



Te Kawa Mataaho

Public Service Commission

6 July 2022

9(2)(a) privacy

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Official Information Request

Our Ref: OIA 2022-0082

I refer to your official information request received on 16 June 2022 where you asked for:

“Any documents containing the commission’s policy/templates on the use of te reo Māori in external and internal communications, briefings, and documents

Any correspondence or directives from the Minister or their office about the use of te reo Māori in external and internal communications, briefings, and documents”

Background Information

The Maori Language Act 2016 (the Act) which is administered by Te Puni Kokiri, has created a new way of approaching language revitalisation. Section 3(2)(a) of the Act affirms the status of the Māori language as:

- the indigenous language of New Zealand; and
- a taonga of iwi and Māori; and
- a language valued by the nation; and
- an official language of New Zealand

In line with the Act, and following extensive consultation, Cabinet approved Maihi Karauna, the Crown’s Strategy for Māori Language Revitalisation 2019–2023. The Public Service is identified as one of three priority groups under Maihi Karauna because the public sector has far reaching interactions with Māori and other New Zealanders. Cabinet directed that all departments of the Public Service develop a Māori Language Plan.

The role of the Public Service, defined by the [Public Service Act 2020](#), includes supporting the Crown in its relationships with Māori under Te Tiriti o Waitangi | The Treaty of Waitangi. This includes increased responsibilities on Public Service leaders and their agencies to develop and maintain the capability of the Public Service to understand Māori perspectives and engage with Māori.

Te Kawa Mataaho Public Service Commission (the Commission) recognises the aims and aspirations of Māori and the need for greater involvement of Māori in the Public Service. The Commission has made commitments under Te Angitū (our Māori capability strategy) to build competency in te reo Māori as part of our Māori language plan. These are reflected in our style guide and published material and supported through translation processes.

We continue to support agencies to build and maintain capability of the Public Service to engage with Māori and understand Māori perspectives in a range of ways including:

- Actively encouraging all agencies and leaders to grow Māori Crown capability through the implementation of Whāinga Amorangi: Transforming Leadership
- Actively supporting the implementation of the Maihi Karauna Crown strategy for revitalisation of te reo Māori, led by Te Taura Whiri i te Reo Māori | Māori Language Commission and Te Puni Kōkiri
- Collecting data and information to support MCR capability development. This was collected as part of [Te Taunaki Public Service Census 2021](#). The Census data sets a baseline for the Public Service to build on.

Information being released

Please find enclosed and outlined in the table below the documents that contain the Commission's policy on the use of te reo Māori:

Item	Document Description	Decision
1	Te Kawa Mataaho Public Service Commission Style Guide 2020	Released in full
2	Te Kawa Mataaho Public Service Commission Te Reo Maori Translation Process	Released in full
3	Te Mahere Reo Maori Te Kawa Mataaha Maori Language Plan for the State Services Commission	Released in full
4	Te Angitu Maori Capabilty Strategy Te Kawa Mataaho Action Plan 2021/22	Released in full

Information not released

We have had no correspondence or directives from the Minister or his office about the use of te reo Māori in external and internal communications, briefings and documents, therefore we are refusing this part of the request under section 18(e) of the Official Information Act 1982 on the grounds the information requested does not exist.

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely



Nicky Dirks
Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission



Quick links related to Style Guide

Guidance on inclusive language: [Govt.nz inclusive language guide](#)

Guidance on writing for the web: [Govt.nz style guide](#)

Readability tools: www.webfx.com/tools/read-able

Te reo resources available on [DORIS](#)

Te reo Māori translation process on [DORIS](#)

Te Taura Whiri i te Reo Māori, the Māori Language Commission: www.tetaurawhiri.govt.nz/

Our transition from SSC to Te Kawa Mataaho [templates](#)

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Goals and Principles

Principles

We all have a responsibility to write clearly and concisely. This guide gives you some common standards to apply to your communication.

The style guide principles are:

- **Be inclusive** - write for everyone. Use plain language. Avoid jargon
- **Be clear** – focus on the purpose of your message/communication.
- **Be concise** – use short words and sentences. Keep to the point.
- **Be consistent** - keep language and messages consistent. Avoid confusion.

Inclusive and accessible writing

Writing for everyone - getting the basics of accessibility right

We write for a diverse audience of readers who all interact with our content in different ways. We want our content to be accessible to everyone regardless of their background, ability, age, or assistive technologies required to read easily.

Only 16% of New Zealand adults are considered to have high literacy levels. People may also:

- be unfamiliar with the subject matter and related jargon
- be speakers of another language
- be using assistive technologies, such as text-to-speech

When we write, we should ask these questions:

- Will the reader understand?
- Have I said it as simply as possible?
- Have I used the right word/s?
- How does it sound?
- Does it convey my intended message?

Gender neutral language

We use gender neutral words to describe groups that include all genders. For example, if a group being referred to does or could include more than one gender, the words used should be neutral or refer to any gender, such as ‘adult’, ‘spokesperson’, ‘chairperson’ or ‘firefighter’.

Avoid clumsy constructions such as ‘he/she’ – in most cases, it is fine to use ‘they’ for ‘he/she’ or ‘their’ for ‘his/her’.

Further reading on [inclusive language](#) is provided on the Digital Government website.

