

Pan-Asian Public Sector Network



Terms of Reference

Version 3.0

16 February 2026

Background

1. The Pan-Asian Public Sector Network (PAPSN) is an employee-led network formed by a group of New Zealand public servants of Pan-Asian identity and/or whakapapa who recognised the need for Pan-Asian people to be more visible and to be represented at all levels in the public service. With greater visibility and representation, we can better reflect the needs and aspirations of Pan-Asian public servants, support one another, and help address the systemic issues that may affect us in our working lives, and by extension, the communities we serve. We believe that there are opportunities to leverage the Pan-Asian talent in our public sector. PAPSIN is the national body which aims to build up the Pan-Asian public sector community, to better enable it to better deliver services to the New Zealand of tomorrow.
2. The demographic composition of New Zealand is super-diverse, and this has brought challenges to our public sector for example in terms of appropriate policy responses, administration and regulatory activities, culturally appropriate and diverse communications and behaviours when considering serving our communities. Accordingly, the public sector needs to be more diverse, and we expect more Pan-Asian people to join us.
3. We recognise there are systemic issues affecting our professional mobility and cultural identities as Pan-Asians in the public sector. Some of these issues are external and structural while others are internal and more personal. We need to work on concurrently to achieve the outcome that we seek.

Vision, purpose, and values of PAPSIN

4. PAPSIN's vision, purpose and values¹ are as follows:

Vision

Empowering Pan-Asian public servants to reach their potential and thrive where they are visible, valued, and belong.

Purpose

To achieve positive changes for Pan-Asian public servants by supporting Pan-Asian public servants to **achieve their professional potential** in their public service career. **Lifting the visibility** of Pan-Asian public servants and offering a **collective voice**, based on lived experiences, to Papa Pounamu and other decision-makers on issues and policies addressing ethnic equity and inclusion.

Values

PAPSIN has a set of values that we aim to incorporate in all our engagements:

Manaakitanga - Showing respect, support and care

Kotahitanga - Being united and demonstrating collective action in our goal to uplift Pan-Asian communities

Equity - Ensuring fair access and outcomes

¹ From PAPSIN Strategic Plan October 2025

Whānau - Fostering inclusiveness and a sense of belonging

Operating context

5. A diverse public service workforce reflecting the makeup of society that is inclusive is an expectation set out in the Public Service Act. The Public Service Commissioner at Te Kawa Mataaho Public Service Commission has set expectations for all public sector agency Chief Executives to undertake actions to achieve this goal. A sub-group of Chief Executives collectively called [Papa Pounamu](#) champion diversity and inclusion and drive their own work programme. The Diversity and Inclusion team supports Papa Pounamu and public sector employee-led networks².
6. Through the Diversity and Inclusion team, a group of representatives from each cross-agency employee led networks (Tui Raumata) meet regularly to discuss their respective work programmes and to share experiences and information. PAPSN's progress is reported to Papa Pounamu.
7. There is a bi-monthly newsletter coordinated by the Diversity and Inclusion team that shares relevant information about each cross-agency network. Contact the team to join subscribe DEI@publicservice.govt.nz. Ideally, there's an update from PAPSN in each newsletter. Anyone can subscribe to the newsletter.
8. Some funding is available from the Diversity and Inclusion team to support PAPSN activities. Applications for funding must be made using the appropriate form. Contact DEI@publicservice.govt.nz to obtain the form.
9. PAPSN supports Te Kawa Mataaho Public Service Commissions' diversity and inclusion goals and will contribute advice to Papa Pounamu and other decision-makers. For more information see [Employee-led Networks - Te Kawa Mataaho Public Service Commission](#)
10. Historically there was an employee-led networks website (www.employeenetworks.govt.nz) – a portal for information about all networks. There are some useful resources and information still available there.

Membership, agencies, and regions

11. PAPSN is a national-level, cross-agency professional development and cultural network representing a diverse group of Pan-Asian public servants. Members are located throughout the country. The bulk of members are in Wellington. In Auckland, there is an active and interested group of Pan-Asian public servants that have formed a Tamaki Makaurau chapter of PAPSN. A smaller number of members are in the South Island.
12. Some agencies have Asian networks. The agency networks (and their members) operate independently from PAPSN and are welcome to join the PAPSN to collectively amplify our voices and to collaborate with PAPSN for greater impact.
13. Where agencies don't have an Asian network, individuals may choose to join PAPSN.

