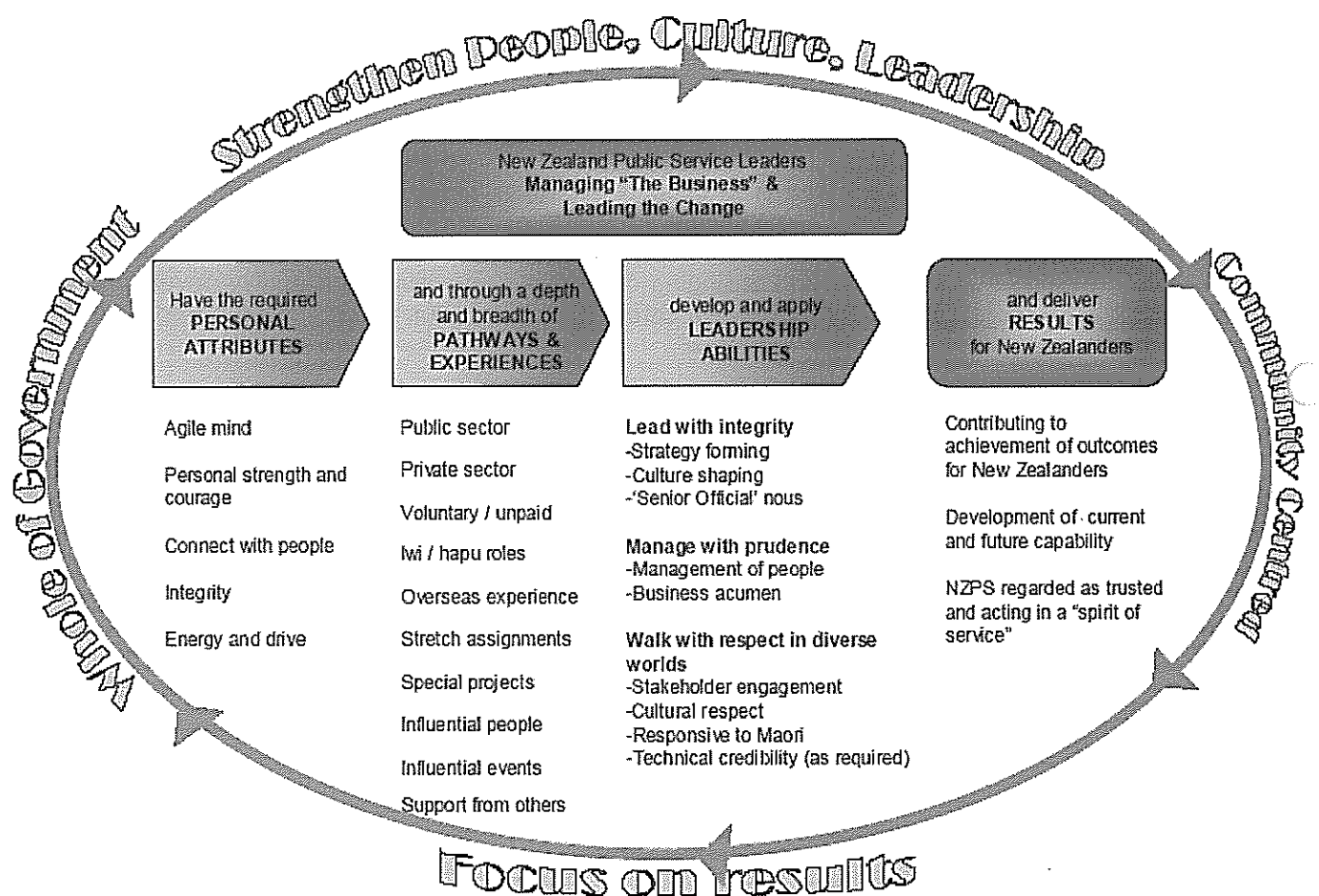
Bruce Anderson, Chief Executive of the LDC, presented on the role of the centre, focusing on the key leadership competencies needed for the Public Service. Key leadership competencies outlined in the Leadership Capability Profile establishes a transparent framework that signals the required attributes, abilities, experiences and pathways for leadership roles in the New Zealand Public Service now and in the future²⁵. The personal attributes are "*not negotiable*", although the Leadership Capability Profile makes it clear that there cannot be one single prescription for leadership.

²⁴ The Leadership Development Centre was established on 1 July 2003. The Centre is based on the best of its predecessor the Management Development Centre (MDC), which had been established in August 1995.

²⁵ State Services Commission (June 2003) The Leadership Capability Profile, Part One: Overview.



Figure 1. Leadership Capability Profile



The key competencies reflected in the Leadership Capability Profile will need to be demonstrated by more Pacific public servants aspiring for leadership positions within the Public Service (refer to appendix).

Government agencies and organisations will need to provide a supportive environment where Pacific staff are given opportunities to develop the standards and capabilities articulated in the leadership capability profile.



One of the keys to the development of Pacific leadership within the Public Service is how Pacific peoples' cultural values are recognised and valued amongst government agencies as skills and competencies.

There are number of commonly shared cultural values throughout the Pacific, which although shared, may be expressed in different ways by the different cultural groups. These values were identified by the Ministry of Pacific Island Affairs and include:

- Communitarianism
- Value of reciprocity
- Mutual help more effective than individualism mutual help and interdependence.
- Focus on groups
- Consensual approach
- Emphasis on spirituality – religious practices
- Respect for authority and value status
- High regard for community expertise and social structures²⁶

Pacific cultural values can be further defined or categorised into common threads:

- Respect relates to 'keeping face', acknowledging status and observing proper etiquette
- Reciprocity acknowledges the relationship and obligation of care between individuals and groups interacting for a shared purpose
- Obligation relates to kinship ties and the duty evoked by relationships to ensure collective responsibility of the social/cultural group
- Collectiveness is the core value for Pacific communities that emphasise the group as a whole rather than the individual²⁷

The recognition of these cultural skills and competencies should be acknowledged in the context of the value added to positions of leadership within the Public Service. Higher representation of Pacific peoples in leadership positions within the Public Service will help ensure that government agencies are responsive to the needs of an increasingly diverse society.

²⁶ Ministry of Pacific Island Affairs, Pacific Analysis Framework with Pacific Consultation Guidelines Analysing Public Policy through Pacific Lenses.

²⁷ The Community Employment Group (Department of Labour), Seeing with Pacific Eyes: Metaphors for Pacific Community Development: A resource for community development workers, policy makers and organisations.



Trends In Leadership

As New Zealand society becomes more diverse, leaders within the Public Service will need to demonstrate an ability to manage multiple relationships with increasingly diverse communities.

The session entitled '*Trends in Leadership*' was designed to look at international trends and approaches to leadership. Presented by Dr Brad Jackson²⁸ from the Victoria University of Wellington School of Management, the session focused on four aspects or approaches to leadership. Elements of Pacific Leadership styles can be seen within each approach:

1) Distributed Leadership

Thinking about leadership, not solely as a set of characteristics possessed by an individual but as an emergent property of a social system.²⁹

Leadership can also be viewed as a relational phenomenon, where formal 'leaders' and 'followers' share in the process of enacting leadership".³⁰

2) Spiritual Leadership

Spiritual leadership includes teaching followers correct principles and application of techniques that enable self-government.

Spiritual leadership is redefining leadership in terms of service and stewardship. Work is redefined beyond economic rewards to include inner needs for spiritual identity and satisfaction.

Spiritual leadership asks us to reject values of self-interest based on power, wealth and prestige, and to focus on ethical values like integrity, independence and justice.

There is a significant connection between a leader's disposition to spirituality and the impact on their work.

3) The Dramaturgical Approach

This approach examines the roles of the environment (scene), actor (leader) and followers (audience) play in defining the situation and jointly constructing a charismatic relationship. It also examines how leaders project a desired identity image (trustworthy, credible, moral, and innovative) to their audience of followers.

4) Inter-cultural Leadership

Inter-cultural leadership is based on the notion that most leadership theory is developed in the 'western' cultural context. There is a need to re-appreciate

'common sense' approaches to leadership. The approach looks at the interaction between leaders and followers who are culturally different.

²⁸ Dr Brad Jackson's qualifications include PhD (Lancaster University), MA (British Columbia University), and BSc from Bristol University (UK).

²⁹ Salancik et al. (1975)

³⁰ Drath (2001)



To conclude, Dr Jackson proposed that currently people are looking for the '*Trans-Cultural Creative Leader*.' This was based on the premise that leaders need to:

- Transcend their childhood acculturation and respect very different cultures
- Build cross-cultural partnerships of mutual trust, respect and obligation
- Engage in cross-cultural creative problem solving to resolve conflicts
- Help construct third cultures in various operations³¹.

