



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 Aotearoa New Zealand and to support New Zealand's national identity;
- 1.2. acknowledge the significant contributions of Māori to Aotearoa 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 Te Tiriti o Waitangi/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 do 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 Aotearoa New Zealand to realise the benefits of Māori Crown partnerships;
- 1.13. support Aotearoa 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 Public Service Act 2020.

Overview of the Māori Crown relations capability

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 Te Tiriti o Waitangi/Treaty of Waitangi; and
 - 2.3. achieve a uniquely Aotearoa 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 six key focus areas:
 - 3.1.1. Understanding racial equity and institutional racism
 - 3.1.2. Aotearoa New Zealand history and Te Tiriti o Waitangi/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 six 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 – Ministry of Māori Development and Te Kawa Mataaho – Public Service Commission may also draw on this framework in evaluation and system-performance work.



Resources

Te Tiriti o Waitangi and Aotearoa New Zealand history

Cabinet Office Circular – [CO \(19\) 5](#), *Te Tiriti o Waitangi / Treaty of Waitangi Guidance* (2019)

Department of Social Welfare Report, *Puao-Te-Ata-Tu: The Report of the Ministerial Committee on a Māori perspective for the Department of Social Welfare* (1988)

Accessible at: msd.govt.nz/documents/about-msd-and-our-work/publications-resources/archive/1988-puaoteatatu.pdf

New Zealand History – Nga korero a ipurangi o Aotearoa, *Treaty of Waitangi*

Accessible at: nzhistory.govt.nz/politics/treaty-of-waitangi

[The New Zealand Wars Collection](#)

[Te Ara — The Encyclopedia of New Zealand](#)

[Waitangi Tribunal reports](#)

Waitangi Tribunal Report, *Wai 262*, (2011). *Ko Aotearoa Tēnei*

Eddie T. Durie, *The Treaty in Māori history* (1991)

Janine Hayward, *Principles of the Treaty of Waitangi – ngā mātāpono o te tiriti* (2012)

Accessible at: teara.govt.nz/en/principles-of-the-treaty-of-waitangi-nga-matapon-o-te-tiriti

Ani Mikaere, *Colonising Myths – Māori Realities: He Rukuruku Whakaaro* (2011)

Vincent O'Malley, *The New Zealand Wars Ngā Pakanga o Aotearoa* (2019)

Claudia Orange, *The Story of a Treaty* (2013)

Elizabeth Stanley, *The Road to Hell: State Violence against Children in Postwar New Zealand* (2016)

Kim Workman, *Unconditional rather than reciprocal: The Treaty and the State Sector* (2017)

Te ao Māori, tikanga Māori and te reo Māori

Te Puni Kōkiri, *Maihi Karauna, The Crown's Strategy for Māori Language Revitalisation 2018–2023* (2018)

Accessible at: tpk.govt.nz/docs/tpk-maihi-karauna-en-2018.pdf

United Nations, *Declaration on the Rights of Indigenous Peoples* (2007)

Accessible at un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf

Lyn Carter, Suzanne Duncan, Gianna Leoni, Lachy Paterson, Matiu Tai Ratima, Michael Reilly and Poia Rewi (eds), *Te Koparapara: An Introduction to the Māori World* (2018)

Mason Durie, *Whaiora: Māori health development* (1994)

Brief overview accessible at: royalsociety.org.nz/150th-anniversary/tetakarangi/whaiora-Māori-health-development-mason-durie-1994/

Mason Durie, *Te Mana, Te Kāwanatanga: The Politics of Māori Self-Determination* (1998)
Brief overview accessible at: royalsociety.org.nz/150th-anniversary/tetakarangite-mana-te-kawanatanga-the-politics-of-Māori-self-determinationmason-durie-1998/

Carwyn Jones, *New Treaty, New Tradition: Reconciling New Zealand and Māori Law* (2016)
Brief overview accessible at: royalsociety.org.nz/150th-anniversary/tetakaranginew-treaty-new-tradition-reconciling-new-zealand-and-Māori-lawcarwyn-jones-2016/

