



Māori Workforce Recruitment Toolkit

A toolkit for the integration of Taha Māori into the Waitematā DHB recruitment process

August 2020



Waitematā
District Health Board

Best Care for Everyone

Mihimihi

E ngā mana, e ngā reo, e ngā kārangarangatanga tāngata

E mihi atu nei ki a koutou

Tēnā koutou, tēnā koutou, tēnā koutou katoa

Ki wā tātou tini mate, kua tangihia, kua mihia kua ēa

Rātou, ki a rātou, haere, haere, haere

Ko tātou ēnei ngā kanohi ora ki a tātou

Ko tēnei te kaupapa, 'Oranga Tika', mo te iti me te rahi

Hei huarahi puta hei hapai tahi mō tātou katoa

Hei orange mō te katoa

Nō reira tēnā koutou, tēnā koutou, tēnā koutou katoa

To the authority, and the voices, of all people within the communities

We send greeting to you all

We acknowledge the spirituality and wisdom of those

Who have crossed beyond the veil

We farewell them

We of today who continue the aspirations of yesterday to

Ensure a healthy tomorrow, greetings

This is the Plan

Embarking on a journey through a pathway that requires your

Support to ensure success for all

Greetings, greetings, greetings

“Kauā e mahue tētahi atu ki waho

Te Tihi Oranga O Ngāti Whatua”



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FOREWARD

Mission

To achieve better, best, brilliant health outcomes for Māori. Everybody matters and, with compassion and connectedness our mission is to nurture and grow our Māori workforce to provide best care for our Community.

E hara taku toa i te toa takitahi, engari, he toa takitini

Success is not the work of one, but the work of many

Here Huata, Ngāti Kahungunu

Purpose

To grow, retain and capability of the Māori Waitematā DHB. This belief that building both workforce) and the (capability of workforce) of across the Waitematā opportunity for “**Pae ora**” Holistic concept that elements; mauri **ora** **ora** (healthy families), **wai** Pae ora aim is to create live with good health and that supports Māori to



develop the capacity and Health workforce across the commitment is based on the the numbers (capacity of knowledge/skill base our Māori health workforce district supports and creates (Healthy futures for Māori) a includes three interconnected (healthy individuals), **whānau ora** (healthy environments). the opportunity for Māori to wellbeing in an environment flourish and thrive as Māori.

Aim

To achieve a minimum of 9.2% Māori workforce of **overall workforce by 2025**

To also achieve 9.2% Māori in **Priority workforce groups by 2025**

(We are presently at 7.18% **overall** and 6.39 **priority** as at End of FY20)



Principals

Health partnership with mana whenua

This principle is reflected in a Memorandum of Understanding between Te Rūnanga o Ngāti Whatua, Te Whānau o Waipareira and Waitematā DHB that outlines the partnership approach to working together at both governance and operational levels. This relationship will ensure the provision of effective health services for Māori resident within the rohe of Ngāti Whātua and the area where Te Whānau o Waipareira have strong connections with whānau.

Health equity

As a principle, health equity is concerned with eliminating avoidable, unfair and unjust systematic disparities in health between Māori and non-Māori. The concept of health equity acknowledges that different types and levels of resources may be required in order for equitable health outcomes to be achieved for different groups.

Ngā Kaupapa tuku iho

As a principle, ngā Kaupapa tuku iho requires acknowledgement and respect for distinctly Māori values, beliefs, responsibilities, protocols, and knowledge that are relevant to and may guide health service planning, quality and safety programming and service delivery for Māori.

Whole-of-DHB responsibility

Achieving best health outcomes for whānau and health equity for Māori is a whole-of-DHB responsibility. Therefore, contributing to Māori health gain and reducing ethnic inequities in health between Māori and non-Māori is an expectation of all health activities through Waitematā DHB.

Te Tiriti o Waitangi

Waitematā DHB respect and is committed to fulfilling Te Tiriti o Waitangi as the founding document of New Zealand. Te Tiriti o Waitangi encapsulates the fundamental relationship between the Crown and Iwi. The four Articles of Te Tiriti o Waitangi provide a framework for Māori health and wellbeing and development by guaranteeing Māori a leading role in health sector decision making in a national, regional, and whānau/individual context. The New Zealand Public Health and Disability Act 2000 furthers this commitment to Māori health advancement by requiring DHBs to establish and maintain responsiveness to Māori while developing, planning, managing and investing in services that do and could have a beneficial impact on Māori communities. Te Tiriti o Waitangi provides four domains under which Māori health priorities can be established. The framework recognises an obligation to honour the beliefs, values and aspirations of Māori patients, staff and communities across all activities.

Partnership

- Working together with iwi, hapū, whānau and Māori communities to develop strategies for Māori health gain and appropriate health and disability services

Participation

- Involving Māori at all levels of the sector, in decision-making, planning, development and delivery of health and disability services

Protection

- Working to ensure Māori have at least the same level of health as non-Māori, and safeguarding Māori cultural concepts, values and practices



The Articles

Article 1

- **Kāwanatanga (governance)**

- is equated to health systems performance. That is, measures that provide some gauge of the DHB's provision of structures and systems that are necessary to facilitate Māori health gain and reduce inequities. It provides for active partnerships with mana whenua at a governance level.