Summary

- The Pathways to Leadership Conference focused on two main objectives:
 1. To encourage agencies to develop and grow the pool of Pacific peoples for senior management positions within their organisation.
 2. Provide participants of the conference with the opportunity to focus on career development plans to realise their leadership potential.
- It was acknowledged in the Chief Executives' panel discussion the need to provide within government agencies adequate support structures and development programmes for Pacific public servants to progress into leadership and management roles.
- The Leadership Development Centre was identified as a key organisation that could assist the development of Pacific peoples into leadership positions within the Public Service.
- The key competencies reflected in the leadership capability profile will need to be demonstrated by more Pacific public servants aspiring for leadership positions within the Public Service.
- The recognition of Pacific cultural values and competencies should be acknowledged in the context of the value added to positions of leadership within the Public Service.

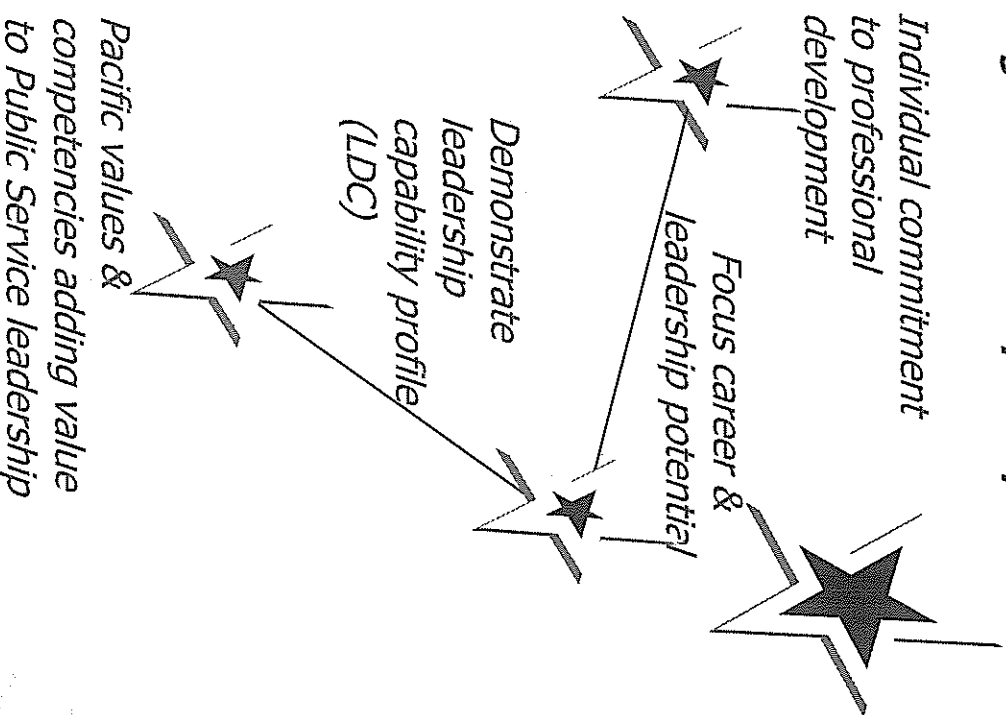
Currently people are looking for the '*Trans-Cultural Creative Leader*.' There is a need for '*Trans-Cultural creative leaders*' who can:

- Transcend their childhood acculturation and respect very different cultures
- Build cross-cultural partnerships of mutual trust, respect and obligation
- Engage in cross-cultural creative problem-solving to resolve conflicts
- Help construct third cultures in various operations.

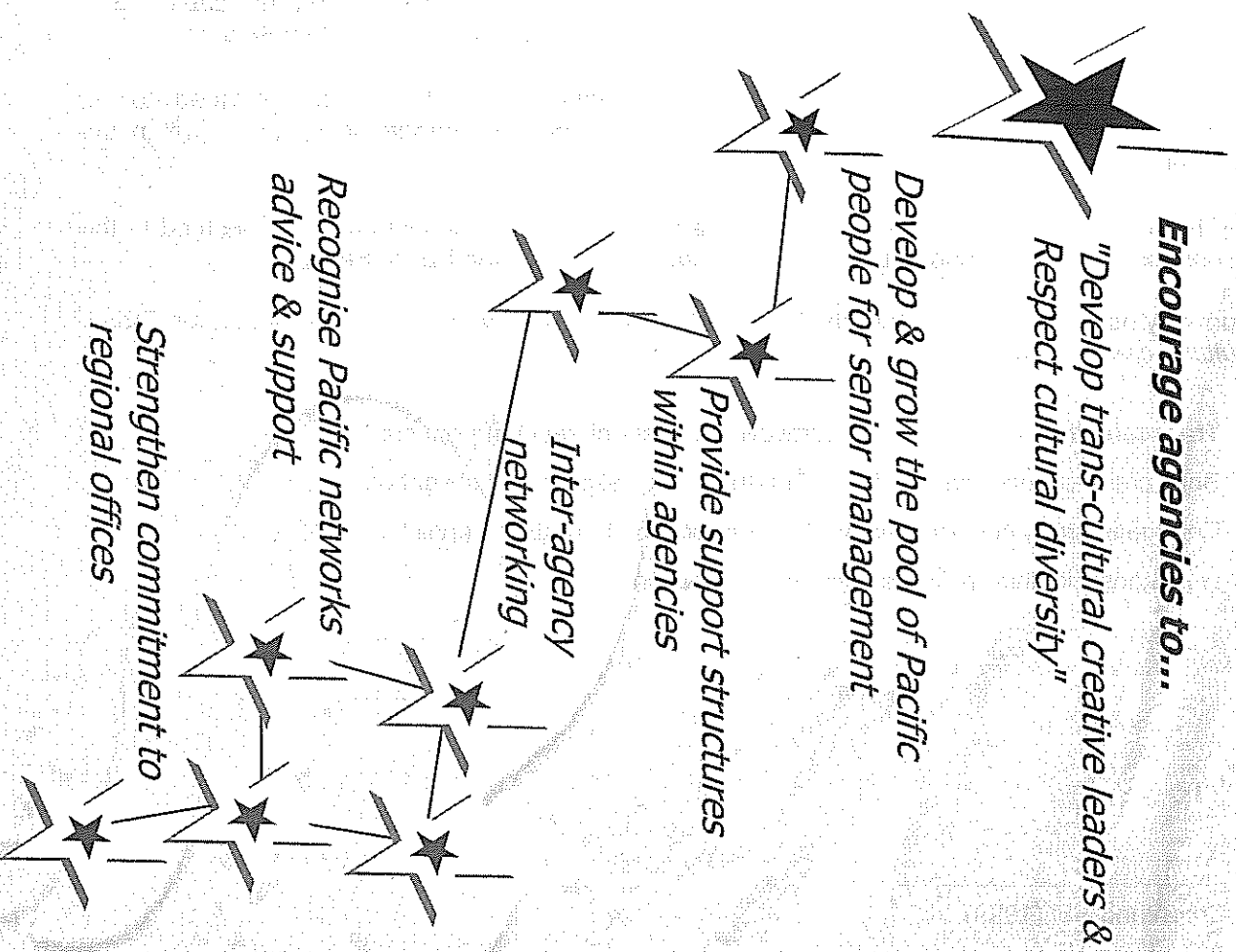
³¹ Graen and Hui (1999)

Pathways to Leadership Fono Summary

Encourage conference participants to...



Encourage agencies to...





Workshop Discussion

The workshops focused on key topics including:

- organisational environment;
- internal organisational capability building;
- individual career development;
- Te Vaka career plan for Pacific managers
- personal leadership;
- values; and
- integrity.

Key issues emerging from the workshops were reiterated at the final report-back session.

The three main themes from the workshop discussion were:

1. The role of government in supporting positive Pacific Pathways to Leadership
2. Individual ownership/commitment and responsibility to increase positive Pacific Pathways to Leadership
3. Being connected within organisations (establishing Pacific networks).



Theme 1:

The role of government in supporting positive Pacific Pathways to Leadership?

"Organisations need to strengthen their commitment with their regional offices. It would help if Human Resource staff talk to their regional offices and know what the employment issues are for their workforce."

Summary of key points

Delegates identified the following issues:

- Need for more opportunities for Pacific staff and a focus on Pacific development
- Increase secondment opportunities both internally and externally
- Performance measurements for management linked to Pacific outcomes
- Need for leadership training and people to push you
- Firm performance agreement
- Insight, understanding and the opportunity to participate in the development of organisation's Statement of Intent
- Need for a formalised commitment from a higher level
- Formal mentoring programmes
- Organisations need to strengthen their commitment with their regional offices, e.g. Human Resource staff to be aware of the employment issues and career development aspirations of regional staff
- Better training for managers/team leaders around developing career plans for staff
- Clarifying the role of the State Services Commission in developing Pacific leadership within the Public Service.