Voice and Tone

The voice we use:

- Plain, familiar language
- The active voice, where possible
- ‘you’ and ‘your’ when talking to the reader
- Respectful, inclusive, gender, racial and ethnically neutral language

Our tone is about the impression we create for our reader. Our tone is:

- Straightforward
- Human
- Authoritative - where appropriate
- Impartial – expressing information in a neutral way

Active voice

Use the active voice as much as possible. Active voice gets straight to the point. The thing doing the action should be the subject of the sentence.

Active	Passive
Te Kawa Mataaho implemented the work.	The work was implemented by Te Kawa Mataaho.
The minister recommended additional funding.	Additional funding was recommended by the minister.

However, use the passive voice when the person or thing doing the action is unknown or less/not important.

Passive	Active
Some errors were made in the calculation.	Peter made errors in the calculation.

Concise writing

In general, you should have one idea per sentence, with an average length of between 16 and 20 words.

Wordy: *If there are any points on which you require explanation or further particulars, we shall be glad to provide such additional details as may be required by telephone.*

Succinct: *If you have any questions, please phone.*

Simple words

Let your ideas impress your reader – not your vocabulary.

Use	Don't use
Do	Accomplish, operationalise
Help	Assistance
About	Pertaining to, in relation to
Now, currently	At the present time
Provided	The provision of
Because	On the grounds that, in light of the fact
To	In order to, for the purpose of
During	In the course of

Avoid jargon

Avoid using terms that the reader may not understand, may be misused, or are unnecessary. Think of your audience when choosing your words. Consider what the simplest way is to express your idea.

Common public service jargon terms to avoid when writing for a general audience include:

Grip it up

Going forward

Take forward

Strawman or strawperson

Check for readability

A great tip for making sure your text is readable, is by reading it aloud. There is also a [range of tools](#) you can use to check for readability on the WebFX website.

Writing for translation

- Use the active voice. We always aim for this, but it's especially important when writing for translation.
- Use the subject-verb-object sentence structure. It's not used by all languages, but it's widely recognised.
- Use positive words when talking about positive situations. For example, because a question like "Don't you think she did a great job?" begins with a negative word, a non-native English speaker may interpret its implication as negative. A better version would be "She did a good job, right?".

If your writing is likely to be translated, also consider these points:

- Consider cultural differences
- Prioritise clarity
- Avoid slang, idioms and clichés
- Avoid abbreviations
- Consider tone and voice (some cultures are more formal than others)



Using te reo Māori at Te Kawa Mataaho

As a starting point, translate level 1 and level 2 headings (eg, the title of the document and the next level heading). The te reo Māori heading should come first. If your document is of particular interest to a te reo Māori speaking audience, consider translating larger parts or all of the document.

A ‘how to’ guide for our te reo Māori translation process is available on [DORIS](#).

Check out our existing te reo resources available on [DORIS](#).

Te Taura Whiri i te Reo Māori’s [Guidelines for Māori Language Orthography](#) is an excellent resource for te reo Māori writing and publication.

Māori language keyboard

[This guide](#) on DORIS sets out how you can change your settings and enable the Māori language keyboard. This will allow you to easily use and spell check te reo Māori.

Macrons

Macrons, or tohutō, elongate vowel sounds in Māori and should be included where appropriate. Ensure that you check [Te Aka Māori dictionary](#) to ensure the te reo you use is spelt correctly. Some common examples of words with macrons are included in the spelling section above.

Remember – the use of macrons can change the meaning of the word you are using.

kaka (clothing)

kākā (large native forest parrot)

kakā (hot, inflamed)

kāka (brown bittern — a rare bird living in swamps)

Writing for web

Writing for the web requires a slightly different approach. If you’re writing for the web, use the [Govt.nz style guide](#).

Grammar and mechanics

Abbreviations

Use abbreviations such as ‘eg’, ‘ie’, and ‘NB’ sparingly and with a comma after and a dash, bracket, or semicolon before – or in references, figures, and tables. Avoid overusing them in text in – spell out as ‘for example,’ and ‘that is,’ respectively.

Avoid the lifts in an emergency – eg, an earthquake.

Avoid the lifts in an emergency (i.e., do not use them in an earthquake).

The shortened version our of name is Te Kawa Mataaho. In text we use ‘the Commission’ rather than TKM or PSC, as these are abbreviations already in use with other organisations. For very short abbreviations needed when naming files, ‘ps’ is the acceptable abbreviation.

Acronyms

Where the name of an organisation or publication is abbreviated in the text as an acronym or initialisation, write the name in full the first time it is used and show the abbreviation in brackets immediately after the words. This is likely not necessary when using part of the organisation’s name but be consistent in the abbreviation you use.

The Leadership Development Centre (LDC) is a business unit within Te Kawa Mataaho Public Service Commission. LDC is the primary delivery vehicle for sector-wide leadership development.

or

The Leadership Development Centre delivers leadership development programmes across the sector.

Capitalisation

Always use lower case unless the word is part of a name or a proper noun. It can be tempting to capitalise nouns for emphasis, but they should be in lower case if they are not part of a name or title.

