

21-D-00840

9(2)(a)

Dear 9(2)(a)

Thank you for your email of 26 April 2021 to the Ministry for the Environment (the Ministry) requesting the following under the Official Information Act 1982 (the Act):

Please note, the Ministry has numbered your request for clarity.

Policies, strategies, or action plans

1. All diversity and inclusion policies, strategies, and action plans or anything that could be classed as such.
2. All discrimination and complaint policies, procedures, and action plans. For example, if somebody feels they have been overlooked for a promotion due to a race or gender-related issue, how can they raise that?
3. What policies or action plans do you have to measure your discrimination or unconscious bias rate?
4. One of the Royal Commission of Inquiry (RCOI) sections into the terrorist attack on Christchurch mosques on 15 March 2019, was "Diversity within the Public Sector." What strategy or action plan, if any, does the agency have to address this section within this agency and its recommendations of the RCOI? Has it been considered a priority, and if so, how?
5. What plans does MfE have to implement or action this in the future, and on what timeline, if nothing already in place.
6. Regarding the agency's knowledge of its institutional racism practices, how does it rate itself according to the Te Arawhiti Organizational Capability Component in the item of "addressing institutional racism" – unfamiliar, comfortable, confident, or capable? And what policies, strategies, or action plans do you have in place as an agency to help improve this, if any?
7. Any documents, emails or recollections of discussions referring to the Te Arawhiti Organizational Capability Component about addressing institutional racism. I.e. if this information does not exist, it will be assumed your agency has never discussed this.
8. What formal communications have your CE (or any member of the executive leadership team or relevant body on behalf of the CE) had with either leaders (e.g. through leaders' updates) or staff (all staff emails, intranet blogs, etc.) about diversity and inclusion in 2018-2021? If there have been any. Please release these, including any seen/open stats by % of staff sent to if available.

Statistics on leadership demographics

9. How many staff do you have who were born in non-English speaking countries (mainly countries from Latin America, Africa, and the Middle East), and in what salary brackets are these roles?
10. What ethnicity and gender are all your tier 3, 2 and 1, and your Ministerial Office secondees? If one staff has multiple ethnicity identifiers, please make that clear in the response. Include if these are acting or permanent roles, and if someone has been appointed but has not yet started, please include this.
11. What is the ethnicity breakdown of your emerging leaders' training programmes? Include anything that could be termed as such, and if any staff member has multiple ethnicity identifiers, make that clear in the response.

Recruitment process/Employment relations/ staff complaints

12. How many complaints about discrimination re race, sex, or gender have been raised formally (with a formal complaint laid) or informally (e.g. a descriptive conversation) with either any staff HR or anybody in the top three leadership tiers in the period from 2018-2021?
13. How many employment relations settlements have there been due to staff feeling unsafe, discriminated against, or bullying from 2018 to 2021?
14. How much money has been given in the 2018-2021 period as settlements to staff due to employment relation issues?
15. How many cases have been taken to the Employment Relations Authority from 2018 to 2021, including cases that have not been settled yet?
16. Who manages the agency's employment relations? Is it done in-house with employment lawyers, or does an external law firm manage them? If so, which firm?
17. What KPIs or similar measures are your people leaders across the organization and HR measured against to ensure you are not discriminating against members of specific demographic groups?
18. What tools do you use to measure possible discrimination in the organization, and have they ever identified discrimination? If they haven't, what assurance are you providing you ELT/Minister/Risk and Assurance committee/etc. that your organization is not discriminating against specific demographics?
19. In the two points above, have immigrant women from non-English speaking countries ever been identified in any way as discriminated against?
20. What was the recruitment process to appoint all current Executive Leadership Team (ELT) (or equivalent body) members, executive and non-executive members? Was it an internal and external process, was it through a panel, and, if so, what roles were on the panel? What were ELT members required to do for the interview and selection process? This includes if an appointment to ELT was the same process as an appointment to their substantive role.
21. Have there ever been any Personal Grievances filed against the Chief Executive or any ELT members in the period of 2018 – 2021, and were they resolved in mediation via a settlement or did they go further up the legal process.

Finance/Budget

22. How much was spent during 2019/2020 financial year on any items relating to diversity and inclusion and addressing institutional racism-related items? If budget was spent addressing institutional racism, please specify how the agency has addressed the issue.