Theme 2:

Individual ownership/commitment and responsibility in increasing positive Pacific 'Pathways to Leadership'

"Don't leave your answer for someone else, try to do it yourself"

"You need to get over the barriers and start looking for opportunities"

"Cultural competency needs to be articulated and discussed"

Summary of key points

- **Need for increased self-confidence**
- **Onus on the individual to put their hand up**
- **We need to push ourselves through Pacific network groups, changing mindsets of Pacific peoples on the kind of support we can provide**
- **Attaining and maintaining a high level of qualifications**



Theme 3:

Being connected within organisations - establishing Pacific networks.

"Today is a waste of time if somebody doesn't follow through. There has been a wealth of information and we would be failing if we missed this opportunity, there needs to be follow up, development and implementation of the ideas that have been brought forth today"

Summary of key points

- Communication needs to be improved – we need to keep in touch, create Pacific networks
- Need to focus on networking at inter-agency level, working together, making contacts and developing relationships
- Clustered peer supervision rather than one-on-one mentoring

Evaluation

An evaluation was also undertaken post-conference, which focused on two key questions.

Question 1: What career goal do you want to achieve in five years' time?

- Seventy two percent of the delegates stated that they hoped to be managers within the next five years. Self-employment and owning their own business made up 11 percent, and gaining higher academic qualifications made up 7 percent.



Question 2: What three key things need to happen within your own organisation to support you to achieve your goal?

- **Forty-one percent of delegates stated mentoring as a key factor to achieving their goal, 20 percent stated career development plans and 13 percent stated academic qualifications. Twenty-six percent of delegates stated other factors such as increased Pacific networks, and support from management and HR.**

Delegates' responses in terms of barriers to career development were focused on organisational changes. For instance, there were comments which focused on the need for more government agencies to develop and implement more targeted strategies for Pacific public servants and the need for more secondment opportunities, both internally and externally.

Feedback from delegates also indicated the need for their government agencies to form closer relationships with Pacific staff in regional offices. For example, Human Resource staff need to be aware of the employment issues and career development aspirations of their Pacific staff in the regions. As previously stated, 48 percent of Pacific public servants are located within the Auckland region.

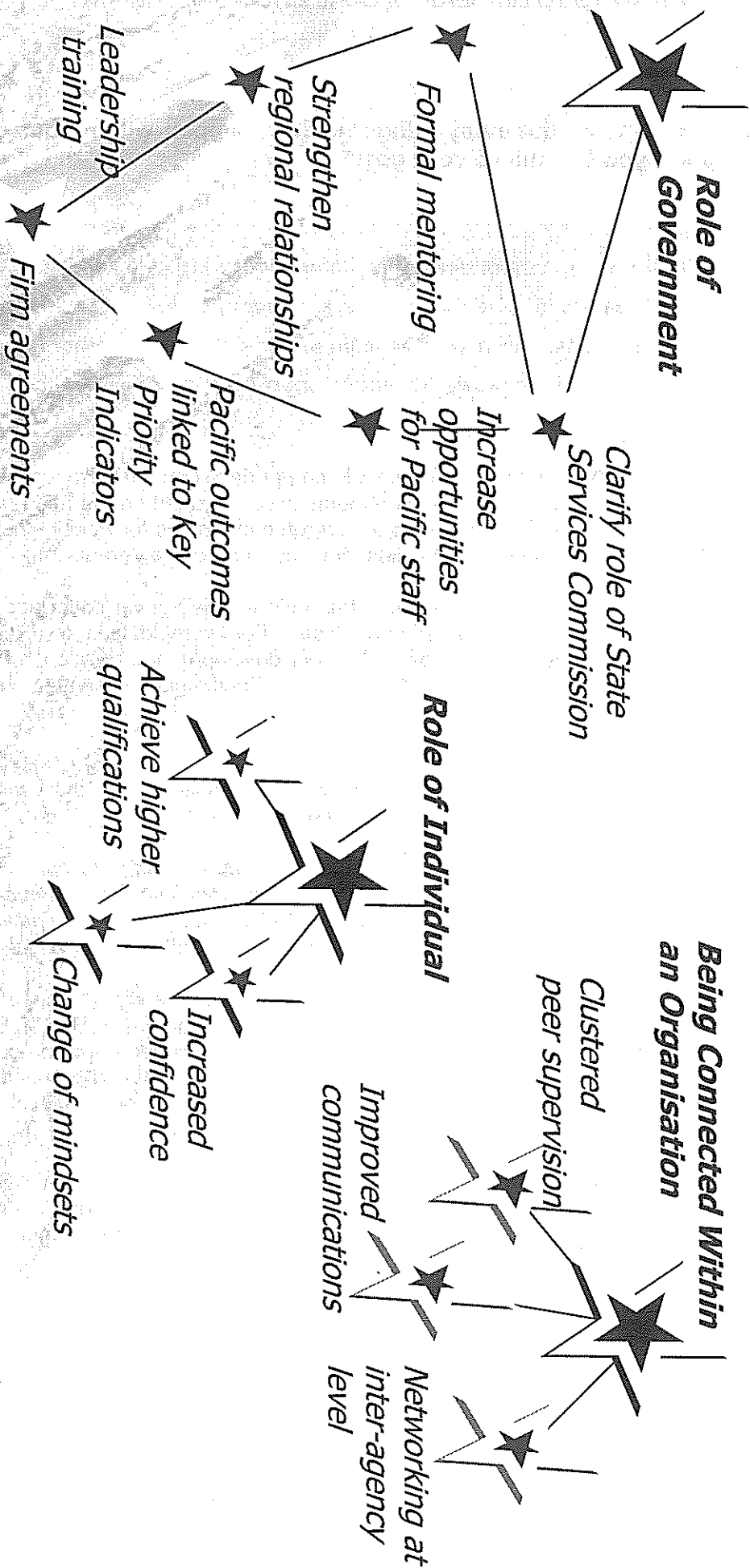
The second theme focused on what action Pacific public servants can take both individually and collectively. The theme of the collective was emphasised during the workshop session on 'Integrity; values and leadership' in which it was stated:

'We need to learn to take our people with us, we have to speak in a language they understand, mentor them and make sure we are taking our community with us. We also need to learn to take our peers with us rather than focusing on individual progress. It is about collective wealth, not only for ourselves, but also for our family and community'.

The theme of the collective highlighted during the conference will also need to be considered by government agencies and organisations in the development of their Human Resource strategies, especially when targeting Pacific peoples. For example, recognising the contribution of Pacific networks towards building capability of Pacific staff and building the agencies' responsiveness towards Pacific communities in the form of more effective policy development and service delivery.

The third theme focused on maintaining networks across the Public Service. Delegates emphasised the need for formal networks or structures to encourage interaction, support and dialogue amongst Pacific network groups across different government agencies.

Discussions on Workshop Themes : What The Delegates Say



**Delegates aims for 2010:
what's your career goal?**

- 72% become managers
- 11% self employed
- 7% achieve higher qualifications

**What will assist you
to achieve your goal?**

- 41% mentoring
- 20% career planning
- 13% academic qualifications
- 26% mixed response



PHASE TWO: SUMMARY OF KEY POINTS

- Management should have performance measures linked to Pacific outcomes
- There is a need for structured formal mentoring programmes for Pacific peoples in the Public Service
- Government agencies need to strengthen their commitment with their regional offices (HR needs to be aware of the employment issues and career development aspirations of regional staff)
- Need to focus on networking at inter-agency level working together making contacts and developing relationships. The need to focus recognition of Pacific networks in terms of providing support and advice on effective policy development and service delivery



PHASE THREE: COMMITMENT TO ACTION BUILDING ON THE PAST

Focus Points

- 1984 Employment Conference: key recommendations
- 1987 The Pacific Island Management Development programme
- 1995 State Services Commission: Growing a Difference – Pacific Islands' Public Service Conference
- Career Progression and Development Survey 2000 Report
- EEO Policy to 2010
- Aligning the Pathways to Leadership initiatives

Building on the best of current practice in New Zealand, a range of focused, new initiatives could close the gap between EEO policy efforts in New Zealand and efforts underway elsewhere. More importantly, such efforts could promote positive changes in the New Zealand workplace that would serve to reduce current inequalities in the labour force. In turn, improving the situation of traditionally disadvantaged groups could generate major and urgently needed gains for the economy, while allowing New Zealand to remain a model society, in terms of social harmony and the advancement of human rights³².

One of the primary objectives of the Pathways to Leadership initiative is to build on historical approaches to Pacific leadership in the Public Service. This section identifies some of the past approaches.

In 1984 the Employment Conference provided the forum from which two key recommendations resulted: the establishment of the Pacific Islands Employment Board, and the directive from Cabinet that the State Services Commission investigate ways to facilitate the promotion of Pacific Island public servants to management positions.