Do capitalise	Don't capitalise
<p>In te reo Māori, 'te' often means 'the'. Only capitalise it where it forms the first word of a name. Don't put 'the' in front of it.</p>	<p>Don't capitalise 'government' or 'parliament' when using them generically.</p> <p><i>several government departments</i></p>
<p><i>Māori Television helps to bring te ao Māori (the Māori world) to all New Zealanders.</i></p> <p><i>The main role of Te Puni Kōkiri is to support Māori success, at home and globally.</i></p>	<p><i>usual government policy</i></p> <p><i>parliaments in other countries</i></p> <p><i>a parliament of owls</i></p>
<p>Do capitalise 'government' and 'parliament' when it refers to a specific government or parliament.</p> <p><i>the Public Service</i></p> <p><i>the Labour Government</i></p> <p><i>the Government (as a substitute for a specific government already mentioned)</i></p> <p><i>the New Zealand Parliament</i></p>	<p>Don't capitalise these terms</p> <p><i>the government of the day</i></p> <p><i>government agencies</i></p>
<p>Do capitalise these terms.</p> <p><i>Cabinet</i></p> <p><i>the Crown (Crown entities, Crown agents)</i></p> <p><i>the Budget (only when it refers to the Government's annual budget)</i></p> <p><i>the Bill</i></p> <p><i>the Act</i></p> <p><i>his Honour, her Honour, their Honours</i></p> <p><i>Governor-General</i></p>	
<p>Do capitalise job titles where the term is serving as an actual title – just as you would on a business card or email signature.</p> <p><i>Secretary, Jane Brown</i></p> <p><i>Head of Service, Peter Hughes</i></p> <p><i>Anna Collins, Advisor</i></p> <p><i>Shazeen Iqbal, Senior Advisor</i></p>	<p>Don't capitalise these if you're referring to a job role in general.</p> <p><i>All associate directors will be allocated a line manager and an advisor.</i></p> <p>Don't use capitals where the title is being used as a description.</p> <p><i>The secretary is Jane Brown, and the senior advisor is Paul Woods.</i></p> <p><i>We have a new senior advisor.</i></p> <p><i>I'll need to ask our director.</i></p>

Colons (:), semicolons (;) and hyphens

Colons show that something else is following in the sentence: a more detailed explanation, a list, or a quote. The text that follows a colon can't usually stand alone as a sentence. The listed items begin with lowercase.

You need to supply the following materials: books, paper, pens and pencils.

Avoid using semicolons — rewrite sentences using full stops, commas or en dashes instead.

If there are too many items to list in a sentence, use a bullet list instead.

These people will attend the meeting:

- *Advisor, Integrity, Ethics and Standards*
- *Senior Advisor, Communications*

Use hyphens for numbers formed by two words (those from 21 to 99), but only at the start of a sentence or when referring to centuries.

Thirty-four people are missing.

twenty-first century

Use hyphens after some prefixes and to separate vowels in a word that might be hard to pronounce without a hyphen. (A prefix is an element placed at the beginning of a word to change its meaning.) Use a [dictionary](#) to confirm if a word uses a hyphen or not.

non-violent self-interest

pre-empt re-establish

co-opt mid-June

post-Freudian pre-1990

Notable exceptions are 'coordinate' and 'cooperate'.

Use hyphens to avoid confusion with another word.

recover or re-cover

relay or re-lay

resent or re-sent

resign or re-sign

Contractions

Using contractions creates a friendly tone. When using them, consider the audience, and formality of the communication/document. Don't use full stops.

Dr (Doctor)

Ltd (Limited)

it's (it is)

they're (they are)

Ellipses

An ellipsis is three dots that show a sentence is unfinished or text has been left out of a quotation. If an ellipsis ends a sentence, don't add a full stop. Leave a space either side of an ellipsis, except where the ellipsis is followed up a quotation mark.

An ellipsis... can show where text has been left out.

'An ellipsis can show an unfinished sentence ...'

Numbers

Spelling out

Spell out all numbers below 10 and use numbers for all numbers 10 and above. Treat ordinal numbers (first, second, third) the same way as cardinal numbers (one, two, three).

Our whānau has nine people.

The school reported that 12 students had the virus.

They sold 85 books.

We won first prize.

The Crown settled its 54th Treaty claim.

Always use numbers when writing for the web — don't write numbers out.

Write the number out in full if it begins a sentence, page name, image title or subheading. Or reword the text so it doesn't begin with a number.

Fifteen boxes of paper are in the storeroom and two are by the printer.

Eighty-five percent of the funding was accounted for.

Number ranges

Use 'to' or an en dash (without spaces) between numbers in text. However, do not use an en dash where 'from' precedes the range.

From 14 to 21

From age seven to nine

We are expecting 15–20 guests to attend.

Use 'and' when the range is 'between' two numbers.

Between three and five agencies are involved.

Use an en dash between the numbers in graphs, tables and infographics.

14–21

For references to page numbers, use a lowercase 'p' with no spaces or full stop. Use an en dash between the numbers.

p43–44

Numerals and superscript

Use numbers in graphs, tables and infographics.

Use numbers for ordinal numbers and centuries above 10, but without superscript.

30th anniversary

21st century

Units and currency

Write million, billion and trillion in full. Use numbers for amounts less than a million.

\$43 million but \$10,000

Always use a numeral for the number.

2 million not two million

Abbreviate 'million' to 'm' if used often in the main text.

\$43m

Dates and time

Write dates in full using day, month and year order with no commas.

11 November 2018

Wednesday 25 June 2019

Use the 12-hour clock, with no punctuation or spaces and dashes for a range.

5pm

12noon

9.30am

Percentages

Use 'percent' in text and the symbol (%) in tables and figures.