23. How much has been forecasted for the 2020/2021 financial year in the same items?

On 11 May 2021, you agreed to rescope the first three points of your request to relate to current policies, strategies and actions plans only. As well amending the scope of points 8 and 20 below:

- *What formal communications have your CE (or any member of the executive leadership team or relevant body on behalf of the CE) had with either leaders (e.g., through leaders' updates) or staff (all staff emails, intranet blogs, etc.) about current diversity and inclusion policies/practices? If there have been any. Please release these, including any seen/open stats by % of staff sent to if available.*
- *What is the current recruitment process to appoint members of the Executive Leadership Team (ELT) (or equivalent body), executive and non-executive members? Is it an internal and external process, is it through a panel, and, if so, what roles were on the panel? What are ELT members required to do for the interview and selection process? This includes if an appointment to ELT was the same process as an appointment to their substantive role.*

As you were notified on 21 May 2021, the timeframe for responding to your request were extended under the following sections of the Act:

- 15A(1)(a) as the request is for a large quantity of official information or necessitates a search through a large quantity of information and meeting the original time limit would unreasonably interfere with the operations of the Ministry.
- 15A(1)(b) as consultations necessary to make a decision on the request are such that a proper response cannot reasonably be made within the original timeframe.

In response to point 1 of your request, please refer to documents 1, 2 and 3 in the document schedule below which details Tui Raumata – the Ministry's diversity and inclusion approach and programme, Te Ao Hurihuri – the Ministry's programme for partnering with Māori and the Gender Pay Gap Action Plan 2020 – 2021 respectively.

In response to point 2 of your request, please refer to documents 4, 5 and 6 in the schedule below. This information relating to bullying, harassment and discrimination and speaking up is published on Te Taiao which is the Ministry's intranet platform.

In response to point 3 of your request, the Ministry does not have any policies or action plans to measure discrimination of unconscious bias rate. I am therefore refusing this part of your request under section 18(e) of the Act as the information does not exist.

In response to point 4 and 5 of your request, the Ministry does not have anything specific to address the "Diversity within the Public Sector" section of the Royal Commission of Inquiry (RCOI) into the terrorist attack on Christchurch mosques, on 15 March 2019. I am therefore refusing these parts of your request under section 18(e) of the Act as the information does not exist.

In response to point 6 of your request, the Ministry rates itself as comfortable according to the Te Arawhiti Organizational Capability Component in the item of "addressing institutional racism".

In response to point 7 of your request, I am refusing this part of your request under section 18(e) of the Act as the information does not exist. While the Ministry does not hold this information specifically, I would direct your attention to the resources the Ministry has in addressing institutional racism.

Document 7, provides a summary of a workshop attended by Ministry staff to discuss a workplace free from racism and discrimination. In addition, the Ministry has the webinar *Māori worldviews, climate and carbon pathways* available on its intranet. This webinar was designed to start the conversation about how climate aspirations can be aligned with Tangata Whenua, Te Mana o Te Wai and Te Tiriti o Waitangi partnership agreements at local and national governance levels. The Ministry also has the book *Imagining Decolonisation* by Bianca Elkington, Moana Jackson, Rebecca Kiddle, Ocean Ripeka Mercier, Mike Ross, Jennie Smeaton and Amanda Thomas. The book is available to all staff on the Ministry's intranet system and seeks to demystify decolonisation using illuminating, real-life examples.

The Ministry also has *Kōrero Taiao* which is a staff-led interactive platform that encourages Manatū mo te Taiao employees to participate in Te Ao Māori.

In response to point 8 of your request, formal communications from the Chief Executive (CE), Vicky Robertson, are conducted through the CE blog. These blogs are communicated to staff directly via email and are also saved in the Ministry's intranet system. Documents 8 to 21 are copies of the CE blogs which communicate current diversity and inclusion policies/practices within the Ministry. Please note, information that is outside the scope of your request has been redacted.

Seen/open stats by percentage of staff for the CE blogs are not readily available and I am refusing this part of your request under section 18(f) of the Act, as the information requested cannot be made available without substantial collation or research. As previously mentioned, these blogs are readily available to all staff on the intranet system.

In response to point 9 of your request, the Ministry does not collect information from its staff regarding which country they are from/were born in. The Ministry only collects information regarding ethnicity. This information does not reflect where an individual was born, as you are aware, individuals could identify with a certain ethnicity but does not mean they were born in that country or nation.

The Ministry currently has nine staff that identify as Middle Eastern, Latin American or African (MELAA). Please refer to table 1 below for information regarding salary brackets for MELAA staff.

In response to point 10, please refer to table 2 below for the ethnicity breakdown of the Ministry's tier 1, 2 and 3 staff as well as its Ministerial Office secondees. The gender breakdown for the Ministry's tier 1, 2 and 3 staff are 22 females and 15 males. The Ministry's gender breakdown for its private secretary secondees are 6 females and 3 males.