In response to the directive, a working group was established, consisting of both officials from the Department of Internal Affairs Pacific unit and the State Services Commission. In 1987, the Pacific Islands Management Development programme was established, followed by a series of fono conducted for junior public servants, and Pacific peoples' middle and senior management courses.

³² Mintrom, True 2004: page 129



In 1991, Cabinet required '...chief executives to adopt and implement strategies for increasing the participation of Pacific Island peoples at all levels of the Public Service, whose composition reflects that of the population as a whole'. (CAB (91) 33,33A, STA (91) M 11/3). The handbook provided the initial steps towards addressing the 1991 cabinet directive. While increasing the participation of Pacific peoples through strategies and programmes was a primary focus of the handbook, it was highlighted that Pacific peoples needed representation at more senior levels of the Public Service.

In 1995 the State Services Commission convened the Growing a Difference – Pacific Islands Public Service Conference. The conference provided the opportunity for discussion and debate concerning the key issues effecting Pacific peoples in the Public Service.

The conference also highlighted some key barriers and issues facing Pacific public servants, which included:

- Lack of recognition of Pacific peoples' values and culture
- Need to value diversity
- Unclear communication
- Insufficient education, training and development
- Lack of input into decision making
- Lack of access to information and opportunities
- Organisational culture
- Trapped within a confined structure³³.

The conference also identified a number of proposed strategies and initiatives to address these barriers. The proposed suggestions included were:

- Identifying cultural skills as being relevant to the business of the organisation, by recognising them in remuneration and appraisal systems
- Introducing pay parity that recognises experience as being equal to qualifications
- Clearly defining job competencies, e.g. translation competencies, to be included in job descriptions and supported by performance measures and rewards
- Developing a formal mentoring programme

³³ State Services Commission, June 2004, EEO Progress in the Public Service with special focus on Pacific peoples.



- Utilising community resources, e.g. Pacific chaplains
- Promoting and funding appropriate networking and conference opportunities
- Allowing for freedom of method where job specifications/tasks are clear, and allowing individuals to draw on their cultural abilities to achieve the task.
- Providing training for non-Pacific staff on cultural issues and on differences between different ethnic groups
- Developing Pacific responsiveness policies
- Building up the organisation's own community networks, or formalising and rewarding contributions of internal Pacific networks.

In the '*Career Progression and Development Survey 2000 Report*', Pacific peoples' articulated similar issues highlighted by delegates at the 1995 Growing a Difference conference. The Career Progression and Development Survey also noted Pacific peoples' high career aspirations in the Public Service, the importance placed on completing qualifications and the need to up-skill. Pacific public servants also placed a high importance upon work-life balance, and the need to manage professional and career responsibilities with family and community commitments.



Equal Employment Opportunities (EEO)

A key issue highlighted in the Pacific Vision International Conference July 1999 and the Pacific Directions Report was the increasing need for more Pacific people in positions of leadership and influence within the Public Service³⁴. This key issue is well aligned to the objectives of the Equal Employment Opportunities (EEO) policy to 2010³⁵.

The EEO Policy to 2010 demonstrates a commitment to reflecting community diversity at all levels of Public Service, especially management, and to be inclusive of workplace cultures. Achieving these aims will contribute to public and government confidence that policy advice has considered the full range of views.

The development of EEO policy to 2010 has assisted in providing the impetus for the development of strategies, policies and programmes designed to increase the number of Pacific peoples at all levels within the Public Service.

According to the *EEO Progress in the Public Services 2004 Report Special focus on Pacific people* there have been departmental initiatives put in place designed to increase the number of Pacific peoples' within the Public Service. Examples of recent departmental initiatives include the Ministry of Social Development's three key programmes which form the succession framework for advancing Pacific (and Maori) staff to senior management positions, Te Putake (The Foundation), Te Ariatitia (The Pathway Ahead) and Te Aka Matua (The Climb to Prominence).

In addition, the report describes how internal Pacific network groups have been established within government agencies to assist the promotion of Pacific issues in collaboration with the business goals and strategic priorities of the agency. Examples of such agencies include Ministry of Education, Ministry of Economic Development, Ministry of Housing and the Department of Internal Affairs. The State Services Commission is also undertaking a mid-point review of EEO Policy to 2010, to determine whether it has been effective in achieving the policy goals (including those on employment of EEO groups).

³⁴ Ministry of Pacific Island Affairs, 15 December 1999, Pacific Vision Strategy: Pacific Directions Report, A report to Government on a possible pathway for achieving Pacific peoples' aspirations.

³⁵ The core objective of EEO is the, 'elimination of all forms of unfair discrimination in employment.' The State Sector Act 1988, section 58, requires each chief executive to develop each year an EEO programme for their department. Section 6 of the Act requires for SSC to 'promote, develop and monitor equal employment opportunities policies and programmes for the Public Service.'

Pathways To Leadership Initiative

Aligned to development goals for State Services Commission

Statement of Intent Outcome

Increased involvement & visibility of Pacific peoples in senior decision making positions thereby realising the Govt. vision of a diverse Public Service

Monitoring & evaluation

Implementation of agency initiatives

Pathways to leadership Goal 2010:
commitment to action report

Pathways to leadership conference / FONO

Snapshot Report

1999 Pacific Vision Conference & Pacific Directions Report



Public Service Initiatives

The Public Service has adopted a variety of approaches to meet the demands of all Public Service employees. In May 2003 Cabinet approved the Human Resource (HR) Framework. The major objectives of the HR framework were to:

- Enhance the performance of the Public Service as a whole and of Public Service departments;
- Promote a collaborative, joined-up Public Service that enhances integrated service delivery and reduces duplication and fragmentation; and
- Enhance the ability to attract and retain diverse and capable talent.

The HR framework; grouped under four categories included: Capability; Employment Relationships, Employment Conditions; and Employment Environment. Most of the projects under the HR framework have now been completed.³⁶ The State Services Commission has stated that the next stage of development will be to work towards the new State Services Development Goal of making the State Services an Employer of Choice to high achievers with a commitment to service. The Development Goals for the State Services was released on 18 March 2005³⁷. The overarching goal for the State Services is:

'A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders'

The overarching goal is supported by six, more specific Development Goals for the State Services. In particular, the Pathways to Leadership initiative align to Development Goals 1, 2 and 4.

³⁶ - Scholarships and Internships, Graduate Development
- Recruitment, Development and Retention of Maori
- Career, Learning and Development Service
- Work/Life Balance Definition and Principles; and
- Remuneration System Principles and Good Practice

³⁷ State Services Commission (March 2005) Development Goals for the State Services.



Development Goals	By June 2007	By June 2010
Goal 1: Employer of Choice Ensure the State Services is an employer of choice, attractive to high achievers with a commitment to service.	A comprehensive guide to good employment practice developed with input from State Services employers and unions, in place for use across government agencies.	Measurable improvement in the proportion of talented job seekers aspiring to join the State Services.

The Pathways to Leadership initiative will also look at how government agencies can attract and increase the pool of high calibre Pacific peoples for leadership positions within the Public Service.

Development Goals	By June 2007	By June 2010
Goal 2: Excellent State Servants Develop a strong culture of constant learning in the pursuit of excellence	A framework for learning and development across government agencies.	All government agencies have a strong commitment to developing skills and knowledge across all staff.

The initiative will also focus on how government agencies can encourage and develop the appropriate skills and knowledge of Pacific staff for leadership and management roles within the Public Service.

Development Goals	By June 2007	By June 2010
Goal 4: Coordinated State agencies Ensure the total contribution of government agencies is greater than the sum of its parts.	Government agencies demonstrating improvement through Managing for Outcomes, including joint outcomes and other shared accountabilities across clusters of agencies	Measurable results are evident from the joint pursuit of joint outcomes.

The initiative aligns to Development Goal 4 by providing a coordinated approach among government agencies towards the Pathways to Leadership goal, that there will be a significant number of Pacific peoples within leadership positions within the Public Service by 2010.'



Commitment To Action

The Pathways to Leadership initiative provides an opportunity for government agencies and key stakeholders to undertake a collaborative approach to addressing the under-representation of Pacific peoples in leadership and senior management positions within the Public Service. The collation and analysis of feedback from the Pathways to Leadership conference including research and scoping of past historical approaches led to the development of key actions and goals.

These key actions and goals provide an initial outline of proposed steps needed to achieve the overall Pathways to Leadership goal of '*an increased number of Pacific peoples in leadership positions within the Public Service by 2010.*' The development of key actions and goals also provided the basis for bilateral discussions with government agencies.

The Ministry of Pacific Island Affairs undertook a series of bilateral meetings with the following government agencies and organisations: Ministry of Health; Ministry of Education; Ministry of Social Development; Ministry of Economic Development; Department of Conservation; New Zealand Police; Accident Compensation Corporation, Department of Corrections, and the Public Sector Training Organisation. The bi-lateral process provided the opportunity for government agencies and organisations to specify key actions under each of the goals. The bilateral engagements also highlighted that government agencies are currently at differently levels in terms of Pacific leadership development.