² Employee-led networks include other cross-agency diversity networks representing different diversities e.g., Māori, Disabled, Pacifica, Women, Rainbow, Early in Career

14. To be eligible for PAPSN membership people will self-identify as someone under the broad definition of Pan-Asian with heritage/whakapapa of Pan-Asian origin and must be employed in the public sector.
15. While PAPSN is openly inclusive of all people (as per the second value), it should be noted that PAPSN is first and foremost a network for Pan-Asian people and thus its activities and discussions will reflect those perspectives.
16. Non Pan-Asian public servants may support the kaupapa of PAPSN and from time to time may join events (that have a general admission) as interested parties and as allies
17. Membership is confirmed by registering with the PAPSN form.
18. To revoke your PAPSN membership, people can email panasian.network.aotearoa@gmail.com
19. All PAPSN members are welcome to attend Working Group meetings, to propose ideas, assist and lead PAPSN activities or post or participate in any LinkedIn discussions or to contribute content for the PAPSN newsletters.

Sponsor

20. The Executive Sponsor for PAPSN is a champion for PAPSN, a visible and influential senior public servant. See Annex.

Senior Advisory Group

21. A Senior Advisory Group (SAG) is made up of experienced public servants who provide the Working Group with information and strategic advice.
22. The SAG provides essential insights for influencing systemic changes. Their leadership is instrumental in driving meaningful transformations. Please refer to the Annex. A Convenor for SAG will be agreed by the SAG. The Convenor works closely with the Chair and holds the relationship with the Sponsor and the DEI team at the Te Kawa Mataaho. Meetings with Senior Officials such as the Sponsor, Te Kawa Mataaho, CEs and Tui Raumata and the PAPSN Chair should involve participation by the SAG Convenor.

Term

23. SAG members will serve a two-year term. Members may reapply for one further term (a maximum of four years total) if they wish.

Working Group

24. The Working Group is made up of a Chair and Deputy Chair and a group of members that have responsibilities for specific areas. Please refer to the Annex.
25. The Chair is the point of contact for Working Group members and external parties. They also oversee the PAPSN work programme and works with the SAG Convenor and Sponsor.
26. The Chair, along with any other relevant Working Group members, may also represent PAPSN in external engagements with other parties. At times, the SAG Convenor may accompany the Chair to external engagements.

27. The Working Group includes the leads from the PAPSIN regional networks to ensure the flow of information to and from the Working Group to their regional members and to ensure that the work of all networks are joined up.
28. The Tamaki Makaurau chapter of PAPSIN has two Regional Leads, a committee of volunteers and can have its own local programme of activities.
29. From time to time, the leads from agency Asian networks will be invited to join the PAPSIN Working Group meetings to share information about their activities and to identify opportunities to collaborate.

Term

30. The Chair and Deputy Chair may hold their position for 2 years and may seek a further term unless there is a vote of no confidence for one or both Chair or Deputy Chair tabled at a Working Group meeting. Renewal or replacement is determined by a simple majority vote at Working Group meetings.
31. Working Group Members who are leading specific areas can hold the role for 12 months and may wish to continue in the role for up to 2 years.
32. Collectively the Working Group recruits and welcomes new PAPSIN members. They provide advice, resources, information, and events to its members, provide a regular newsletter, and have a social media presence on LinkedIn.
33. Working Group members should also come up with ideas/suggestions for events, identify guest speakers, promotional opportunities, newsletter items, engagement/collaboration opportunities (with other diversity networks, agency Asian networks, or groups, where appropriate).
34. Working Group members can also co-opt PAPSIN members to assist with PAPSIN activities. This is intended to share the workload and to create opportunities for PAPSIN members to be more fully engaged with PAPSIN and its activities.

Meetings and related procedures

35. The following procedures apply to PAPSIN meetings:
 - i. The PAPSIN Working Group holds at least one business meeting each month. A quorum is when at least the Chair or Deputy Chair, Secretary, and two other Working Group members are present.
 - ii. It is expected that Working Group members can commit to attending at least 75% of Working Group meetings (unless a significant note of absence is given).
 - iii. The Secretary sets the meeting dates and sends invites to all Working Group members at least ten working days in advance.
 - iv. The Secretary shall also issue an agenda to all Working Group members at least two working days ahead of the meeting itself. All Working Group members are welcome to submit agenda items ahead of this two working day deadline. Supporting information, where relevant, should be provided with agenda items so Working Group members have time to familiarise themselves in advance.
 - v. Working Group meetings are primarily for high-level decision-making and providing feedback and approval of projects and actions.