When writing for the web, always use the symbol.

Spelling

We use the New Zealand Oxford Dictionary (online use [Oxford Living Dictionaries](#) as a guide) and the [Te Aka Māori dictionary](#) as our house dictionaries. If the dictionary has two options, take the first. The exception is when New Zealand use coincides with the second choice (use 'ise', not 'ize').

Web addresses

If you are providing a web address for the reader's information, you can provide a link or put this in brackets or on a new line, depending on what works best for the text. Remove:

- 'http://' from the start
- 'www' if the address will work without it
- the forward slash from the end of the address
- any full stop at the end, unless it is inside brackets.

Formats/styles/brand

Font

The Te Kawa Mataaho Public Service Commission house font is Ideal Sans. The font to be used if Ideal Sans is not available, is Source Sans Pro which is available throughout all MS Office products. Body copy is 11pt. [The Commission templates](#) already contain the pre-sets for fonts to be used in each setting.

Headings

Make headings as concise and helpful as possible. They should be markers that make your document easy to navigate. Use the heading styles in Word that come with the Commission's templates.

Translate level 1 and level 2 headings (eg, the title of the document and the next level heading) into te reo Māori. The te reo Māori heading should come first.

Use capital letters in the titles of documents, but only capitalise the first word in subheadings (excluding proper nouns).

Te Kawa Mataaho Public Service Commission Annual Report

Executive summary

Italics

Use italics for the titles of publications such as books, print newspapers, journals, and reports. Also use italics for the titles of artworks, plays, movies, and programmes on television and radio. Leave 'the' plain if it isn't part of the title.

Te Marae: A guide to customs and protocol

The New Zealand Herald

the Journal of New Zealand Literature

Use italics for legal case names, including the 'v' (for 'versus') between the two opposing parties.

Bodle v Meer [1964] 2 NZLR 126

Don't use italics for:

- words from Māori and Pacific languages (with limited exceptions such as for book titles)
- quotations (unless the direct quote has a word or words in italics)
- names of articles, chapters or sections of books
- names of websites, webpages or blogs
- names of television or radio stations
- numbers (italics may make them hard to read).

If linking to an article, report, newspaper, or other publication online, use the title as the hyperlink but don't italicise it.

Brand Voice, Values, Personality (all-of-government identity)

The new logo for the New Zealand Government consists of the Coat of Arms locked up with te reo Māori and English.

The personality of the new logo helps reinforce the tone of government messaging; not overly formal, easily accessible and approachable, while still being confident and genuine. The humanist, handmade nature of the letterforms is accentuated by thicker weights and imbues the government wordmark with a kind of Kiwiana aesthetic.

The brand policy and guidelines are being updated. [Current guidelines](#) are available on our website.

Transition from SSC to Te Kawa Mataaho

Te Kawa Mataaho [templates](#)

Te Kawa Mataaho [colour palette](#)

Te Kawa Mataaho [Typography](#)

How to refer to the Commissioner and the Deputy Commissioner

The Commissioner's full title is Te Tumu Whakararae mō Te Kawa Mataaho | Public Service Commissioner.

The Commissioner is also the Head of Service.

The Deputy Commissioner's title is Te Pou Turuki mō Te Kawa Mataaho | Deputy Public Service Commissioner.

How to refer to the Commission/er on past decisions

To reference past decisions by the Commission/Commissioner in new documents or when updating website pages, apply the same protocol as you would to past ministers or their portfolios:

Eg, "the then State Services Commission/er issued guidance..."

Or if appropriate "in 2019, the Commissioner..."

How to refer to senior leaders across the Public Sector

We no longer refer to Public Service chief executives. We refer to:

Public Service secretaries, or

Public Sector chief executives

How to refer to Te Kawa Mataaho

Our full name is Te Kawa Mataaho Public Service Commission. The shortened version of our name is Te Kawa Mataaho. In text we use 'the Commission' rather than TKM or PSC, as these are abbreviations already in use with other organisations. For very short abbreviations needed when naming files, 'ps' is the acceptable abbreviation Public Service.

How to use apostrophes in te reo Māori

At Te Kawa Mataaho we don't add 's to the end of Māori words to indicate possession. This is in line with the conventions set out by Te Taura Whiri i te Reo Māori, the Māori Language Commission.

Example:

The plan for Te Kawa Mataaho — not: Te Kawa Mataaho's plan

Our values or the values of Te Kawa Mataaho — not: Te Kawa Mataaho's values

How we refer to the Public Service, Crown entities etc

- Departments and departmental agencies (includes non-Public Service departments – Police, Defence and PCO unless they need to be explicitly excluded)
- Public Service (departments and departmental agencies and Crown agents)
- Public Service and other Crown entities (includes all departments, Crown entities and Tertiary Education Institutions)
- We refer to 'the Service' as an alternative to the Public Service.
- Continue to use the public sector as a broad term to describe the whole system.

Note we no longer use the term State services, or State sector.



Te Kawa Mataaho Public Service Commission encourages the strategic placement of te reo Māori in documents as one way to support the revitalisation of te reo Māori. Read more in [Te Mahere Reo Māori i Te Kawa Mataaho](#) | Māori Language Plan for the Commission.

We are continually adding translated words and phrases to our te reo Māori [glossary](#).

Please check the glossary before commissioning new te reo Māori translations.