In response to point 11, the Ministry currently has 7 participants in its Emerging Leaders programme. Of the 7 individuals, 5 identify as European and 2 identify as Maori.

In response to point 12 of your request, the Ministry is only able to confirm formal complaints and grievances that have been recorded. We can confirm the number of cases of this nature during this period is 0.

In response to point 13 of your request, the number of settlements of this nature during this period is 0.

In response to point 14 of your request, for the period specified, \$95,967.61 has been given as part of settlements due to employee relations.

In response to point 15 of your request, the Ministry has not had any proceedings with the Employee Relations Authority or Employment Court for the period 2018 – 2021.

In response to point 16 of your request, the Ministry handles its employee relations “in-house” through its People and Capability Team with assistance from the Ministry’s Legal team. Occasional advice is sought from external employment lawyers Dundas Street.

In response to point 17 of your request, the Ministry does not have any KPIs or similar measures to measure people leaders and HR for discriminating against members of specific demographic groups. I am therefore refusing this part of your request under section 18(e) of the Act as the information does not exist.

In response to point 18 of your request, monthly reports are produced for the Ministry’s leadership team, including providing analysis on gender pay and ethnicity. The Ministry also has several tools available to managers to reduce potential discrimination within the Ministry. The Ministry has an Unconscious Bias training module, and a starting salary tool is in development to assist managers with where to appoint employees with specific focus on eliminating gender and ethnic pay gaps.

In response to point 19 of your request, the Ministry has not identified any discrimination towards immigrant women from non-English speaking countries, employed by the Ministry during this period.

In response to point 20 of your request the recruitment of the Executive Leadership Team (ELT) members follows a similar process to standard vacancies at the Ministry. The roles were advertised both internally and externally, as well as the Public Service Commission’s Careers Board.

An executive search agency works in partnership with our internal Talent team to submit a longlist of candidates. The Secretary for the Environment confirms the shortlist of candidates, and interviews are conducted following the Ministry’s standard recruitment processes.

The interview panel is chaired by the Secretary for the Environment and two external panel members at a similar level. This process is for all ELT appointments that are fixed term over 6 months or permanent. All appointments are subject to a 5-day review period.

In response to point 21 of your request, the Ministry is only able to confirm formal complaints and grievances which we have recorded. We can confirm the number of cases of this nature during this period is one. Due to the low number of cases, I am withholding additional information in relation to this case under section 9(2)(a) of the Act to protect the privacy of natural persons.

In response to question 22 of your request, the Ministry has chosen to provide you budget information from the 2020/2021 financial year instead of 2019/2020 as this is the most recent information held by the Ministry. Approximate figures spent in relation to diversity and inclusion and addressing institutional racism-related items are outlined below:

- \$20,000 dedicated to running a series of Treaty of Waitangi courses;
- Established a new role Kaiako te reo Māori to develop and implement te Reo Māori lessons;

- \$6,200 for staff events and celebrations acknowledging diversity and cultural occasions throughout the year (Lunar New Year, Matariki, Pink Ribbon Day, Rainbow community events, etc);
- \$3,500 procuring and implementing an Unconscious Bias online module as part of our induction and hiring/recruitment manager training;
- \$9,000 for Gender Tick assessment;
- \$5,500 for Rainbow Tick which included training; and
- \$5,000 contribution as conference partner for the Cross Agency Rainbow Network Conference.

In response to question 23 of your request, the Ministry has chosen to provide you with a forecast of the 2021/2022 financial year instead of the 2020/2021 financial year as it is the most recent information held by the Ministry. Approximate figures forecasted for the 2021/2022 financial year for diversity and inclusion and addressing institutional racism-related items are outlined below:

- \$20,000 to continue the Treaty of Waitangi courses;
- \$30,000 immersive Marae \ environment in policy training;
- \$60,000 Courageous conversations beyond diversity – enabling conversations around diversity;
- \$10,000 for staff events and celebrations acknowledging diversity and cultural occasions throughout the year (Lunar New Year, Matariki, Pink Ribbon Day, Rainbow community events);
- \$5,500 for Rainbow Tick which includes training; and
- \$10,000 contribution as conference sponsor for the Cross Agency Rainbow Network Conference.

In terms of section 9(1) of the Act, I am satisfied that, in the circumstances, the withholding of this information is not outweighed by other considerations that render it desirable to make the information available in the public interest.