- vi. Working Group teams can meet out-of-session to develop proposals for consideration by the whole Working Group and execute the approved projects/actions assigned to them.
- vii. The Secretary records the minutes of Working Group meetings.
- viii. The Convenor of SAG and the Regional Leads convene meetings with their group or committee members respectively and meetings minutes will be recorded.

Budget

36. PAPSIN holds no funds. Applications can be made to the Diversity and Inclusion team at Te Kawa Mataaho for funding approval, using the required form.

Reporting

37. PAPSIN Working Group will prepare a workplan for the 12-24 months ahead to be endorsed by the SAG. At least quarterly, the Chair will update the SAG Convenor on the progress, emerging issues/trends and the Convenor can contribute strategic insights.
38. An annual report will be presented to the SAG and Sponsor at the end of each calendar year.

Code of Conduct

39. All members of PAPSIN are public sector employees and must adhere to [The Code of Conduct for the Public Sector - Te Kawa Mataaho Public Service Commission.](#)

Media

40. Should there be any requests for comments from the media, please refer these to the SAG for consideration. Only authorised people may speak to the media.

Conflict of interests

41. In specific situations, members of the SAG and Working Group must proactively declare any personal interests than could be perceived as inappropriate, a conflict, or a potential risk to the reputation of PAPSIN. The “interest” should be assessed and managed appropriately by the Chair and/or the Convenor of the SAG.

Conflict Resolution

42. It is expected that the PAPSIN Working Group, SAG, and Sponsor will interact in in a spirit of mutual respect, trust, collaboration and professionalism. However, if conflict arises, the following steps will guide its resolution:

Conflict Management

- i. In the first instance, members are encouraged to approach the other party directly to discuss the issue in a respectful and constructive manner.
- ii. If the conflict is within the Working Group, the Chair and Working Group members will work together to seek a constructive and respectful resolution.
- iii. If the conflict is with the Chair or Deputy Chair and the Convenor of SAG, seek support from other members of SAG.

Escalation Pathways

- iv. If the above processes have not worked and concerns remain unresolved, members should seek advice from the Diversity and Inclusion team at Te Kawa Mataaho Public Service Commission.

Principles for Conflict Resolution

- v. Confidentiality, cultural safety, and mana-enhancing practices will guide all conflict resolution processes. Where necessary, external facilitation or mediation support may be considered to assist in resolving complex issues.

Review and Evaluation

- 43. The structure and functioning of the SAG and the Working Group will be reviewed regularly through a mutual discussion. The review will be led by the Convenor of SAG with input from all SAG and Working Group members. It will help assess the effectiveness of the model and may inform future improvements to ensure effectiveness and good practices.
- 44. The results of the review and evaluation will be provided to the Sponsor to ensure transparency and accountability.

Review of the Terms of Reference

Review period

- 45. This Terms of Reference will be reviewed annually by the Working Group and SAG .

To be confirmed

Annex: PAPSN Sponsor, Senior Advisory Group and Operational Group structure

Sponsor

Chief Executive, Ministry for Ethnic Communities

See [Supporting Employee-led Networks as a leader](#)

Senior Advisory Group Structure – Roles & Responsibilities

Roles	Responsibilities
Senior Advisory Group Members	<ul style="list-style-type: none"> - Must have extensive public sector experience - Could be Tier 3 or above - Commit to attend quarterly SAG Meeting <p>Responsibilities:</p> <ul style="list-style-type: none"> - Oversight of the TOR and EOI processes for PAPSN SAG or Working
	<ul style="list-style-type: none"> - Group - Provide strategic advice at the quarterly meetings and apply a high-level risk lens on PAPSN work programme - Input into the work programme, where relevant - Provide support/advice for any conflicts in the working group - Provide input into any official reports, consultations etc - Be a PAPSN ambassador/voice at their respective organisation(s) - Attend engagement meetings - Provide coaching and mentoring, if required <p>The Convenor will:</p> <ul style="list-style-type: none"> - Have a relationship with the DEI team at Te Kawa Mataaho and be across the Papa Pounamu work. - Schedule regular meetings with the Chair to discuss progress of the work programme and if required, call for a review of the TOR - Book and attend meetings with the Chair and Sponsor to provide updates from PAPSN (at least 6 monthly) - Update SAG on progress of the Working Group

