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s 9(2)(a)

By email: s 9(2)(a)  
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Tēnā koe s 9(2)(a)

### Response to your request for official information

Thank you for your request under the Official Information Act 1982 (the Act) to Manatū Hauora (Ministry of Health) on 31 July 2022 for:

*In April last year, you offered to provide a copy of Whiria te Tangata, Culture and Inclusion Strategy as part of the OIA below. Under the OIA, can I ask that you share that paper with me, please?*

The document you have requested is attached to this letter as Document 1 and is released to you in full.

I trust this information fulfils your request. Under section 28(3) of the Act, you have the right to ask the Ombudsman to review any decisions made under this request. The Ombudsman may be contacted by email at: [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz) or by calling 0800 802 602.

Please note that this response, with your personal details removed, may be published on the Manatū Hauorā website at: [www.health.govt.nz/about-ministry/information-releases/responses-official-information-act-requests](http://www.health.govt.nz/about-ministry/information-releases/responses-official-information-act-requests).

Nāku noa, nā



Celia Wellington  
**Deputy Director-General  
Corporate Services**

# Appendix One: Whiria te Tangata – Our Ministry Culture and Inclusion Strategy

At the Ministry we want to create a safe and inclusive environment where people can thrive and do their best work

## Drivers of Culture and Inclusion

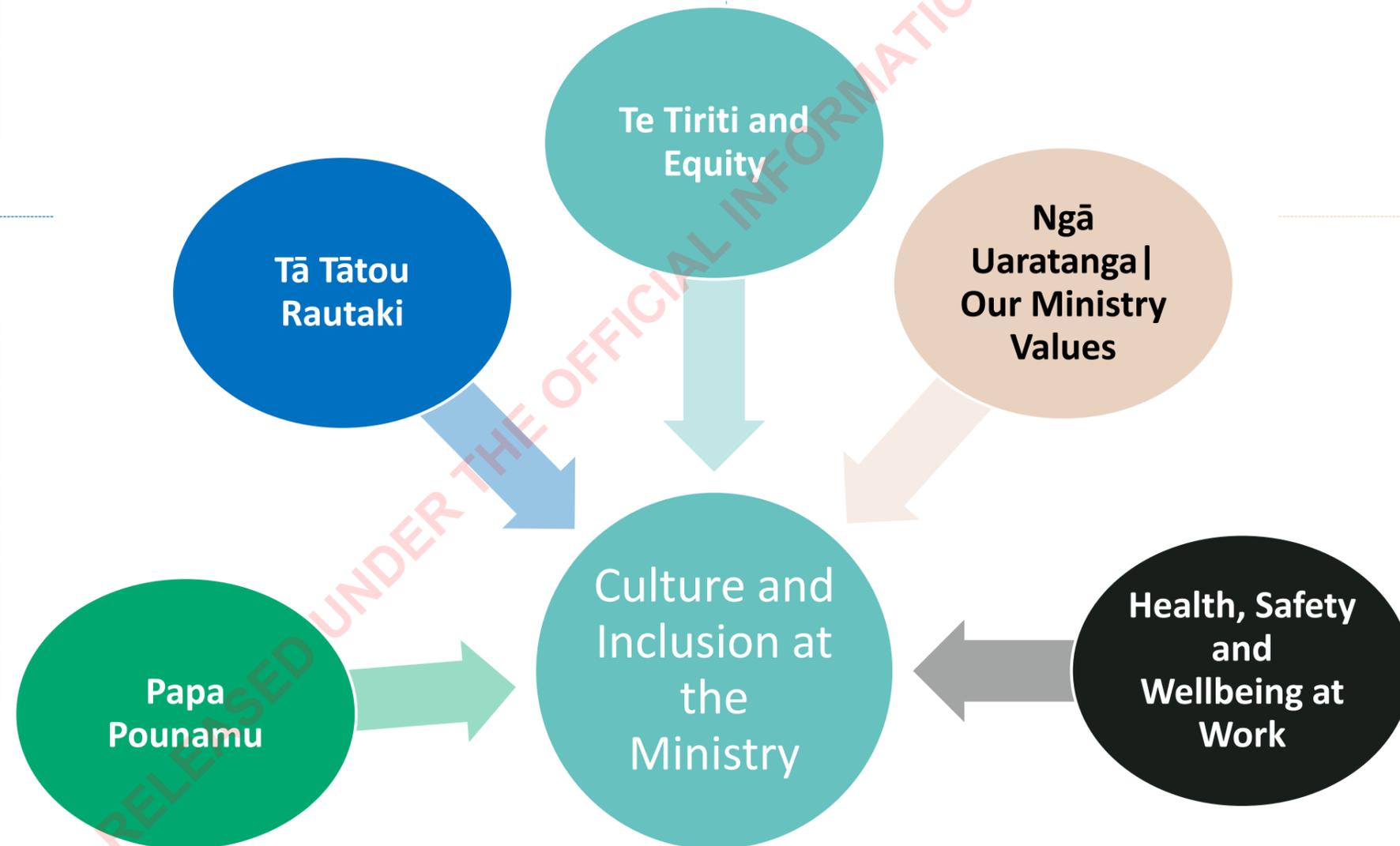
- Tā Tātou Rautaki is the Ministry's strategy to achieve Pae Ora – Healthy Futures
- It includes the capability objectives:
  - Build Capability to Engage Meaningfully with Māori
  - Make the Ministry a Great Place to Work
  - Support our People to Succeed