Article 2

- **Tino Rangatiratanga (self-determination)**

- is in this context concerned with opportunities for Māori leadership, engagement, and participation in relation to DHB's activities.

Article 3

- **Oritetanga (equity)**

- is concerned with achieving health equity, and therefore with priorities that can be directly linked to reducing systematic inequities in determinants of health, health outcomes and health service utilisation.

Article 4

- **Te Ritenga (right to beliefs and values)**

- guarantees Māori the right to practice their own spiritual beliefs, rites and Tikanga in any context they wish to do so. Therefore, the DHB has a Tiriti obligation to honour the beliefs, values and aspirations of Māori patients, staff and communities across all activities.

Māori Workforce Recruitment Process

Position Description

The recruitment process begins with a vacancy. All vacancies require a Position Description (PD) that defines the core competencies required for appointment to the position. All PDs for staff employed within the Waitematā DHB have a generic Māori Health component that identifies Tikanga competencies that reflects key accountabilities. It is important you are using the most recent PD template [click here](#) for this template

Generic Tikanga competencies for all staff

- Ensures the professional and political integrity of WDHB by carrying out all functions in compliance of the Treaty of Waitangi and by demonstrating a serious commitment to keeping the Treaty alive.
- Shows sensitivity to Tikanga complexity in the workforce and patient population

Tikanga competencies for clinical facing roles

- When making appointments for those meeting the Tikanga competencies requiring extra skill please contact He Kāmaka Waiora (Māori Health Team) [click here](#) for their contact details.
- For additional Tikanga competencies **Appendix 1: Māori Workforce Recruitment Tikanga Competencies**

Any roles that are specific to Māori Health, Kaupapa Māori or Māori Health Gains must have the Position Description reviewed and confirmed by He Kāmaka Waiora / Māori Health Team.

The recruiter for the ATR should be the Māori Workforce Recruitment Consultant, Charlene Macrae.

Advertising

Please contact your recruiter for queries and support on advertising or Charlene Macrae, Māori Workforce Recruitment Consultant if your role is a Māori specialist role or team.

Shortlisting

Recruiters are responsible for shortlisting applicants for your review, this is against a set of criteria that measures competency and job requirements as set by the Job Description and Hiring Manager.

- All Māori candidates who are eligible and meet job requirements will be automatically shortlisted for interview. You will be notified by your Recruiter of any candidates that require interview. These candidates must be interviewed alongside other candidates you wish to interview.

Interview

Interview Panel

Interviews should be conducted by no less than 2 people experienced in both interviewing and in the position requirements, including Tikanga competency. This should be a structured format, and for consistency sake, all candidates being asked the same Tikanga and behaviorally based questions and being evaluated by the same people. Questions should include those that evaluate applicant's knowledge of the Treaty of Waitangi as it relates to Health and the Towards Māori Health Gain Organisational Framework. It is expected that New Zealand based practitioners have knowledge of Māori health status, The Treaty of Waitangi, can apply it to practice and have a basic understanding of Tikanga Māori and Te Ao Māori. Where positions will be responsible for working within high statistics of Māori in their communities it is encouraged to have a representative from either the Māori Health Team or Māori Health Led experiences.

- For a list of available Interview questions regarding Māori Health gain, engagement, development of Tikanga awareness can be found on **Appendix 2: Māori Workforce Recruitment Interview Questions**
- Appointment of ELT and ELT direct reports – Hiring managers are to contact the Chief Advisor Tikanga or the General Manager Māori Health to participate on interview panels
- Where Māori candidates are being interviewed, it is important that the panel also has, where possible, senior Māori representation. If you do not wish to interview a candidate, you must discuss this with your GM before you make a decision and written approval from the GM needs to be sent to the Māori workforce recruitment consultant.

For commitment and deliverance of **Tino Rangatiratanga (self-determination)** and **Kawanatanga (governance)** every effort should be made to ensure effective Māori participation in the interview process. It is a requirement to inform Māori Health well in advance of your need for Māori representation on the interview panel. At least 3 weeks in advance.

Interview Guidelines

Māori are encouraged to bring Whānau support with them. The role of whānau in the initial sense is not to respond to all interview questions they are mostly there to offer support of their whānau job application. Please see [Whānau / Family support interview guidelines](#) for more information.

All Māori applicants should be given a letter that covers the following guidelines on whānau tautoko. **See Appendix 3: Interview Invitation**

Offer of Employment

When extending the offer / contract to a successful candidate this should be informed in writing included within the template should be the following note:

“We understand you may wish to discuss this offer of employment with whānau and hence request your decision within 7 working days.



Should you have any queries or clarifications please contact your Recruiter at the very first instance.”

Please see **Appendix 4: Offer of employment** for a copy of this communication.

