



26 Hānuere 2026

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**Tono Mōhiohio a te Kāwanatanga**  
**Tā Mātou Tohutoro: OIA 2025-0180**

E kōrero ana au mō tō tono mōhiohio a te kāwanatanga i tae mai i te 30 o Noema 2025 e pā ana ki te whakamahi i te Reo Māori i Te Kawa Mataaho Public Service Commission (te Komihana).

E ai ki tā mātou kōrero i te 11 o Hānuere 2026, kua whakaroatia tō tono ki te 11 o Pēpuere 2026 nā te nui o ngā whakawhiti kōrero me tū kia whakatauria ai tō tono, kāore e taea tētahi urupare tika te hanga i roto i te wā urupare taketake.

Hei whakamāmā i te tohutoro, kua whakarārangitia ō tono katoa (kua whai tau 1 ki te 8). Kei raro tonu ā mātou urupare i aua tono.

**1) He aha te kaupapa here a Te Kawa Mataaho mō te whakautu i ngā imēra, i ngā reta, i ngā tono e tuhia ana i te reo Māori?**

Kāore he kaupapahere tā te Komihana mō te whakautu reta ki te reo Māori. Nā reira, e whakanau ana au i te wāhanga tuatahi o tō tono i raro i te wāhanga 18(e) o te Official Information Act 1982 (OIA) nā te mea kārekau aua mōhiohio.

**2) E hia ngā kaimahi o Te Kawa Mataaho e matatau ana ki te reo Māori? Kia wātea mai te tauranga mō ngā tau 2020, 2022, me 2024.**

Kāore e puritia e te Komihana he mauhanga mō te tokomaha o ngā kaimahi e matatau ana ki te reo Māori i te tau 2020, i te tau 2022, i te tau 2024 hoki/rānei. Nā reira, e whakanau ana au i te wāhanga tuarua o tō tono i raro i te wāhanga 18(e) o te OIA nā te mea kārekau aua mōhiohio.

E kōrero ana tā te Komihana pūrongo, arā Te Taunaki – Public Service Census, mō ngā ‘reo e kōrerotia ana’, engari kāore e āta kōrerotia te taumata o te matatau e hiahiatia nei. I roto i Te Taunaki nō te tau 2025, e 9.6 ōrau o ngā kaimahi a te Komihana e mea ana he kōrero Māori rātou, ina whakatauritea ana ki te 4.5 ōrau i roto i Te Taunaki nō te tau 2021. Kua wātea ēnei mōhiohio ki te marea i tā te Komihana paetukutuku i te hononga i whakaratoa i te tūtohi kei raro.

Tūemi	Taitara Tuhinga	Wāhitau Paetukutuku
1	Ngā pūkenga me ngā tohu – Skills and qualifications.	<a href="https://www.publicservice.govt.nz/data/public-service-census/capability-mobility/skills-and-qualifications">https://www.publicservice.govt.nz/data/public-service-census/capability-mobility/skills-and-qualifications</a>

**3) E hia ngā kaimahi kua whakamātautauria mō tō rātou matatau ki te reo Māori (e kiia ana e koutou "LCT" pea)? He aha ngā taumata?**

Kāore te Komihana e whakamātautau i te matatauranga ki te reo Māori o ana kaimahi. Nā reira, e whakanau ana au i te wāhanga tuatoru o tō tono i raro i te wāhanga 18(e) o te OIA nā te mea kārekau aua mōhiohio.

**4) He aha ngā tūranga kua tohua hei tūranga reo Māori, hei tūranga e hiahiatia ana te reo Māori?**

E rua ngā tūranga mahi a te Komihana he herenga te whai reo Māori. Ko ngā taitara tūranga ko ēnei:

- Kaihautū
- Chief Advisor Māori / Kaitohutohu Matua Māori (Crown Response Office).