The following tables explain the four goals and key action points by government agencies.



Goal One

Increasing the pool of potential Pacific leadership candidates within the Public Service

Key actions

Government agencies to develop and implement internal action plans focused on Pacific peoples' leadership development.

Agency	Action
New Zealand Police	<p><i>An HR component in the New Zealand Police Strategic Plan to 2006 is to increase the number of Pacific peoples working as sworn police officers to 6 percent.</i></p> <p><i>The 'Police in Policing Human Resource (HR) Strategy to 2006' HR Leadership and Development strategic framework for sworn and non-sworn has the following specific strategies:</i></p> <ul style="list-style-type: none"> <i>A diversity goal is that by 2005, 7 percent of sworn staff and 2.5 percent of senior managers will be Pacific staff by 2005;</i> <i>To set up a process to select and develop potential Pacific leaders by 2006. These candidates will receive targeted developmental learning to enhance their skills and knowledge and confidence. They will be encouraged and supported to apply for promotion into senior positions within the NZ Police or the wider Public Service.</i>
Department of Conservation	<p><i>The Department of Conservation (DOC) is currently strengthening its career development and succession planning processes. A pilot programme is running at present, which will be adapted and implemented with all staff. Specific timeframes have not been set. DOC has few Pacific peoples in the department, and while career development will be available to everyone, there is a special focus on EEO groups, including Pacific peoples.</i></p>
Ministry of Health	<p><i>The Ministry of Health Human Resources Strategic Plan provides an overarching framework that contributes to this recommendation. A more detailed action plan will be developed as part of the strategy for Pacific capacity and capability development within the Ministry during 2005.</i></p>
Department of Corrections	<p><i>The Future leaders development programme (operational) encourages suitable Pacific staff to apply and participate in the programme. The Department currently has in place the:</i></p> <ul style="list-style-type: none"> <i>Chief Executive's scholarship which encourages Pacific staff who may be in the last year of study to apply for the scholarship; and the</i> <i>Christina Rush Scholarship for Maori and Pacific students (Psychological Services).</i>



Ministry of Social Development	<p><i>The Ministry of Social Development (MSD) continues to:</i></p> <ul style="list-style-type: none"> • Enhance the Pacific staff leadership/management development framework (ongoing) • Align this framework into MSD leadership capability framework • Develop, enhance and hold developmental initiatives aimed at improving the leadership potential of Pacific leaders (ongoing) • Provide leadership/management development opportunities for Pacific staff through programmes such as: <ul style="list-style-type: none"> - Te Putake (a cadet programme) - Te Aratitia (a management development programme), - Te Aka Matua (a new executive development programme) (ongoing)
Public Sector Training Organisation (PSTO)	<p><i>The PSTO has developed a suite of national qualifications that support leadership development from team leadership up to senior management.</i></p> <p><i>The qualifications develop the competencies identified in the Leadership Capability Profile, and lead up to engagement with programmes offered through the Leadership Development Centre (LDC), and postgraduate study through to the Victoria University of Wellington School of Management.</i></p> <p><i>Qualifications are designed to be delivered and assessed in a workplace context, rather than traditional classroom/examination-based.</i></p>
Accident Compensation Corporation (ACC)	<p><i>One of the ACC Corporate values is 'Valuing People and their Diversity'</i></p> <p><i>Within the current business plan there is a key goal to increase staff satisfaction to between 80 – 85 percent by 2007. Explicitly stated intermediate outcomes relevant to this initiative are:</i></p> <p><i>'Maori and Pacific peoples are fully supported in using their cultural expertise to deliver benefit to ACC and its stakeholders'</i></p> <p><i>'All staff have a personalised training and development plan'</i></p> <p><i>'Develop and implement an appropriate cultural competencies training package'</i></p> <p><i>'Strengthen [Maori and] Pacific people's capability through the development of [Maori and] Pacific networks focusing on improving ACC performance'</i></p> <p><i>'Pacific peoples' staff satisfaction rate will be between 75 – 80 percent at June 2005'</i></p> <p><i>'Pacific peoples' staff turnover will be no greater than 10 – 15 percent.'</i></p>



Goal Two

Government agencies and organisations are responsive to the career development of Pacific peoples through internal policies and processes.

Key Action

Government agencies and organisations will ensure that action plans incorporate the Equal Employment Opportunities policy, and are inclusive of career development plans and study support for Pacific public servants.

Agency	Action
New Zealand Police	<i>All policies in NZ Police comply with the State Services Commission HR framework and EEO requirements and career planning, study leave and support are available for all members, including Pacific members.</i>
Department of Conservation	<i>The Department has study support available for all staff, including Pacific staff.</i>
Ministry of Health	<i>The goals and actions of the strategy for Pacific capacity and capability development are expected to be consistent with these recommendations. Ministry of Health Pacific staff participate in the Leadership Development Centre programmes.</i>
Ministry of Social Development	<i>MSD will incorporate the Pacific Strategy and staff leadership development initiative into annual Human Resources Business Plan (ongoing) and continue to provide the opportunity for Pacific Managers to gain appropriate leadership/management skills and qualifications (ongoing).</i>
Department of Corrections	<p><i>Statement of Intent, Human Resource operational, Strategy document, Pacific Strategy:</i></p> <ul style="list-style-type: none"> <i>• Increase the proportion of Pacific managers and front line staff in the department (target 8 percent of all staff)</i> <i>• Identifying barriers to Pacific recruitment, progression in the department</i> <i>• Identify and implement a recruitment plan to increase the number of Pacific psychologists in the Department</i> <i>• Pacific Strategy – development and implementation of Pacific Cultural Liaison Officers (2)</i> <i>• Develop manager and staff capability in readiness for opening of new prisons (in place and ongoing, is also part of the recruitment and development strategy for the Northern Regional Corrections Facility (NCRF))</i> <p><i>Completed or operational</i></p> <ul style="list-style-type: none"> <i>• Supporting Pacific staff networks (ongoing)</i> <i>• Develop and implement a communications Strategy (completed)</i> <i>• Established a Chief Executive's Pacific Advisory Group (implemented).</i>



Public Sector Training Organisation (PSTO)	<p>Participation rates by Pacific learners in PSTO-based workplace learning programmes are currently 12 percent. Participation rates in modern apprenticeships are 18 percent. Action plans include regular monitoring to ensure that participation rates at least match, if not exceed, participation rates in the sector as a whole.</p> <p>Action plans include undertaking a stock take of the Pacific learners already engaged in training towards national qualifications in the Public sector. The results of this stock take will inform PSTO of any further action plans that may be required to ensure that participation rates across all levels of qualifications, progress, and completion rates are satisfactory.</p> <p>PSTO policy requires that qualifications, unit standards, and assessment material do not contain any unintended barriers for use by Pacific people.</p>
Accident Compensation Corporation (ACC)	<p>ACC is currently undergoing strategic reviews of many of its HR components, including Employment Development, Management Development, Executive Development, and Workforce Planning. These will have a directive to consider matters of culture and diversity and we will tighten this brief to specify this initiative. These reviews were due for completion by the end of the financial year (end June 2005) and include action plans as a key deliverable.</p> <p>As a good employer, ACC values the diverse talents of our employees and will continuously strive towards excellence in providing equal employment opportunities. Equal employment opportunities best practice response recognises that all employees should receive the same opportunities for development to maximise their career potential and aspirations.</p> <p>ACC will seek to identify and take pro-active steps to eliminate barriers to make sure everyone is treated fairly in employment and has the opportunity to perform to their maximum.</p> <p>ACC is committed to the practice and promotion of equal employment opportunities throughout the organisation. The principles and practice of equal employment remain a core value, contributing to the integrity and high performance of ACC.</p> <p>ACC has a staff member dedicated to EEO policy, & the planning, oversight and monitoring policy implementation are key responsibilities of this role.</p> <p>The current Performance Review System includes the development plans that focus on future as well as current development needs. This is due to be reviewed, though it is not a priority & no timeframe has been allocated.</p>
Ministry of Economic Development	<p>The Ministry of Economic Development supports the development of Pacific Island staff through the Pacific Island network. The networks include Pacific Island staff working in the Wellington, Auckland and Christchurch offices. The network provides input to the Ministry's work, from time to time, on specific areas of Pacific culture.</p>



Goal Three

Government agencies and organisations will have formal structured mentoring programmes.

Key Action

Government agencies will work collaboratively with training providers to develop and implement formal structured mentoring programmes.