- Whakamaua sets out a suite of outcomes, objectives and priority areas for action that will contribute to the achievement of Pae Ora – healthy futures for Māori. It also guides our internal work at the Ministry.
- Through Whāinga Amorangi, Te Arawhiti have communicated expectations for chief executives and public sector agencies to develop an organisational action plan to develop our people's capability in Māori – Crown Relations.

- In July 2020 our Ministry Values were launched and they serve as a compass for all our actions and decisions

- Te Kawa Mataaho | Public Service Commission's Papa Pounamu diversity programme of work provides us guidance as to the future state of diversity in the public service.
- It identifies five priority areas:
  - Cultural Competence
  - Addressing Bias
  - Inclusive Leadership
  - Building Relationships
  - Employee-Led Networks

- All employers should take reasonably practicable steps to prevent harm at work, including psychosocial harm
- Psychosocial harm can result from bullying, harassment, discrimination and victimisation



# Whiria te Tangata – Our Ministry Culture and Inclusion Strategy

Papa Pounamu

Workstream	2021	2022	2023	Future State
<p><b>Cultural Competence</b></p> <p>Te Tiriti and Equity</p> <p>Cultural safety</p>	<ul style="list-style-type: none"> <li>Implement outcomes from Noho Marae</li> <li>Set Whāinga Amorangi objectives</li> <li>Finalise Māori Language Plan</li> </ul>	<ul style="list-style-type: none"> <li>Whāinga Amorangi Year One objectives achieved</li> <li>Develop targeted approach for people at different stages of their journey in Te Ao Māori</li> </ul>	<ul style="list-style-type: none"> <li>Embed Te Tiriti and Equity lens in employment life-cycle</li> </ul>	<p>Our people will be able to confidently and reflectively work across all cultures represented in Aotearoa, paying special attention to their commitments under Te Tiriti o Waitangi</p>
<p><b>Addressing Bias</b></p>	<ul style="list-style-type: none"> <li>Launch Ethnic Communities Graduate Programme</li> <li>Ministry calendar established (e.g. Matariki, Pride Week)</li> </ul>	<ul style="list-style-type: none"> <li>Review Mana Aki Cultural Competency elearning modules and pilot with P&amp;C Teams</li> </ul>	<ul style="list-style-type: none"> <li>Mana Aki Cultural Competency elearning modules delivered by Managers to their teams</li> </ul>	<p>Our people will be able to reflect on their own biases and be able to supportively call-out the biases of others</p>
<p><b>Inclusive Leadership</b></p>	<ul style="list-style-type: none"> <li>Unconscious bias elearning completed by all staff</li> <li>Socialise our people to the inclusive use of pronouns</li> <li>Responsiveness to Māori incorporated into selection process and interview questions</li> </ul>	<ul style="list-style-type: none"> <li>Disability responsiveness training completed by frontline staff</li> <li>Courageous Conversation Training delivered to Managers</li> </ul>	<ul style="list-style-type: none"> <li>People leaders hui which focuses on addressing bias</li> <li>Training for staff to be able to confidently and supportively challenge the biases of others</li> </ul>	<p>Our leadership is responsive to the needs of all our people and better represents the population of Aotearoa</p>