Our use of te reo Māori

- Translate level 1 and 2 headings (e.g. the documents title and next level headings).
- Consider translating any commonly-used Commission-specific terms that aren't already in the glossary.
- Our standard protocol for word placement is:
kupu | word Māori word first | then English.

Translation process

- Check our [glossary](#) to make sure the words you need haven't already been translated.
- Think about how much work you have. If there are only a few words to be translated, you may need to bundle it up with other translation requests across the Commission to ensure the request is cost effective. The translator will charge a minimum hourly rate. If in doubt, talk to your manager about this. You can also talk to Guy Chisholm, who coordinates our translation requests.
- Check with your manager that your team has budget to commission translations.
- Copy and complete the [translation template](#). Send this request to Guy.
- When you get your quote from the translator, check with your manager to make sure it is acceptable. If your request is urgent (requiring a 24-48 hours turnaround), it will cost more.
- To accept the quote, contact Amy giving the green light for the translation. The translator will receive your request with the latest version of the Commission glossary to ensure consistency of language throughout our work.
- Invoices for the work will be sent as a PDF file directly to [CASS Invoices](#), with your cost code centre and contact name copied in.



Te Mahere Reo Māori i Te Kawa Mataaho

**Māori Language Plan for the
State Services Commission**

June 2020

STATE SERVICES COMMISSION
TE KAWA MATAAHO



Purpose

This document sets out the Māori Language Plan for Te Kawa Mataaho for 2020. Our plan supports the Ture mō te reo Māori 2016 (the Māori language Act 2016) and contributes to the revitalisation of te reo Māori. It enables Te Kawa Mataaho to:

- Increase the SSC organisational health by helping grow a te reo Māori-confident and capable workforce.
- Help meet other organisational priorities, such as cultural responsiveness, and diversity and inclusion, that are enhanced by the use of Māori language and understanding of te ao Māori.

This plan also supports SSC's strategic outcomes by:

- Building an environment that fosters a more diverse and inclusive workforce
- Building an environment that helps all staff express their spirit of service
- Showing our commitment to building SSC Māori capability skills so we are better able to contribute to a modern, agile and adaptive Public Service that delivers better outcomes for New Zealanders.

Context: Why do we have a plan?

Te reo Māori revitalisation

Ture mō te Reo Māori 2016 (the Māori Language Act 2016) created a new way of approaching language revitalisation. The Act established a partnership between the Crown and iwi and Māori, who are represented by Te Mātāwai.

- Te Mātāwai focuses on homes, communities and the nurturing of Māori children as first language speakers of te reo Māori.
- The Crown focuses on creating a New Zealand society where te reo Māori is valued, learned and used by developing policies and services that support language revitalisation.

The Act affirms the mana|status of the Māori language as (Section 3 (2) (a)):

- the indigenous language of New Zealand; and
- a taonga of iwi and Māori; and
- a language valued by the nation; and
- an official language of New Zealand;

In line with the Act, and following extensive consultation, Cabinet approved [Maihi Karauna](#), the Crown's Strategy for Māori Language Revitalisation 2019–2023. Maihi Karauna sets out a vision for te reo Māori in the future. It outlines what the Crown will do to support a strong, healthy, thriving Māori language in New Zealand; Kia māhorahora te reo – everywhere, every way, for everyone, every day. The strategy establishes three audacious goals to achieve by 2040:

- 85 percent (or more) of New Zealanders (or more) will value te reo Māori as a key part of national identity
- One million New Zealanders (or more) will have the ability and confidence to talk about at least basic things in te reo Māori
- 150,000 Māori aged 15 and over will use te reo Māori as much as English.

Important role of the Public Service

Rāngai tūmatanui | the Public Service is identified as one of three priority groups under Maihi Karauna, alongside tamariki and rangatahi | young people and tāngata matatau ki te reo | proficient speakers. This is because the public sector has far reaching interactions with Māori and other New Zealanders. It has a wide geographical reach and a range of activities through which it transacts with the public, including: the face to face delivery of frontline services; through the internet; and in the provision of broadcasting.

"In order for the Crown to recognise the value of the Māori language, and to deliver quality services to Māori communities, it needs to ensure the public sector can 'speak' the language itself. By doing so, it will have both a direct and indirect impact on language revitalisation."

Cabinet directed (CAB MCR-18-MIN-0012 refers) that all departments of the Public Service develop a Māori Language Plan by 30 June 2021, and reflect these in their accountability documents, including Annual Reports and Strategic Intentions.

Role of the State Services Commission

Our vision and strategy

Te Kawa Mataaho | State Services Commission is the overall leader of the Public Service system – He Arataki, He Whakarato | We Lead, We Serve. Our vision is for a leading edge, unified, trusted public service that serves Aotearoa and its people. We are refocusing the system to deliver the services New Zealanders want, need and expect.

To help us achieve this vision we are focusing on strategic outcomes that connect our work with our leadership role, how this affects the system and ultimately impacts on New Zealanders. These strategic outcomes are for a Public Service that:

- Has a strong constitutional role
- Is diverse and inclusive
- Supports the Crown's Tiriti o Waitangi relationship with Māori
- Is modern, agile and adaptive
- Delivers better outcomes and services.

Te Angitū

Our commitment to Māori and the Treaty seeks to improve the Public Service's relationship capability, performance and outcomes for Māori. Our aspiration is to role model leadership in the Public Service that recognises Māori as tangata whenua and supports New Zealand's national identity.