Agency	Action
New Zealand Police	<i>The New Zealand Police are currently in the process of setting up a mentoring programme for candidates who are selected to be part of the Pacific peoples' development programmes.</i>
Department of Conservation	<i>The department is currently piloting a formal mentoring programme, which will be evaluated in June 2005 to determine the best shape of a sustainable mentoring programme. The pilot included EEO groups such as Pacific peoples.</i>
Ministry of Health	<p><i>The Ministry of Health is a key stakeholder in terms of developing the Pacific health and disability workforce. A number of initiatives contribute to leadership development including:</i></p> <ul style="list-style-type: none"> <i>• The Pacific Health Leadership Programme for health professionals offers leadership case studies in a variety of settings, including Pacific models of care. Past participants have come from health roles in governance, management, clinical and community leadership.</i> <i>• The Pacific Health and Disability Workforce Plan 2004. This includes a number of actions that contribute to achieving the Pathways to Leadership goal, including the development of a public health leadership programme which targets Pacific health participants by June 2005; continued implementation of Pacific workforce leadership initiatives as part of the National Screening Unit Workforce Development Strategy and Action Plan 2002-2007; and succession development plans for key positions within the sector.</i> <p><i>The Ministry of Health operates a formal mentoring programme for staff and is currently developing a programme for special needs mentoring, incorporating cultural mentoring.</i></p>
Ministry of Social Development	<i>The Ministry of Social Development will establish and promote a leadership mentoring programme (based on the State Services Commission mentoring programme) for potential Pacific leaders.</i>



Department of Corrections	<i>The department has not developed a structured mentoring process specifically for Pacific staff but a pilot programme for mainstream staff has been utilised at Christchurch Women's prison. There may be opportunities to lever off this initiative.</i>
Public Sector Training Organisation (PSTO)	<i>PSTO has high levels of participation by young Pacific people in the modern apprenticeship programme. This programme involves a formal mentoring process by PSTO Coordinators on a regular basis over the approximate two-year time frame of the modern apprenticeships.</i>
Accident Compensation Corporation (ACC)	<i>The place of training, development and mentoring as part of an overall strategy will be addressed as part of the Employee Development, Management Development and Executive Development reviews as mentioned in section 1.</i>



Goal Four

Increased numbers of Pacific public servants in leadership development programmes.

Key Action

Government agencies, Public Sector Training Organisation (PSTO) and the Leadership Development Centre (LDC) to facilitate tailored career pathway programmes for Pacific public servants

Agency	Action
New Zealand Police	<i>The LDC and the PSTO will be consulted during the development of the above strategy, as will the Ministry of Pacific Island Affairs and the Police Association.</i>
Department of Conservation	<i>At present the department does not have any Pacific staff registered with LDC, as there are currently no Pacific peoples in management roles within the organisation.</i>
Ministry of Health	<i>The goals and actions of the strategy for Pacific capacity and capability development are expected to be consistent with these recommendations.</i>
Ministry of Social Development	<i>The Ministry of Social Development to identify, enrol and facilitate potential Pacific leaders onto tailored leadership management development pathways is with the Leadership Development Centre – ongoing.</i>
Department of Corrections	<i>The department is currently engaged in an inter-sector arrangement with Ministry of Justice, Police and Ministry of Pacific Island Affairs. Fautua Pasifika – completed the implementation of this initiative. Development and planning for a Pacific focus unit in South Auckland (planning on target).</i>
Public Sector Training Organisation (PSTO)	<i>PSTO business plans include a proposal to coordinate the delivery of a first line management programme to be delivered in a Pacific cultural context in 2004/05. This is subject to sufficient growth resources being made available through the Tertiary Education Commission.</i> <i>Subject to demand this can be extended to higher-level programmes.</i>
Accident Compensation Corporation (ACC)	<i>The Executive Development strategic review is currently looking at the place and role of the LDC and is assisting with Senior Manager development. Key to this review is an examination of how and when potential senior managers are identified.</i>



Government agencies were also invited to specify any activities that fall outside the scope of the key goals but contribute to achieving the overall Pathways to Leadership goal, 'that there will be a significant presence of Pacific peoples in leadership positions within the Public Service by 2010.'

Agency	Action
New Zealand Police	<p><i>NZ Police is committed to ensuring the ongoing development of its Pacific peoples and has the following strategies that support this:</i></p> <ul style="list-style-type: none"> • <i>NZ Police has built the following positions into its permanent structure:</i> • <i>Establishment of a Maori and Pacific ethnic services group in the Office of the Commissioner structure (OoC), led by a FTE strategic Pacific advisor;</i> • <i>Full time dedicated Pacific advisors, Auckland, Counties Manukau, North Shore and Canterbury (4);</i> • <i>Part time Pacific portfolio holders in Waikato, Bay of Plenty, Wellington and Tasman;</i> • <i>An annual fono;</i> • <i>External Pacific advisory groups work with and advise the District Commanders on internal and community strategies and this work is facilitated by the Pacific Liaison Officers, and</i> • <i>Pacific community reference groups working in most districts.</i>
Department of Conservation	<p><i>The department runs a trainee ranger development programme in conjunction with the Nelson/Marlborough Institute of Technology. This is a three-year programme, the first year of which is at the institute in Nelson, with eight students picked up from the previous year's intake to be part of a second and third year programme of on the job development working as trainee rangers. The department will look at how it can attract Pacific peoples to apply for the training programme.</i></p> <p><i>The department has in place a People Diversity Strategy, which has largely been implemented. We have been tracking pretty well against our target for Pacific peoples, but it only takes one Pacific staff member to leave to have a significant impact on statistics. The reverse is also true. The department is currently thinking through some work to better understand where and what interventions will be most effective in attracting people from all EEO groups to apply for jobs in DOC and stay.</i></p>
Ministry of Social Development	<p><i>Based on the principle of appointment on merit, MSD aims to increase the number of Pacific staff in senior management positions to reflect the overall general population of New Zealand by 2010.</i></p>



Accident Compensation Corporation (ACC)	<p>ACC:</p> <p><i>Has just appointed a new National Pacific manager. This role has both an internal and external focus.</i></p> <p><i>Recently extended the position of General Manager Maori Development to encompass other groups, including Pacific peoples. The role of was also broadened to include customer access in recognition of ACC's commitment to recognising the differing needs arising from diversity, both internally and externally, and need for action.</i></p> <p><i>Offers Pacific Student Scholarships</i></p> <p><i>Sponsors and organises regular Pacific Network fono.</i></p> <p><i>Includes within its standard HR data collection and reporting, statistics on ethnicity and ethnicity breakdowns across key indicators such as turnover, absenteeism, training, management appointments, etc.</i></p>
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PHASE THREE: SUMMARY OF KEY POINTS

- In 1984 the Employment Conference provided the forum from which two key recommendations resulted:
 1. the establishment of the Pacific Islands Employment Board; and
 2. the directive from Cabinet that the State Services Commission investigates ways to facilitate the promotion of Pacific Island Public servants to management positions.
- In 1987 the Pacific Islands Management Development programme was established, followed by a series of fono conducted for junior public servants for Pacific peoples middle and senior management positions.
- In 1995 the State Services Commission convened the Growing a Difference - Pacific Islands Public Service Conference.
- In the 'Career Progression and Development Survey 2000 Report', Pacific peoples articulated similar issues highlighted by delegates.
- The EEO Policy to 2010 demonstrates a commitment to reflecting community diversity at all levels of the Public Service.
- The Pathways to Leadership goals also align to the key development goals for the State Services.
- The Pathways to Leadership goals include:
 - **Goal One:** Increasing the pool of potential Pacific leadership candidates within the Public Service.
 - **Goal Two:** Government agencies and organisations are responsive to the career development of Pacific peoples through internal policies and processes.
 - **Goal Three:** Government agencies and organisations will have formal structured mentoring programmes.
 - **Goal Four:** Increased numbers of Pacific public servants in leadership development programmes.