<p><b>Building Relationships</b></p>	<ul style="list-style-type: none"> <li>Diversity training embedded in all leadership offerings, leadership transitions</li> </ul>	<ul style="list-style-type: none"> <li>Disability responsiveness training made available for managers</li> <li>Diversity training embedded in Leading Edge for emerging leaders</li> </ul>	<ul style="list-style-type: none"> <li>Targeted approach to inclusion of minority groups across internal leadership development initiatives.</li> <li>Leadership Succession planning launched which prioritises diversity within our leadership cohort</li> </ul>	<p>Our people are equipped with the interpersonal skills to help each other do their best work, and build a psychologically safe environment</p>
<p><b>Employee-Led Networks (ELNs)</b></p>	<ul style="list-style-type: none"> <li>Feedback model included in leadership programmes. This includes using emotional intelligence to receive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Speaking up against bullying campaign</li> </ul>	<ul style="list-style-type: none"> <li>Effective feedback skills offered to all staff, including how to give feedback to leaders</li> <li>Review of speaking up campaign</li> <li>Progress made to achieve the Rainbow Tick</li> </ul>	<p>The Ministry has a common and consistent approach to supporting ELNs and they feel empowered to operate autonomously and advocate for their members</p>
<p><b>Embedding Ngā Uaratanga   Our Ministry Values</b></p>	<ul style="list-style-type: none"> <li>Develop a consistent approach to support the development and maintenance of our ELNs</li> <li>Develop guidelines for people who want to start an ELN</li> </ul>	<ul style="list-style-type: none"> <li>Develop resources for leaders of ELNs to support their people balancing their BAU with their discretionary efforts</li> <li>Host regular hui for ELNs to connect, share and collaborate</li> </ul>	<ul style="list-style-type: none"> <li>Review progress and implement changes as required</li> </ul>	<p>Our people will be able to clearly define and demonstrate behaviours that are consistent with the values. They will be confident to celebrate 'above the line' behaviours and call out 'below the line' behaviours.</p>
<p><b>Promoting Wellbeing</b></p>	<ul style="list-style-type: none"> <li>Refresh Culture Champion cohort</li> <li>Define 'above the line' and 'below the line' behaviours connected to the values.</li> </ul>	<ul style="list-style-type: none"> <li>Launch the 'above the line' and 'below the line' behaviours connected to the values.</li> <li>Embed the behaviours into P&amp;C systems (recruitment, induction and performance and development)</li> </ul>	<ul style="list-style-type: none"> <li>Support staff to celebrate values exemplars and call-out 'below the line' behaviours</li> <li>Review progress through kōrero mai</li> </ul>	<p>Our people are able to have honest conversations about wellbeing. They can trust that they will be supported and are empowered to support others</p>
<p><b>Promoting Wellbeing</b></p>	<ul style="list-style-type: none"> <li>Implement 20/21 plan in the Health Safety and Wellbeing Strategy</li> <li>Re-energise Wellbeing Action Group</li> <li>Initiatives to support managers and staff deal with change</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement the Wellbeing Plan</li> </ul>	<ul style="list-style-type: none"> <li>Practical lunch and learn sessions covering all aspects of Te Whare Tapa Whā</li> </ul>	