With a greater understanding of te ao Māori, we will have genuine insights into how our mahi can strengthen relationships with Māori and help improve outcomes for tangata whenua. This contributes to our aspiration of a unified, trusted Public Service that serves all New Zealanders.

Alongside this plan Te Kawa Mataaho launched Te Angitū, our Māori Strategy, in May 2020. The strategy demonstrates our leadership and commitment to Māori, the Treaty, embracing te ao Māori and our mantra: ko tā kounga, ko angitū (Quality equals success).

Who

Senior responsible manager

The Senior Responsible Manager (SRM) for this plan is the Deputy Commissioner, Corporate Services, who is accountable for providing overall direction and ensuring this plan is delivered, monitored and refreshed.

Other roles and responsibilities

The Senior Responsible Manager will be supported by:

Chief Communications Officer	Oversee the strategic operational use of te reo Māori on our websites, intranet, social media and the internal delivery of consistent key messages.
Chief People Officer	Will oversee champion, develop and implement HR changes, processes and systems that effectively support his plan, and foster an SSC culture that embraces te reo Māori
SSC managers	To support and encourage staff to take up opportunities to learn and speak te reo Māori.
Cross commission team	A self-nominated group of staff who will champion, support and provide advice on the implementation of this plan, as well as Te Angitū.
Project manager	The project manager for Te Angitū will support the SRM to ensure this plan has clear milestones, appropriate resources and is delivered within time and budget.
Kaihautū	Provides advice to the State Services Commissioner on tikanga, te reo, and kawa.

How

We will conduct six-monthly pulse surveys to monitor progress in 2020, using some of the baseline te reo Māori survey questions from July/August 2019. The results of the baseline survey are set out below:

Measurement	Indicators
Te Reo Māori baseline survey of SSC staff August 2019 (69% participation)	90% of respondents rate their current te reo Māori ability (speaking, listening, reading and writing) at no more than a few words or not very well 55 % of respondents never or seldom used te reo in everyday work situations 57 % of respondents never or seldom heard te reo spoken in the workplace 80 % of respondents were not confident pronouncing te reo 92 % of respondents were not confident using te reo in everyday situations 90 % of respondents were not confident to deliver a simple mihi or pepeha (as part of an introduction) 89 % of respondents were not confident to participate in karakia (prayer) 78.8 % of respondents were not confident to participate in waiata 62.11 % of respondents were not confident to use simple te reo greetings in emails 77.9 % of respondents were not confident to use simple te reo greetings when talking with people on the phone

When

This plan builds on work undertaken from June to December 2019. It covers the 2020 calendar year. It will be reviewed by December 2020.

What: Our goals

Language planning is not just about learning Māori. People who are not formally learning te reo can still help revitalise our indigenous language through any of the five target areas in the plan: status, critical awareness, acquisition, use and corpus.

Why we do this	Goal	Activities
Status – raise the profile and value of te reo Māori	There is strategic operational use of te reo Māori on our websites, intranet, social media.	Strategically add te reo Māori to SSC internal and external communications: <ul style="list-style-type: none"> • Website • Social media posts • Intranet • Standardised bilingual email signature block and job titles for staff to use
		Install bilingual signage in our workplace and display taonga and toi Māori in visible and appropriate places.
Critical Awareness – promote and create awareness of the need for revitalisation and how individuals and organisations can contribute.	SSC staff understand why we are committed to helping revitalise NZ’s indigenous language and how they can contribute.	Develop consistent key messages and promote internally eg, emails, intranet, staff talks Celebrate Te Wiki o Te Reo Māori
Acquisition – to secure effective opportunities for learning and build the capability of staff and our organisation	Half of respondents to the September 2020 follow-up survey rate their te reo Māori capability at least one rating band higher than in the initial survey.	Make foundational te reo Māori classes available for at least 25% of the Commission <ul style="list-style-type: none"> • Tailored material to focus on pronunciation, karakia, written and spoken greetings, welcoming people, starting meetings, kupu/words relevant to SSC Intermediate/extension te reo Māori classes for learners whose capability extends beyond entry level.
	Half of respondents to September 2020 follow-up survey rate their te reo Māori capability as at least ‘well’ or ‘fairly well’.	
	Half of respondents are more confident participating in karakia or waiata, or delivering a simple mihi or pepeha.	
Use – to provide opportunities to speak, listen to, read and write te reo Māori internally and externally	Three quarters of SSC staff use te reo Māori on a daily basis, whether speaking, reading, writing or listening.	Monthly kai me te kōrero eg, language games.
		Build a dedicated te reo Māori resource cupboard
		Develop the waiata group repertoire. Encourage participation in the interagency waiata group with the aim to perform during Te Wiki o Te Reo Māori (Sept) and at Te Konohete (Nov). SSC will support Te Konohete
		Implement quarterly mihi whakatau for new staff
		Practice karakia and pepeha at team meetings
Corpus – the right SSC words and terms are available for all circumstances	Produce and make available SSC-relevant glossary and phrases applicable to all teams.	Produce and make available SSC-relevant glossary and phrases applicable to all teams, including greetings for correspondence
		Make visible, and increase understanding of key SSC words and their meaning: <ul style="list-style-type: none"> • Te Kawa Mataaho – our name and purpose • Te Angitū – our Māori strategy and key kupu • Our Kawa – our values in te reo

*The activities coloured dark purple align with actions in Te Angitū | Māori Strategy.

