

Maori Workforce Policy

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Purpose

- To provide guidelines for Hutt Valley District Health Board (HVDHB) management and staff regarding the recruitment, retention, training and development of its Maori workforce.
- This policy should be read in conjunction with the HVDHB Recruitment Policy and Toolkit.

Policy

Where a position is to have a strong interface with Maori communities and/or a direct link to improved Maori health outcomes or is a specific Maori position, Maori community representative/s shall participate in the entire process of recruitment, retention, training and development of Maori staff.

Hutt Valley DHB recognises that Maori place great value on applicants who have a strong grounding within the "grass roots" of the Maori Community and a deep understanding of Maoritanga. Such grounding and knowledge is recognised as necessary and appropriate qualifications.

The Maori Health Development Unit (MHDU) and the Human Resources Department provide advice and support to management and staff regarding appropriate Maori participation in the workforce process. The MHDU also provide assistance with linking HVDHB services to the Maori community.

1. Recruitment of positions having a strong interface with Maori communities, a Maori specific position and/or a direct link to improving Maori Health Outcomes:

Development of the position and job description – discussion about the need for the position with both internal management, staff and representatives of the Maori community is advisable. This could raise opportunities for alternative (and innovative) ways of achieving the outcomes desired as well as increasing Maori participation. The Maori health Development Unit can provide you with advice and guidance on approaching suitable Maori community representatives.

The Maori Policy Taskforce have indicated a preference to alternative wording within job descriptions and advertising from the standard phrase of "Treaty of Waitangi" to words which better project the concepts of Maoritanga:

Manaaki (care for)

Awhina (help, assist)

Tautoko (support, endorse)

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Ref: The Reed Dictionary of Modern Maori. P.M. Ryan

Advertising – advertisements for " positions should be designed to attract Maori applicants. The advertisement should include a simple, clear and concise description of the role within the community and expected impact on

Maori health. It could also include what support may be given to applicants who require/seek further skills. The advertisement may be advertised jointly in Maori and English. (See Appendix A).

Advertising mediums for such positions should be extended from the standard outlets to include Maori community links and networks, eg:

- Marae, Maori health clinics, Kohanga Reo, Sports Clubs
- Local and national Maori radio and television networks, eg Marae TV
- Publications specifically developed by Maori organisations eg: Kokiri Paetae, Mana Magazine.
- Maori specific internet job sites
- Training establishments including Whare Wananga, MAHI,

Internal notification of the position is easily achieved by timely and wide circulation of the HR Bulletin.

First point of contact – it is vitally important that the HVDHB contact for positions has the interpersonal skills necessary to ensure a welcoming and friendly first contact. This person must also be able to know who the appropriate person is to discuss the position fully.

Short-listing – managers need to ensure that the Maori community representative is involved in the short-listing process. The Maori Health Development Unit is available to provide advice and recommend an appropriate person or organisation to approach. This will ensure that the need for formal qualifications is balanced with the need for community-based knowledge and contributions, knowledge of expected Maori health outcomes, networks and also life skills that will assist the applicant to carry out the role.

Interview panel – a Maori representative from the community must participate in the interview. The Maori Health Development Unit is available to provide advice and support to ensure an appropriate representative or organisation is approached. The applicant must be informed of who will be on the interview panel and they must also be given the opportunity to bring Whanau support with them. When contacting outside agencies, for panel members, please place requests with appropriate management teams.

Interview questions

– all members of the interview panel must be involved in designing the questions and the interview process. It must be recognised that the Maori representative will bring a perspective which brings recognition of the Maori community and which may assist in balancing the managerial and/or clinical input to the process. (See Appendix B)

Timing of the interview - those applicants who are travelling some distance to attend the interview must be given the time and opportunity to refresh and prepare adequately for the interview. The interviews must not be rushed and the applicant must be given an opportunity to express themselves well. It is also important that appropriate hospitality is extended to the applicant and/or whanau support.

Interviews –the interview process is as much for the organisation to interview the applicant as it is for the applicant and their Whanau, to interview and assess the organisation. It is important to encourage an interactive environment for the applicants. The applicant and/or their Whanau may wish to seek information on how the organisation provides a culturally safe environment, the support structures available for Maori staff, and opportunities for progression, training and development.

Therefore, correct protocol and good processes in an interview are essential. The Maori Health Development Unit will be able to advise management on key points to consider eg:

- Whanau may be in support of the applicant and appropriate Maori protocols must be followed eg: Hongi, Karakia, Mihi.
- Agreement regarding the process for the interview must be reached and some flexibility may be required to accommodate this, eg: the more formal process of a structured interview may be complemented by a more informal discussion with all present.

- *Inherent in the Maori culture is the teaching of:*

o "E Kore te Kumara E korero tona reka"

o "The Kumara never speaks of its own sweetness"

It is culturally appropriate for some questions to be answered by a whanau support member present in support of the applicant who can best discuss the strengths and weaknesses of the applicant.

- *The Maori community representative may be in the best position to facilitate the interview process*
- *The interview panel must have a good level of understanding of the Treaty of Waitangi and its practical application themselves before such a question is asked of applicants. Advice should be sought from the Maori community representative on alternative ways of seeking such knowledge from applicants. (See Appendix B)*

Interviews in Te Reo Maori are not currently offered but should be considered on a case by case basis.