**5) E hia te pūtea kua whakapaua e Te Kawa Mataaho ki te whakangungu reo Māori i ngā tau 2020 ki 2024?**

Tēnā tirohia te tūtohi kei raro e whakarārangi ana i ngā pūtea kua whakapaua ki te whakangungu reo Māori i te Komihana mai i te tau 2020 ki te tau 2025. Kia mōhio koe, kei roto ko ngā pūtea kua whakapaua ki ngā 'Wall Walks':

Tau maramataka	Moni kua whakapaua ki te whakangungu reo Māori i te Komihana
2020	\$20,800
2021	-
2022	\$42,301
2023	\$44,051
2024	-
2025	\$26,500
<b>Tapeke</b>	<b>\$133,652</b>

**6) He mahere rautaki tā Te Kawa Mataaho mō te reo Māori? Mehemea āe, tēnā tukuna mai.**

Kei te whakawhanake haere tonu te Komihana i te āheitanga o tō mātou umanga kia pai katoa te tuku me te mahi. Kei roto i tēnei ko te whakatauiria i ngā tikanga pai katoa hei mahi mā te Ratonga Tūmatanui, e āhei ai hoki i a mātou ki te hautū hei whakahaere eke panuku, hei wāhi hoki e tino rawe ki te mahi. Ko tā te Komihana *Te Angitū Māori Capability Strategy* he nanao atu ki tā Te Arawhiti mahi hei takahuri hautūtanga mā te Whāinga Amorangi, mā te whakamahi i tā rātou anga āheitanga Māori Crown Relations (Māori Crown Relations Capability Framework). I tēnei wā, ko tā te Komihana, he hanga i tētahi mahere hou.

Kei roto ko ngā tuhinga e whai ake nei:

Tūemi	Taitara Tuhinga	Whakataunga
2	Te Angitū Māori Capability Strategy	Kua tukuna te katoa

**7) He aha ngā tohutohu kua tukuna e Te Kawa Mataaho ki ngā tari kāwanatanga mō te whakautu i ngā tono OIA i te reo Māori? Tēnā tukuna mai ēnei tohutohu.**

Kāore anō kia tukuna e te Komihana he tohutohu ki te Ratonga Tūmatanui mō te whakautu tono mōhiohio a te kāwanatanga ki te reo Māori. Nā reira, e whakanau ana au i te wāhanga tuawhitu o tō tono i raro i te wāhanga 18(e) o te OIA nā te mea kārekau aua mōhiohio.

**8) E mōhio ana koutou i whakamahi ētahi tari kāwanatanga i ngā pūrere whakapākehā aunoa ki te whakapākehā i ngā tono reo Māori? He aha te whakaaro o Te Kawa Mataaho mō tēnei mahi?**

Kāore e puritia e te Komihana he mōhiohio e whakarārangi nei he aha ngā taputapu e whakamahia ana e ngā umanga hei whakamāori i ngā tono reo Māori. Nā reira, e whakanau ana au i te wāhanga tuarwaru o tō tono i raro i te wāhanga 18(e) o te OIA nā te mea kārekau aua mōhiohio.

Mēnā kei te hiahia koe ki te kōrero ki a mātou mō tēnei whakatau, tēna whakapā mai ki [Enquiries@publicservice.govt.nz](mailto:Enquiries@publicservice.govt.nz).

Kei a koe te mōtika kia kimihia he tūhuratanga me te arotake e te Kaitiaki Mana Tangata mō tēnei whakatau. E wātea ana ngā mōhiohio me pēhea tō tuku amuamu i [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) mā runga waea koreutu rānei ki 0800 802 602.

Tēnā, kia mōhio koe, ka tāngia tēnei reta e mātou, ā muri atu i te tangohia o ō mōhiohio whaiaro, ki te paetukutuku a te Komihana.

Nāku noa, nā



Nicky Dirks

**Pou Whakahaere | Manager**

**Ngā Ratonga ki Ngā Minita me Te Tari Tumu | Ministerial and Executive Services**

**Te Kawa Mataaho | Public Service Commission**

# 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 tūrangā 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 tūrangā, 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 tūrangā 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
<b>Aspiration</b> Where we're heading	<b>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.</b>				
<b>Outcome</b> 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>
<b>Overarching measures</b> How we will track our progress across the action plan	<p><b>By the end of 2021:</b></p> <ul style="list-style-type: none"> <li>100% of people leaders complete the LDC Māori-Crown Relations - New People Leader Development and Action Guide.</li> </ul> <p><b>By mid-2022:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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).</li> <li>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.</li> </ul>				

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