Te Angitū Māori Capability Strategy



Te Kawa Mataaho
Public Service Commission

Mihi

Tēnā tātou e te Ratonga Tūmatanui, Aotearoa whānui hoki.

E ngā manu tioriori, e ngā kōkō tātākī kua whakawahangūtia e te ringa kaha o Aituā, e tiu, e hoka, e rere ki te ata i whāia. Ko tātou kua waiho i raro i te kapua pōuri, he nui te aroha. Ahakoa te taimaha o te wā Mate Korona, kua whakakōtahi a Aotearoa kia noho haumarui ai tātou katoa. Ā, taihoa ake nei ka tipu haere anō hei pāpori taurikura, hei pāpori ora.

Ka tū ana tētahi rangatira ki te kōrero i te paepae, ka mōhio ia ki te wāhi pai katoa hei tūranga mōna. Ka hīkoi haere pea te kaikōrero i te marae ātea, ka tū tonu rānei ia ki te wāhi kotahi. Ko Te Hou Mataaho e whakaahua ana i te wāhi pai katoa hei tūranga, ā, ko ngā kawa o te ao o te rangatira e ārahi ana i a ia. Ko tō mātou ingoa, ko Te Kawa Mataaho, e whakamārama ana i te āhua o tā mātou mahi tahi puta noa i te rāngai tūmatanui hei kaihapai i te panonitanga, hei kaiwhakaaweawe, hei hoamahi hoki. Ka ārahi, ka whakatenatena, ka āwhina hoki mātou i te hia mano kaimahi a te Kāwanatanga, ka mahi tahi hoki mātou me rātou, e manaaki nei i ō rātou hoa kirirarau o Aotearoa.

E whakaatu ana tēnei rautaki i tā mātou ārahitanga me te ngākaunui ki te Māori, ki te Tiriti, ki te kauawhi i te ao Māori me tā mātou pepeha: ko tā kōunga, ko angitū. He pepeha tēnei e tika ana i tēnei wā e whai tūranga mātuatua nei te Ratonga Tūmatanui o Aotearoa ki te urupare a tō tātou motu ki te mate urutā o te KOWHEORI-19.

The Public Service, wider New Zealand, we greet you all.

The witty speakers and songbirds silenced by the hand of misfortune, soar, glide, fly on chasing dawn. Our respects and comfort to we the bereaved. We with New Zealand have come together to be safe despite these trying times, and soon we will keep growing and creating a prosperous and vital nation.

When a leader stands to speak on the paepae they know the best place to lead from. The speaker may move across the ātea or stay quite still. Te Hou Mataaho describes the best place to lead from while the protocols of a leader's domain is the kawa that guides them. Our name, Te Kawa Mataaho, describes how we work across the public sector as agents of change, influencers and colleagues. We lead, encourage, help and work alongside thousands of public servants, serving their fellow New Zealanders.

This strategy demonstrates our leadership and commitment to Māori, the Treaty, embracing te ao Māori and our mantra: ko tā kōunga, ko angitū (Quality equals success). A fitting proverb right now as the New Zealand Public Service has a critical role in our nation's response to the COVID-19 pandemic.

Kupu whakataki | Introduction

Te Kawa Mataaho Public Service Commission is the overall leader of the Public Service system – He Arataki, He Whakarato (We Lead, We Serve).

Our vision is for a leading edge, unified, trusted Public Service that serves Aotearoa New Zealand and its people.

The role of the Public Service, defined by the Public Service Act 2020, includes supporting the Crown in its relationships with Māori under Te Tiriti o Waitangi | The Treaty of Waitangi. This includes increased responsibilities on Public Service leaders and their agencies to develop and maintain the capability of the Public Service to understand Māori perspectives and engage with Māori. As a good employer, Te Kawa Mataaho also recognises the aims and aspirations of Māori and the need for greater involvement of Māori in the Public Service.

Our aspiration is to role model leadership in the Public Service that recognises Māori as tangata whenua and supports New Zealand's national identity. With a greater understanding of te ao Māori, we will have genuine insights into how our mahi can strengthen relationships with Māori and help improve outcomes for tangata whenua. This contributes to our vision of a unified, trusted Public Service that serves all New Zealanders.