Pōwhiri / Mihi Whakatau Process

The purpose of a pōwhiri or mihi whakatau in the Waitematā DHB is twofold:

1. To welcome a person or people into the Waitematā and enfold them in the mana (protection) of Ngāti Whātua
2. Provide mana (protection) of Ngāti Whātua over a building or situation

The policy statement for our Pōwhiri or mihi whakatau is the Waitematā DHB is committed to meeting their Treaty obligations. In line with this the District Health Board recognize the relationship between themselves and mana whenua through a Memorandum of Understanding with Ngāti Whātua. A pōwhiri or mihi whakatau is part of this.

Please see legislations, policies and documents for the link to the Policy which includes the **Appendix 1: Registration form** and **Appendix 2: Tikanga o Ngāti Whātua**

Māori Recruitment Checklist

POSITION DESCRIPTION

Position Description has generic Tikanga competencies

Any additional PD Tikanga competencies have been developed with the active participation of Māori Health

ADVERTISEMENTS

The advertisement contains generic mihi or greeting

Advertisement has been advertised (see below for potential platforms)

- WDHB careers
- Kiwi Health Jobs
- Te Pou (if Mental Health and Addictions)
- Māori and Pacific Jobs
- Taleo candidate folders (talent pool)
- Internal Māori networks
- See Māori Workforce Recruiter for other potential platforms

SHORTLISTING

Any/all Māori candidate(s) that meet minimum requirements as set by the Job Description are to be interviewed

Māori representation have been requested to participate in short listing all candidates

INTERVIEW

Māori representation have been requested to participate on panel

For ELT or direct reports to ELT appointments - Chief Advisor Tikanga or General Manager Māori Health have been included to panel

Whānau Tautoko Invitation to Interview has been sent to candidate

Whānau Support Guidelines have been shared with Panel members and understood

Irrespective of Māori representation but particularly if no Māori representation, panel members are proficient in Tikanga competence and assessing.

OFFER STAGE

Offer of employment includes whānau hui/deliberation before accepting offer

Pōwhiri / Mihi Whakatau process has been started for new employee

Training / Education Opportunities

Our Whole-of-DHB-Responsibility and Best Practice Tikanga Policy will be the baseline of your Tikanga competency that will deliver the success of our achievements in both increasing our Māori workforce but towards better health outcomes for Māori. In addition to these we have available additional training and education opportunities to engage **better**, for **best** practice and **brilliant** results. See Ko Awatea LEARN to schedule your training.

1. Login
2. From home page
 - a. Select Waitematā DHB Course Category
3. Select **Cultural Competency and Diversity**
4. Select your course

Engaging effectively with Māori Level 1

- This specialist development programme is designed to provide the knowledge and skill to engage effectively with Māori in culturally competent, culturally safe and culturally intelligent ways. This is a transformational programme, open to all staff members. The sessions are led by Hone Hurihanganui

Māori Cultural Perspectives – Te Pumaomao

- This course is for Waitematā DHB staff only who are wanting to learn more about Māori cultural perspectives. We encourage staff who have regular interactions with Māori patients and whānau to sign up to this course. You will benefit from a Marae-based event governed by Māori protocol.

Hauora Māori with Dame Rangimarie Naida Glavish, Chief Advisor Tikanga

- This 1.5 hour presentation is for Waitematā DHB staff seeking a better understanding and communicate more effectively with Māori patients and their whānau. Dame Naida provides an overview of health and well-being within a Māori individual through the representation of “Haki Nohi”, also noting that this representation of well-being is not exclusive to Māori.

Te Reo Māori classes

- Te Pōkaitahi Reo – Certificate in Māori Language (Level 3)

Ake ake app

- Ake ake is an educational resource for Waitematā DHB staff to learn about basic Tikanga, Te Reo Māori pronunciation and waiata
 - [Download for android](#)
 - [Download for iOS](#)

Legislations, Policies and documents

[Recruitment Policy for Interviewing Māori](#)

[Māori Values and Concepts \(Tikanga\) Policy](#)

[The Pōwhiri and Mihi whakatau Policy](#)

[Engagement Strategy](#)

[Just Culture Policy](#)

[Whānau/Family Interview Guidelines](#)

[He Korowai Oranga Māori health Strategy](#)

[Māori Health Action Plan 2020-2025](#)

[Health and Disability Act 2000](#)

[Māori Health Plan Auckland and Waitematā District Health Board](#)

[Waitematā DHB Statement of Intent](#)



Contacts

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“ best care
for everyone

This is our promise to the Waitematā community and the standard for how we work together.

Regardless of whether we work directly with patients/clients, or support the work of the organisation in other ways, each of us makes an essential contribution to ensuring Waitematā DHB delivers the best care for every single patient/client using our services. ”

“ everyone
matters

Every single person matters, whether a patient/client, family member or staff member. ”

“ with
compassion

We see our work in health as a vocation and more than a job. We are aware of the suffering of those entrusted to our care. We are driven by a desire to relieve that suffering. This philosophy drives our caring approach and means we will strive to do everything we can to relieve suffering and promote wellness. ”

“ connected

We need to be connected with our community. We need to be connected within our organisation – across disciplines and teams. This is to ensure care is seamless and integrated to achieve the best possible health outcomes for our patients/clients and their families. ”

“ better, best,
brilliant...

We seek continuous improvement in everything we do. We will become the national leader in health care delivery. ”



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