

Māori Crown Relations Capability Framework for the Public Service

Why Māori Crown Relations Capability is important

1. Building capability to better support the Māori Crown relationship has been identified by Māori, the government and the public service as a critical area of development for the public service. There are many reasons why this is important and different reasons are likely to resonate for different people. Some of the reasons are to:

Contribute to our society

- 1.1. enable New Zealanders to recognise the place of Māori, as tangata whenua, in New Zealand and to support New Zealand's national identity;
- 1.2. acknowledge the significant contributions of Māori to New Zealand and to New Zealand's national identity;
- 1.3. support New Zealanders outside the public service to better understand the Treaty relationship;

Be a good partner

- 1.4. support the Crown to uphold its commitments and obligations under the Treaty of Waitangi;
- 1.5. enable Māori to exercise rangatiratanga (the right to control decisions in relation to lands and taonga);
- 1.6. enable the potential of the post-settlement relationship to be realised as Māori and the Crown move from a focus on grievances to a focus on the future;
- 1.7. ensure the Crown upholds its commitments entered into through Treaty settlements;
- 1.8. avoid misunderstandings, time delays and costly and uncertain litigation;

Address inequality, promote development

- 1.9. ensure racial equity and address structural discrimination across the public service;
- 1.10. ensure government services that don't work well for Māori, are transformed and work for Māori;
- 1.11. support improved outcomes for Māori, particularly people and whānau with low levels of wellbeing;
- 1.12. enable Māori to realise economic development and other opportunities, and enable Māori and New Zealand to realise the benefits of Māori Crown partnerships;
- 1.13. support New Zealand's future prosperity and environmental and economic wellbeing;

Be a better, more inclusive public service

- 1.14. make the public service more accessible and responsive to Māori;
- 1.15. enable the public service to take "new" approaches to complex issues;
- 1.16. enable public servants to meaningfully engage with Māori and improve the quality of government decision making;



- 1.17. enable the public service to recognise the skills and knowledge Māori public servants bring, and the importance of better supporting Māori public servants;
- 1.18. support the growth of Māori public servants in leadership positions; and
- 1.19. support proposed reforms to the State Sector Act.

Overview of the Māori Crown Relations Capability Framework

2. The Māori Crown Relations Capability Framework aims to support a significant culture change across the public service to:
 - 2.1. position the public service to support the Māori Crown relationship;
 - 2.2. enable government to consistently meet its obligations under the Treaty of Waitangi; and
 - 2.3. achieve a uniquely New Zealand public service that is able to best serve all New Zealanders.
3. In August and September 2018, the Office for Māori Crown Relations: Te Arawhiti, undertook an initial scan of public service needs. Through this, public service human resource staff requested a more coordinated approach to building capability, to prevent each agency from having to reinvent the wheel. The Māori Crown Relations Capability Framework is intended to provide a basis for a more coordinated approach. The Framework is made up of:
 - 3.1. an Individual Capability Component (ICC), which details three capability levels across 11 competency areas, with the following as 6 key focus areas:
 - 3.1.1. Understanding racial equity and institutional racism
 - 3.1.2. New Zealand history and the Treaty of Waitangi
 - 3.1.3. Worldview knowledge
 - 3.1.4. Tikanga/kawa
 - 3.1.5. Te reo Māori
 - 3.1.6. Engagement with Māori
 - 3.2. an Organisational Capability Component (OCC), which details three maturity levels across 6 areas; and
 - 3.3. a survey to enable agencies to assess current staff confidence levels and identify training and development priorities.
4. It is important to note at the outset that building Māori Crown relations capability does not replace the need for engagement and partnership with Māori. The public service will always need to engage with Māori to understand Māori perspectives.

Evaluation

5. Te Arawhiti will be developing an evaluation framework to assess the impact of the ICC, OCC and associated initiatives on staff and organisational capability, on decision making and on broader outcomes. These will contribute to broader reporting on the health of the Māori Crown relationship.
6. Te Arawhiti, Te Puni Kōkiri and the State Services Commission may also draw on this Framework in evaluation and system performance work.



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The Māori Crown Relations Capability Framework for the Public Service does not create new legal obligations on Crown agencies or override existing statutory obligations or duties. The Framework should instead guide and support Crown agencies processes and decision-making. Agencies will consider their specific context and decide how to apply the Framework.