Tō tātou Kawa | Our Kawa



We are bold and brave
Matakite



We value each other
Manaakitanga



We are unified in service
Kotahitanga



We deliver for Aotearoa NZ
Whakapau kaha



Competency Aligned with Whāinga Amorangi	New Zealand History + Te Tiriti o Waitangi literacy	Te Reo Māori	Tikanga + Kawa	Engagement with Māori	Agency-level capability
Aspiration Where we're heading	By 2024, our staff will be able to confidently understand, value and participate in te ao Māori in a way that enables Te Kawa Mataaho to support the Māori-Crown relationship.				
Outcome Why we're doing this mahi	<i>NZ history and Te Tiriti o Waitangi are recognised, understood and applied in our work.</i>	<i>Te reo Māori is spoken, understood and valued at Te Kawa Mataaho and through our external engagements and communications.</i>	<i>Tikanga Māori is welcomed, understood and honoured at Te Kawa Mataaho, and through our external engagement and communications.</i>	<i>Staff have the knowledge, skills and processes to engage and collaborate effectively with Māori.</i>	<i>Te Kawa Mataaho has the supporting infrastructure necessary for it to support the Māori-Crown relationship.</i>
Overarching measures How we will track our progress across the action plan	<p>By the end of 2021:</p> <ul style="list-style-type: none"> 100% of people leaders complete the LDC Māori-Crown Relations - New People Leader Development and Action Guide. <p>By mid-2022:</p> <ul style="list-style-type: none"> 100% of staff attend one development opportunity to build Māori-Crown capability eg. Te Arawhiti engagement training, professional development courses, staff talks, events, workshops, conferences. 100% of staff have confirmed with managers their Māori capability-building actions in their development plan, with a focus on te Tiriti o Waitangi/NZ history and te reo Māori. 40% of staff, including all people leaders, complete foundational Māori cultural competency training at Level 1 or 2, including te reo Māori, tikanga/kawa and Te Tiriti o Waitangi (through provider Te Awa Māori, or an equivalent). 60% of staff, including all people leaders, complete a half-day Wall Walk workshop so they can articulate the impact of key Aotearoa historical events on social outcomes for Māori. 				

Competency Aligned with Whāinga Amorangi	New Zealand History + Te Tiriti o Waitangi literacy	Te Reo Māori	Tikanga + Kawa	Engagement with Māori	Agency-level capability
Ō mātou tangata Our people Lead: People Team	<ul style="list-style-type: none"> Deliver training on Te Tiriti o Waitangi and key events in the history of the Māori-Crown relationship. Include Te Tiriti obligations in induction training for all staff. 	<ul style="list-style-type: none"> Deliver te reo Māori classes ranging from foundational to intermediate levels. Ensure active learners engaged in external te reo learning are offered appropriate time and/or recompense for the time they spend building capability. 	<ul style="list-style-type: none"> Deliver training (via Te Awa Māori's foundational course) as well as resources to build capability in tikanga/kawa. Teams proactively consider how Māori values relate to their mahi. Establish a policy for how tikanga Māori are incorporated into staff recruitment and induction, including mihi whakatau. 	<ul style="list-style-type: none"> Provide opportunities for staff to build engagement skills, including through Te Arawhiti engagement training sessions. 	<ul style="list-style-type: none"> Update job descriptions and development plans to outline Māori-Crown capability requirements. All staff identify Māori-Crown development areas appropriate to their role in development plans, with an initial focus on Te Tiriti and te reo Māori. Develop package of support for Māori staff that includes mentoring by senior Māori public servants by end of 2021. Staff and managers co-design and implement a rewards and recognition system for staff making progress building Māori capability.
Ō mātou kaiarataki Our leaders Lead: People Team and people managers	ACTIONS All people leaders complete, as minimum capability-building requirements: <ul style="list-style-type: none"> LDC Māori Crown Relations – New People Leader Development and Action Guide. Te Awa Māori Cultural Competency course (covering te reo Māori, Te Tiriti o Waitangi, tikanga and kawa) – Level 1 or 2 (or an equivalent). A half-day Wall Walk workshop. 			<ul style="list-style-type: none"> All people leaders are familiar with Te Arawhiti Engagement Framework and Guidelines, know when and what type of engagement is appropriate; can identify Māori with an interest in the subject matter. Identify key pieces of work where Māori engagement is needed in alignment with Te Hāpai Ō. 	<ul style="list-style-type: none"> All people leaders prioritise reviewing Māori-Crown capability building plans to ensure they have the right capability in teams, including in recruitment, developing people and retaining capability. Develop engagement programme for key pieces of work. Give managers a Māori-Crown capability-building forward planning programme. Utilise LDC's expertise in providing cultural capability training.
Tō mātou wāhi mahi Our place Lead: Te Rōpu Angitū	<ul style="list-style-type: none"> Deliver physical and virtual resources to facilitate learning. Organise external visits to help build understanding of te ao Māori, e.g. visit He Tohu, attend Waitangi Tribunal hearings. 	<ul style="list-style-type: none"> Install language apps on all Te Kawa Mataaho devices. Promote. Build the waiata group repertoire and promote participation. Lead Te Wiki o te Reo Māori activities and celebrations. 	<ul style="list-style-type: none"> Support Matariki celebrations. 	<ul style="list-style-type: none"> Develop a calendar of significant te ao Māori events and initiatives and explore opportunities for staff at all levels to attend. 	<ul style="list-style-type: none"> Develop a community of practice with rōpū in other agencies who are building capability in te reo, tikanga and te Tiriti and waiata. Review internal processes to ensure all advice to leaders reflect Māori perspectives and Tiriti issues as appropriate.
Lead: Comms	<ul style="list-style-type: none"> Support the delivery of virtual resources through internal comms channels (eg DORIS, Staff Talk). 	<ul style="list-style-type: none"> Support Te Wiki o te reo Māori. Continue to embed te reo Māori in all comms channels. Continue to update te reo Māori glossary. Increase access on DORIS to capability building resources. Continue updating Style Guide. 	<ul style="list-style-type: none"> Support Matariki celebrations. Help organise kaupapa Māori Staff Talks. Roll out and promote understanding of the new Te Kawa Mataaho visual identity. 	<ul style="list-style-type: none"> Support Te Rōpū Angitū in the development of significant te ao Māori events. 	