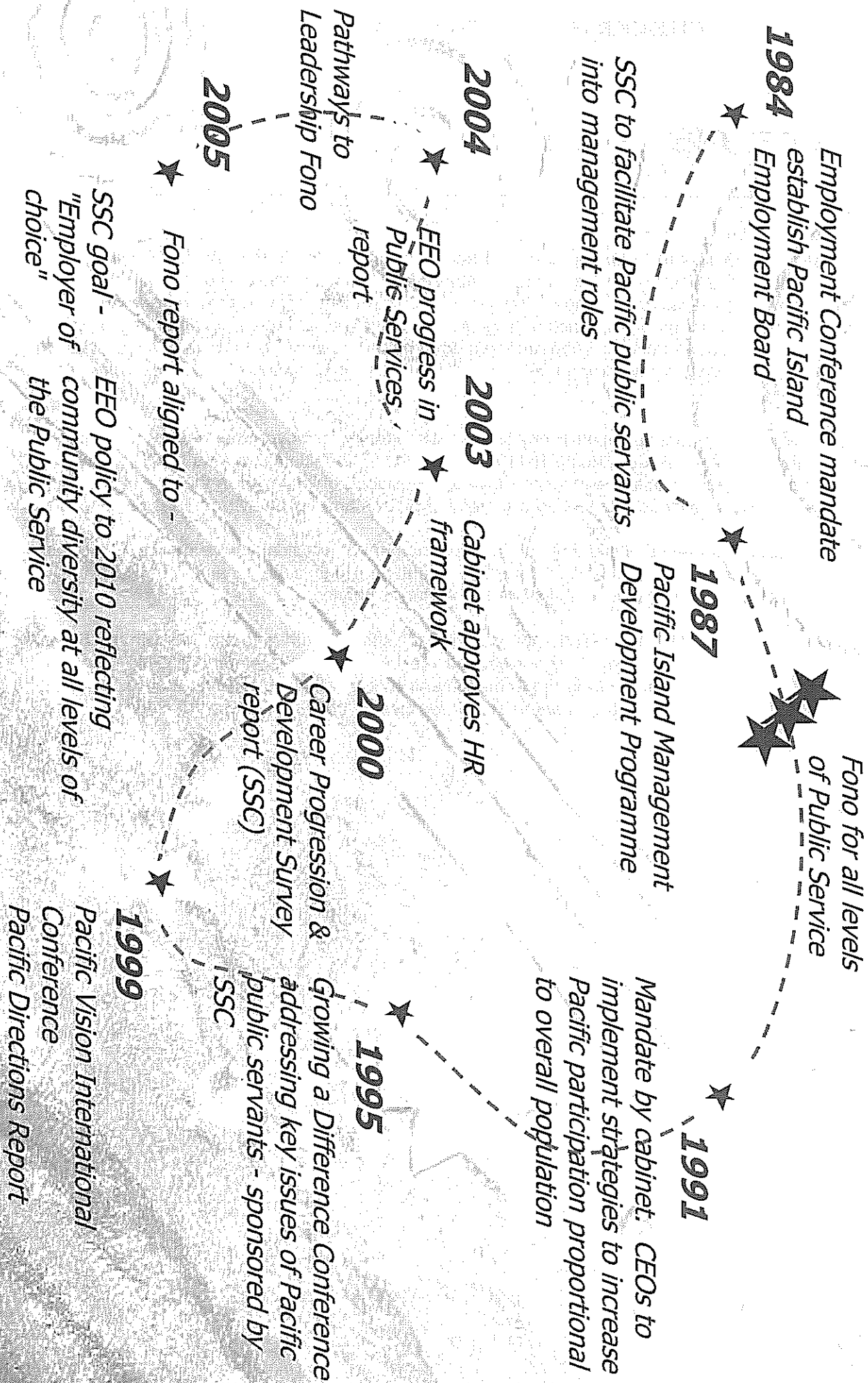


PHASE FOUR: MONITORING AND EVALUATION

The Ministry of Pacific Island Affairs will continue to assess and report on departmental strategies and initiatives that seek to build agencies Pacific capabilities. This will result in an increasing number of Pacific public servants moving into leadership and senior management positions, improving their responsiveness and effectiveness through the Ministry's aggregate annual reporting function.

In addition, the Ministry of Pacific Island Affairs; through its current monitoring and reporting functions, will assess and report on the extent to which key departmental Pacific strategies and initiatives are adequately resourced.

Pacific Peoples Leadership Continuum





NEXT STEPS

Overall efforts towards the development of Pacific peoples in leadership positions within the Public Service have often been fragmented, with Government agencies focusing on their own internal leadership development plans. This report has identified that Government agencies are at different levels in terms of approaches targeted at Pacific leadership development across the Public Service. Improved coordination amongst government agencies towards a common vision will assist to address the low proportion of Pacific peoples in positions of influence within the Public Service.

The Pathways to Leadership initiative provides an opportunity for government agencies to state their commitment towards developing Pacific leadership. The initiative is also based upon the premise that for Pacific Public servants to move into positions of influence in the Public Service, there needs to be a collaborative and co-ordinated approach amongst Government agencies.

This report provides the first steps towards the development of practical advice on how agencies can foster and develop their Pacific leadership talent and high calibre candidates for senior management roles and positions of influence in the Public Service.

This report will provide the basis for the Ministry of Pacific Island Affairs to engage with the State Services Commission, government agencies and the Leadership Development Centre on the development of future work towards the achievement of the Pathways to Leadership goal *“that Pacific peoples will represent 5 percent in senior leadership positions within the Public Service by 2010”*.



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APPENDICES

Appendix 1 : List of conference delegates

Maia	Smith		ACC Hamilton Branch
Joe	Sio		ACC Henderson Branch
Ngaire	Vui		ACC Legal Services
Darren	Vaeluaga		ACC Papanui
Tupuivao	Fidow		ACC Wellington Branch
Juliette	Launiuvao	ACC Healthwise	Accident Compensation Corporation
Asenati	Lole-Taylor		Auckland City Council
Deborah	Misiuepa	Executive Services	Auckland City Council
Christopher	Mene		Canterbury Police District
Lee	Pearce	Pacific Health	Capital & Coast District Health Board
Royce	Pili	Pacific Health	Capital & Coast District Health Board
Miriama	Su'a		Career Services Rapuara
Kaleti	Moala-Mafi		Child, Youth and Family
Leva Aati	Schuster		Child, Youth and Family
Lo'io	Vole		Child, Youth and Family
Maria	Godinet-Watts		Community Employment Group
Iani	Nemani		Community Employment Group
Earl	Simpson		Community Employment Group
Semisi	Fukofuka		Community Probation Service
Alf	Filipaina		Counties Police
Hanna	Ahhi		Department of Corrections
Ben	Alatipi		Department of Corrections
Talaga	Samuelu	Christchurch Women's Prison	Department of Corrections
Cyrus	Nielsen		Department of Internal Affairs
Jesse	Tauti		Department of Internal Affairs
Lavenia	Embersen-Hickling		Department of Labour
Tufui	Fonua	Office of the Chief Executive	Department of Labour
Maua	Fuimaono	OSH	Department of Labour
Nancy	Wright-Sandoy	Pacific Peoples Settlement Strategy	Department of Labour
Rhonda	Poching		Employment Relations Services
Jacinta	Faafili		Health Research Council
Rosita	Ekeroma		Housing New Zealand Corporation
Jeanette	Gower		Housing New Zealand Corporation
Bermy	Pokoati		Housing New Zealand Corporation
Mata	Ropeti-Laumalili		Housing New Zealand Corporation
Tui	Tararo		Housing New Zealand Corporation
Suafole	Gush		Hutt Valley District Health Board



Leilani	Clarke		International Services
Maxine	Fleminig		International Services
Mason	Malagamaaui		International Services
Kim	Mclean		International Services
George	Vaaulu	RAPP IT Telecom House	IRD National Office
Helen	Coffey		Leadership Development Centre
Josephine	Bartley		Ministry of Consumer Affairs
Charis	McCann	School Focus	Ministry of Education
Teura	Pokoati		Ministry of Education
Fuetanoa Kose	Seinafo		Ministry of Education
Ika	Tameifuna	Special Education Manukau City	Ministry of Education
Silipia	Nua		Ministry of Education
Matthew	Aileone		Ministry of Foreign Affairs and Trade
Ane	Hunkin		Ministry of Foreign Affairs and Trade
Tessa	Te Mata		Ministry of Foreign Affairs and Trade
Dr Debbie	Ryan	Pacific Health & Services, Clinical Services Directorate	Ministry of Health
Tuiloma	Sikoti		Ministry of Housing
Rachel	Lockwood	Criminal Team	Ministry of Justice
Fuimaono	Tuiasau	Crime and Justice Policy	Ministry of Justice
James	Aufa'io		Ministry of Social Development
Tony	Fonmoa		Ministry of Social Development
Pat	Masina	Family and Community Services	Ministry of Social Development
Greg	McGirr		Ministry of Social Development
Antonio	Patelesio		Ministry of Social Development
Katalina	Semisi	National Commissioner's area	Ministry of Social Development
Fa	Taupau		Ministry of Social Development
Sarvs	Falefitu	National Contact Centre	New Zealand Immigration Service
Kimberley	Polata		New Zealand Immigration Service
Maria	Saena		New Zealand Immigration Service
Kim	Aiomanu	Policy / Strategy	New Zealand Qualifications Authority
Gayle	Lafaiali'io	Provider Development & Support	New Zealand Qualifications Authority
Marianna	Robati		NZ Defence Force - NCB
To'omata Api	Fiso		NZ Police
Soni	Malaulau		NZ Police
Seti	Tanuvasa		NZ Police
Jim	Bell		Department of Labour OSH
Hans	Key		Department of Labour OSH
Mel	Tuineau		Department of Labour OSH
Teavekura Emma	Henry		Public Health Directorate
Karen	Fukofuka		Regional Public Health
Jude	Bleach		State Services Commission