	<ul style="list-style-type: none">- Provide coaching/mentoring for the Chair, if required- Get involved in conflict resolution, where appropriate, between the Working Group members and/or WG and SAG and provide the relevant support/advice if escalation is required.- Be the spokesperson for PAPSN or delegate to another SAG member or the Chair, as appropriate
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To be confirmed

Working Group Structure – Roles & Responsibilities

Roles	Responsibilities
Chair	<ul style="list-style-type: none"> – Represents PAPSN at various meetings e.g. Tui Raumata, other agency ELN meetings/events/events such as Chinese Language Week etc – Provides the bridge between PAPSN and other Employee-Led Networks – With the Convenor of SAG engages with the Executive sponsor and is the point of contact for external engagements. – Works closely with the Convenor SAG on the direction of PAPSN, major proposals and decisions and keeps them informed of the sentiments of staff and major consultations, policy inputs, salient meetings, etc. so there are no surprises. Be familiar with Te Kawa Mataaho Diversity and Inclusion focus. – Provides leadership to the Working Group and leads the development of the work programme and undertakes reporting to SAG. – Responsible for the finances of the network and invoicing any necessary expenses to the PSC – Contributes to the review of the TOR – Arranges the AGM as agreed with the SAG – Manages the mailbox correspondence (or may delegate to another Working Group member) – Works with the Convenor of SAG in the event of conflicts between the WG and SAG (where appropriate). – Maintain active constructive relationships with all Working Group members and SAG Convenor.
Deputy Chair	<ul style="list-style-type: none"> – Works closely with the Chair to support their activities and deputises for the Chair when they are not available.
Secretary	<ul style="list-style-type: none"> – Prepare and collate relevant meeting documents such as Agenda and Minutes – Organise and facilitate working group meetings – Implement any new procedures/administrative systems – Manage online filing/document financial information – Maintain and order network/event related collateral – Co-manage the email inbox and respond to general inquires – Establish and maintain active constructive relationships with other team members – Attend all project related meetings – Support, encourage and grow team members – It would be of advantage to have experience in using Google Drive

<p>Communications (2)</p>	<ul style="list-style-type: none"> - Develop communications plan(s)/promotional campaign(s) - Plan the design, content, and production of promotional materials such as invitations/promotional flyers - Create informative, and interesting communication materials which can be added in form of newsletter or videos or posts on social media. - Ensure that all messaging is supportive and consistent with the network brand and its purpose - Supervise content to ensure all content is publication-ready - Attend all project related meetings - Support, encourage and grow team members - It would be of advantage to have experience in using Canva, Mailchimp Eventbrite and Slido
<p>Events (4)</p>	<ul style="list-style-type: none"> - Oversee the running of events - Deal with enquiries about the event - Create plans and documentation for the event such as the Event Planning Schedule or To do list. - Establish and manage a budget for the event - Book the venue/event equipment/catering/promotional material as required - Support the promotion of the event to relevant target groups (work closely with the Communications Team) - Establish and maintain active constructive relationships with other team members - Attend all project related meetings - Support, encourage and grow team members - It would be of advantage to you have experience in using Eventbrite and Slido
<p>Engagement Lead (2)</p>	<ul style="list-style-type: none"> - Provide our new participants with a welcome and orientation on a bimonthly basis. - Include holding in-person or online sessions to inform new members about the goals, successes, and current priorities of PAPSN as well as to introduce the operational and SAG members. <i>Note: Attempt to have two SAG members present at each meeting and rotate the co-chairs for each session every two months.</i> - Manage the mailing list(s) including the membership list (ELN admin) - Co-manage the inbox (in and out) and responds to general inquiries.

Regional Lead and Deputy Regional Lead (2)	<ul style="list-style-type: none">- Leads and represents the regional PAPS network. There may be a Regional Lead and Deputy Regional Lead.- Works with other PAPS members in Tamaki Makaurau to form a Committee and may run local events (eg webinars, talks, in person meet ups etc) for PAPS members. Where appropriate, events can be extended to other PAPS members / Pan Asian agency ELNs.- Attends monthly Working Group meetings.- Provides the bridge for regional PAPS and the Chair of the Working Group.- Reports back to the WG on any local PAPS issues and events/engagements that have occurred or are planned. Can use the WG meetings to share plans, seek support, identify opportunities for collaboration etc.
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To be confirmed

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