Referee checks – while the formal process of referee checking will be undertaken, it is also important to discuss with the applicant at the time of interview, other networks or contacts that may be of value by providing additional information.

All members of the interview panel must actively participate in making the appointment.

Successful applicant - it is important (and a basic courtesy) that all members of the interview panel are advised once the successful applicant has been confirmed.

1. Retention of Maori Staff:

All new staff are invited to attend the monthly staff Powhiri. It is important that new staff members are supported by management and colleagues at the Powhiri.

For those positions that have a strong interface with Maori communities and/or a direct link to improved Maori health outcomes, orientation into the Maori community and with the MHDU must take place within one month of commencement date. This will require management and colleagues to organise and support the new staff member through this process.

The MHDU provides support for new staff and invite staff to participate in the various Maori health initiatives and forums underway eg: Maoritanga Training.

Identification of Maori staff – all staff will be invited to identify their ethnicity in an effort to develop a benchmark of Maori staff employed by HVDHB. This will assist HVDHB to develop initiatives to further support staff.

Support for Maori Staff – the MHDU provide a first point of contact for staff requiring support. Linkages may be made to internal support groups, DHB-wide support groups and/or groups within the wider Maori community.

Exit Survey – all staff are invited to complete an exit interview with a manager of their choice. It is important that Maori staff are encouraged to do this and to provide their views on how improvements can be made for Maori workforce development at HVDHB and what issue affect the retention of Maori staff.

2. Training & Development of Maori Staff:

All staff will be made aware of the opportunities available regarding training and development. This may have been discussed during the interview process and any offers made at this time must be followed through and formally documented in the employment agreement.

Soon after commencement, managers are encouraged to discuss with staff:

- Assistance to achieve formal qualifications
- Access to scholarship information
- Access to information regarding available training budget and what/how priorities are achieved for Maori staff
- Identification of core training needs
- Support for clinical supervision (where required for the position)
- Possible career pathways/advancement opportunities
- Access to the Maori Health development Unit for cultural support and advice

Consideration will be given to the individual needs of staff in terms of upskilling in Maoritanga. eg: Te Reo.

Reference

HV DHB Recruitment Policy and Toolkit

Appendix A

Hutt Valley District Health Board

Retention, Recruitment, Training and Development of Maori Workforce Policy

Example of Advertisement Wording

We will need to look for an alternative example- eg: Maori Liaison Role

Appendix B

Hutt Valley District Health Board

Retention, Recruitment, Training and Development of Maori Workforce Policy

Example of Interview Questions

Tell us your involvement with the local Maori community.

(Consider areas where the role is to have the most involvement).

Key points:

- Networks
- Voluntary/paid community work
- Knowledge of Maori initiatives in area eg Kohanga Reo
- If you have not had involvement with the local Maori community, how would you go about developing key relationships?

Key points:

- Working through established networks
- Utilising HVDHB's orientation to Maori community programme
- Tell us of a **practical example** of how HVDHB could apply the Treaty of Waitangi principles.

Key points:

- Maori involvement from outset in determining the project, equitable participation in the ongoing development and monitoring
- Actively recruit Maori into the workforce
- Tell us of a project you have been involved in where you have been able to practically apply the Treaty of Waitangi principles.

Appendix C

GUIDELINES FOR WHANAU SUPPORT

Whanau Support, as a kin-based support system is a traditional component of Maoritanga and as such should be provided for Maori applicants that are to be interviewed, where requested.

Non-Maori applicants are to be accorded a similar opportunity, should it be requested.

The number of persons in the Roopu Tautoko (support group) can depend on the status ascribed by Whanau to the applicant or the position involved.

The Chairperson of the panel will ensure that the Roopu Tautoko is limited to a mutually agreed size.

To help achieve this the Chairperson will inform the applicant(s) in writing of factors such as:

- Time allocated to the interview
- The expected size of the Selection Panel

This information may then assist the applicant(s) in determining an appropriately sized support group.

Applicants must give the panel chairperson due notification that they will be accompanied by Whanau so that the composition of the selection panel, seating arrangements etc. can be organised.

Interview where Whanau Support are present:

- The selection panel should be familiar with the cultural requirements of the interviewees who are accompanied by Whanau.
- The selection panel should welcome the applicant and accompanying Whanau to the interview.

Any questions likely to cause prejudice to the process or not related to the specific appointment will be disallowed by the panel. The Chairperson of the interview panel shall, prior to the actual interview, communicate the agenda to the participants.

The agenda should set out the areas (in order) to be covered with specific time set aside, at the end, to field questions from the applicant or his/her Whanau. The Whanau are to be made aware that there are time constraints for the interview and that, first and foremost, the panel's purpose is to see whether their candidate is suited to the position.

The selection panel should be prepared to show a degree of flexibility in Whanau-interview situations.

Should Whanau persist with questions not related to the interview, explain that their queries cannot be properly answered within the scope of the interview.

(guardianship)

Ref: The Reed Dictionary of Modern Maori. P.M. Ryan

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