Raewyn	Pointon		State Services Commission
Denise	Brown		Statistics New Zealand
Alan	McIntyre		Statistics New Zealand
Kerin	Moriarty		Statistics New Zealand
Annapapa	Mulitalo		Statistics New Zealand
John	Patolo		Statistics New Zealand
Reg	Smith		Statistics New Zealand
			Statistics New Zealand
Manuila	Tausi		Statistics New Zealand
Temaleti	Tupou		Studylink
Ropeta	Mene		Te Puni Kokiri
Charles	Niu		Tertiary Education Commission
Betty	Brown		Tertiary Education Commission
Senorita	Laukau		Tertiary Education Commission
Roy	Mulitalo		Tertiary Education Commission
Annie	Visan		Tertiary Education Commission
Sela	Manueli		The Office of Ethnic Affairs
Taiai	Ah-Chee		The Open Polytechnic of New Zealand
Keni Toili	Latu		Vakaola
Neil	Carroll	Student Support Services	Wellington Institute of Technology
Lose	Miller-Helu	Student Support Services	Wellington Institute of Technology
Paul	Ah Kuoi		Work and Income
James	Campion		Work and Income
Cherie	Cornwall		Work and Income
Isabel	Evans		Work and Income
Stephen	Faifai		Work and Income
Ivan	Iafeta		Work and Income
Mareta	Lu'io		Work and Income
Danny	Mareko		Work and Income
Lloyd	Mareko		Work and Income
Losa	McAlpine		Work and Income
Chris	Muller		Work and Income
Uiti	Peleanato		Work and Income
Hilde	Rasch		Work and Income
Mark	Simiona		Work and Income
Charlie	Tevaga		Work and Income
Brenda	Thorby		Work and Income
William	Ulugia		Work and Income
Elisapeta	Tepou		ACC Auckland Branch
Paul	Stowers		Employment Relations Services



Appendix 2: Leadership Development Centre: Meeting The Standard



1. MEETING THE STANDARD

PERSONAL ATTRIBUTES	WEAK	REASONABLE	STRONG
Agile mind: capable of thinking from different perspectives and modes; enable others to do likewise, respecting and engaging diverse thinking and learning styles; intellectually sharp, taking immediate and longer-term consequences into account and providing intellectual leadership on complex matters and in ambiguous situations.	Que?	I've got my MPA!	Einstein got his best ideas from me
Personal strength and courage: self-aware, confident and taking responsibility for managing resources in a way that enables sustained performance; lead with courage, tenacity and independence in the face of political tensions and public scrutiny.	Tru st me – I'm right behind you!	You can trust me to get it done	Call me Braveheart!
Connect with people: know and respect their people; manifest strong interpersonal relations and draw on a wide range of communication skills to: inform and listen, include and engage, and persuade and influence, co-workers, staff and the organisation's social and political communities.	People get in the way of work	Some of my best friends are people	Work gets in the way of people
Integrity: consistently behave in an honest, ethical and professional manner promoting and advocating the highest standards of personal, professional and institutional behaviour and evaluating the performance of the organisation and staff in the light of those values.	It's only had one careful owner – trust me.	You can trust me to do the right thing	I have been through the fire!
Energy and drive: energetic, determined, highly motivated, action-oriented and committed to excellence, coupled with an enjoyment of working with people and seeing their achievements.	TGIF	I'll get the job done	Let's do it!
Self-management: self-aware, excellent at prioritizing, and managing a suitable work-lifestyle balance.	I have no time for this sort of stupid game!	I can wade through things	I can walk on water
LEADERSHIP ABILITIES – AS DEMONSTRATED TO DATE			
Strategy forming: structure and position the agency to reflect strategic intent and achieve government's goals, priority outcomes and investment in the future.	Where are we?	I know where we're going	We're living the dream
Culture shaping: shape an agency's culture to reflect New Zealand Public Service values and give effect to the strategy to deliver results.	Who are we?	We need to change, like this	We will fight them on the beaches...
Senior official "nous": manage the interface between the political environment and the Public Service; use the processes of government; understand the debates and practices surrounding the Treaty of Waitangi; operate on the basis of a politically neutral 'whole-of-government' framework; and work collaboratively with others to achieve results.	Who on earth are they?	Yes, Minister	No, Prime Minister
Management of people: recognise the aims, aspirations, and employment requirements of all staff, and build and maintain a high-performing workforce to enhance the organisation's performance to achieve government's goals and objectives now and in the future.	I've got the team from Hell	We're contenders	I was Peter Blake's mentor
Business acumen: consistently apply sound general management practices to ensure the business operates effectively and efficiently and delivers agreed outputs to contribute to priority outcomes.	Business what?	I can make the system work for us	Double the value, halve the cost, every year
Stakeholder engagement: Manage multiple working relationships with stakeholders to enhance understanding and co-operation to achieve desired results.	I'm not putting my hand thru those bars	I dare to go into the cage full of tigers	They're eating out of my hand
Responsiveness to Maori: develop, build and maintain effective relationships with Maori respecting obligations under the Treaty; work to improve responsiveness to Maori; and interact appropriately with Maori taking into consideration tikanga (customs) and kawa (protocol).	Why do I need this?	This is hard, but I'm working on it	He puukenga tangata
Cultural respect: enable people from different cultural backgrounds to work together effectively; reinforce culturally sensitive behaviour and foster a culturally safe working environment; have the functional and technical knowledge and skills to achieve the high level of respect and accomplishment needed in the role.	What's the problem? I treat everybody the same!	See above	Different strokes...
Technical credibility: have the functional and technical knowledge and skills to achieve the high level of respect and accomplishment needed in the role.	I can't read	I've read all the important stuff	I wrote the book



Appendix 3: Leadership Development Centre: Pathways to Leadership

LEADERSHIP
DEVELOPMENT CENTRE
Ara Kāharahtanga



2. PATHWAYS TO LEADERSHIP

LEADERSHIP ABILITIES – SOME POSSIBLE SENIOR PATHWAYS (PLUS MENTORING, EXPOSURE, FORMAL STUDY...

Which pathways might I take to get to "Strong"?

LEAD WITH INTEGRITY

Strategy forming: structure and position the agency to reflect strategic intent and achieve government's goals, priority outcomes and investment in the future.

- Managing the development of a Departmental Statement of Intent
- Responsibility for futures work or managing during a change of government or government strategy
- Managing or participating in major cross-agency or international work

Culture shaping: shape an organisation culture to reflect New Zealand Public Service values and give effect to the strategy to deliver results.

- Championing or leading change initiatives
- Managing managers, making change by "remote control"

Senior official "nexus": manage the interface between the political environment and the Public Service; use the processes of government; understand the debates and practices surrounding the Treaty of Waitangi; operate on the basis of a politically neutral 'whole-of-government' framework; and work collaboratively with others to achieve results.

- Work in a Ministerial office, central agency, or high-level policy area
- Managing or participating in major cross-agency or international work

MANAGE WITH PRUDENCE

Management of people: recognise the aims, aspirations, and employment requirements of all staff, and build and maintain a high-performing workforce to enhance the organisation's performance to achieve government's goals and objectives now and in the future.

- Any people management role, particularly with a diverse workforce
- Any role which involves managing managers, or brokerage between teams

Business acumen: consistently apply sound general management practices to ensure the business operates effectively and efficiently and delivers agreed outputs to contribute to priority outcomes.

- Membership of Management or Governance Boards
- Responsibility for significant amounts of an agency's business
- Corporate functions, including business planning

WALK WITH RESPECT IN DIVERSE WORLDS

Stakeholder engagement: Manage multiple working relationships with stakeholders to enhance understanding and co-operation to achieve desired results.

- Work in a Ministerial office, central agency, or high level policy area
- Managing community or inter-agency projects or consultations
- Managing or participating in industry, community or interest groups
- Work in relevant line, service delivery, or regional roles

Responsiveness to Maori: develop, build and maintain effective relationships with Maori respecting obligations under the Treaty of Waitangi; work to improve responsiveness to Maori; and interact appropriately with Maori taking into consideration tikanga (customs) and kawa (protocol).

- Work in a relevant project, policy area, or agency
- Work on or participation in Treaty claims and consultation processes
- Work on agency or community capability

Cultural respect: enable people from different cultural backgrounds to work together effectively; reinforce culturally sensitive behaviour and foster a culturally safe working environment; have the functional and technical knowledge and skills to achieve the high level of respect and accomplishment needed in the role.

- Work in a relevant project or agency
- Managing or participating in relevant community or interest groups
- Work on agency or community capability

Technical credibility: have the functional and technical knowledge and skills to achieve the high level of respect and accomplishment needed in the role.

- Involvement in relevant local, national, or international forums
- Work in a related or client area for your particular expertise