Moana Jackson, *Constitutional transformation* (2010)

Hirini Moko Mead, *Tikanga Māori: Living by Māori Values* (2013)

Hirini Moko Mead, *Ngā Pēpeha a ngā Tipuna: The Sayings of the Ancestors* (2001)
Brief overview accessible at: royalsociety.org.nz/150th-anniversary/tetakarangingapepeha-a-nga-tupuna-the-sayings-of-the-ancestorsidney-m-mead-2001/

Joseph Williams, *Lex Aotearoa: An Heroic Attempt to Map the Māori Dimension in Modern New Zealand Law* (2013)
Accessible at nzlii.org/nz/journals/WkoLawRw/2013/2.html

Te ao Pākehā

Michael King, *Being Pakeha Now: Reflections & recollections of a white native* (1999)

Jen Margaret, *State of the Pākehā Nation* (2018)
Accessible at: coop.co.nz/stories/HL1802/S00010/state-of-the-pakeha-nation-jen-margaret.htm

Data and evidence

Statistics New Zealand, *Towards a Māori statistics framework: A discussion document* (2002)
Accessible at: stats.govt.nz/methods/towards-a-maori-statistics-framework/

Te Mana Raraunga, (2018). *Principles of Māori Data Sovereignty*
Accessible at: cdn.auckland.ac.nz/assets/psych/about/our-research/documents/

Institutional racism and racial equity

Ako, New Zealand Council for Education and Te Wahanga/Dr Jessica Hutchings, Dr Helen Potter, Katrina Taupo (eds), *Kei Tua o Te Pae Hui Proceedings – The challenges of kaupapa Māori research in the 21st century* (2011)
Accessible at: nzcer.org.nz/system/files/Hui_Proceedings_v3_Web_1.pdf

Human Rights Commission, *A fair go for all? Rite tahi tatou katoa?: Addressing structural discrimination in public services* (2012)
Accessible at: hrc.co.nz/files/2914/2409/4608/HRC-Structural-Report_final_webV1.pdf

Ministry of Justice/Bronwyn Morrison, *Identifying and Responding to Bias in the Criminal Justice System: A Review of International and New Zealand Research* (2009)
Accessible at: justice.govt.nz/assets/Documents/Publications/Identifying-and-responding-to-bias-in-the-criminal-justice-system.pdf

Anton Blank, Dr Carla Houkamau and Dr Hautahi Kingi, *Unconscious bias and Education: A comparative study of Māori and African American students*
Accessible at: apo.org.au/node/65536

Robert and Joanna Consedine, *Healing our History* (2012)

Robin DiAngelo, *White Fragility: Why It's So Hard for White People to Talk about Racism* (2018)

Paulo Freire, *Pedagogy of the Oppressed* (1970)

Accessible at: envs.ucsc.edu/internships/internship-readings/freire-pedagogy-of-the-oppressed.pdf

Max Harris, *Racism and White defensiveness in Aotearoa: A Pākehā Perspective* (2018)

Accessible at: e-tangata.co.nz/comment-and-analysis/racism-and-white-defensiveness-in-aotearoa-a-pakeha-perspective/

Ricci Harris, James Stanley, Donna Cormack, *Racism and health in New Zealand: Prevalence over time and associations between recent experience of racism and health and wellbeing measures using national survey data* (2018)

Accessible at: doi.org/10.1371/journal.pone.0196476

Moana Jackson, *The connection between white supremacy and colonisation* (2019)

Accessible at: e-tangata.co.nz/comment-and-analysis/the-connection-between-white-supremacy/

Camara Jones, *Confronting Institutionalized Racism* (2002)

Accessible at: stacks.cdc.gov/view/cdc/104986

Peggy McIntosh, *White Privilege: Unpacking the Invisible Knapsack* (1989)

Accessible at: nationalseedproject.org/Key-SEED-Texts/white-privilege-unpacking-the-invisible-knapsack

Layla Saad, *Me and White Supremacy Workbook* (2018)