You have the right to seek an investigation and review by the Office of the Ombudsman of my decision to withhold information relating to this request, in accordance with section 28(3) of the Act. The relevant details can be found on their website at: www.ombudsman.parliament.nz.

Please note that due to the public interest in our work the Ministry for the Environment publishes responses to requests for official information on our [OIA responses page](#) shortly after the response has been sent. If you have any queries about this, please feel free to contact our Ministerial Services team: ministerials@mfe.govt.nz.

Yours sincerely

This letter has been electronically approved by Laura Dixon

Laura Dixon
Director – People and Capability

Document schedule

Document no.	Document date	Content	Decisions	OIA sections applied
1		Tui Raumata	Released in full	
2		Te Ao Hurihuri	Released in full	
3		Gender Pay Gap Action Plan 2020-2021	Released in full	
4		Speaking up	Released in full	
5		Information on Speaking up	Released in full	
6		Bullying, Harassment and Discrimination	Released in full	
7	31 July 2020	Working towards a more inclusive us	Released in full	
8	25 May 2020	Vicky's blog – 25 May 2020	Released in part	Out of scope information withheld
9	20 July 2020	Vicky's blog – 20 July 2020	Released in part	Out of scope information withheld
10	27 July 2020	Vicky's blog – 27 July 2020	Released in part	Out of scope information withheld
11	17 August 2020	Vicky's blog – 17 August 2020	Released in part	Out of scope information withheld
12	31 August 2021	Vicky's blog – 31 August 2020	Released in part	Out of scope information withheld
13	7 September 2020	Te Rangitaki a CE	Released in part	Out of scope information withheld
14	27 October 2020	Vicky's blog – 27 October 2020	Released in part	Out of scope information withheld
15	1 February 2021	Vicky's blog – 1 February 2021	Released in part	Out of scope information withheld

16	10 February 2021	Vicky's blog – 10 February 2021	Released in part	Out of scope information withheld
17	1 March 2021	Vicky's blog – 1 March 2021	Released in part	Out of scope information withheld
18	12 April	Vicky's blog – 12 April	Released in part	Out of scope information withheld
19	25 October	Vicky's blog – 25 October	Released in part	Out of scope information withheld
20	8 March 2021	A message from the Secretary for the Environment	Released in part	Out of scope information withheld
21		A message from the Secretary for the Environment	Released in part	Out of scope information withheld

Table 1. Salary bands for MELAA staff

Number of MELAA Employees	Band	2020/21	
		From	To
1	12	48,344	60,775
1	14	60,269	75,766
5	15	69,848	87,808
1	17	97,033	121,984
1	19	125,949	158,335

Table 2. Ethnicity Breakdown of the Ministry's tier 1, 2, and 3 staff and Ministerial secondees

	Tiers 1, 2, and 3	Private Secretaries
Asian	1	1
European	27	6
Maori	5	1
Not Declared	1	0
Other Ethnicity	2	1
Pacific Peoples	1	0
Total	37	9

Tui Raumata

A flourishing environment for every generation – a workplace for every person to flourish

Tui Raumata, the tapestry of MfE, is woven from the threads of our different backgrounds, religions, experiences and beliefs. We are stronger when we are many. *Nā tō rourou, nā taku rourou ka ora ai te iwi: with your food basket and with mine the people will thrive.*

In 2019 we created a Diversity and Inclusion strategy to create a culture at MfE where people feel engaged, valued and treated fairly. We have made some significant impacts since then, and this document showcases the new horizons we want to navigate.

We invest in diversity and inclusion because it's the right thing to do, it's key to providing high-quality advice and it makes MfE a great place to work.

This document leverages the initial work done in 2019 and revitalises and refocuses our D&I intentions and aspirations. We have four broad organisational goals we strive to achieve:

- 1. Embed organisational practices that make the most of our diverse talents:** *Our policies, practices and processes are fair, free from discrimination, and enable us to attract and retain a more diverse workforce.*
- 2. Harness diversity of thinking:** *We're skilled at seeking out and incorporating diverse perspectives and managing the tensions and conflict that comes with this. This enables us to develop innovative solutions and take people with us.*
- 3. Create an inclusive culture:** *All our people feel included and can bring their whole selves to work. We have strong cultural capability, particularly in te ao Māori. We support and enable our diversity networks to thrive.*
- 4. Demonstrate inclusive leadership:** *Our leaders are skilled at working with difference, managing conflict, and creating an inclusive culture that surfaces and builds on diverse views to create better solutions.*

Our focus for the next three years to continue to build momentum and deliver on these goals are three high impact and meaningful pillars:

We are Inclusive

We Enable

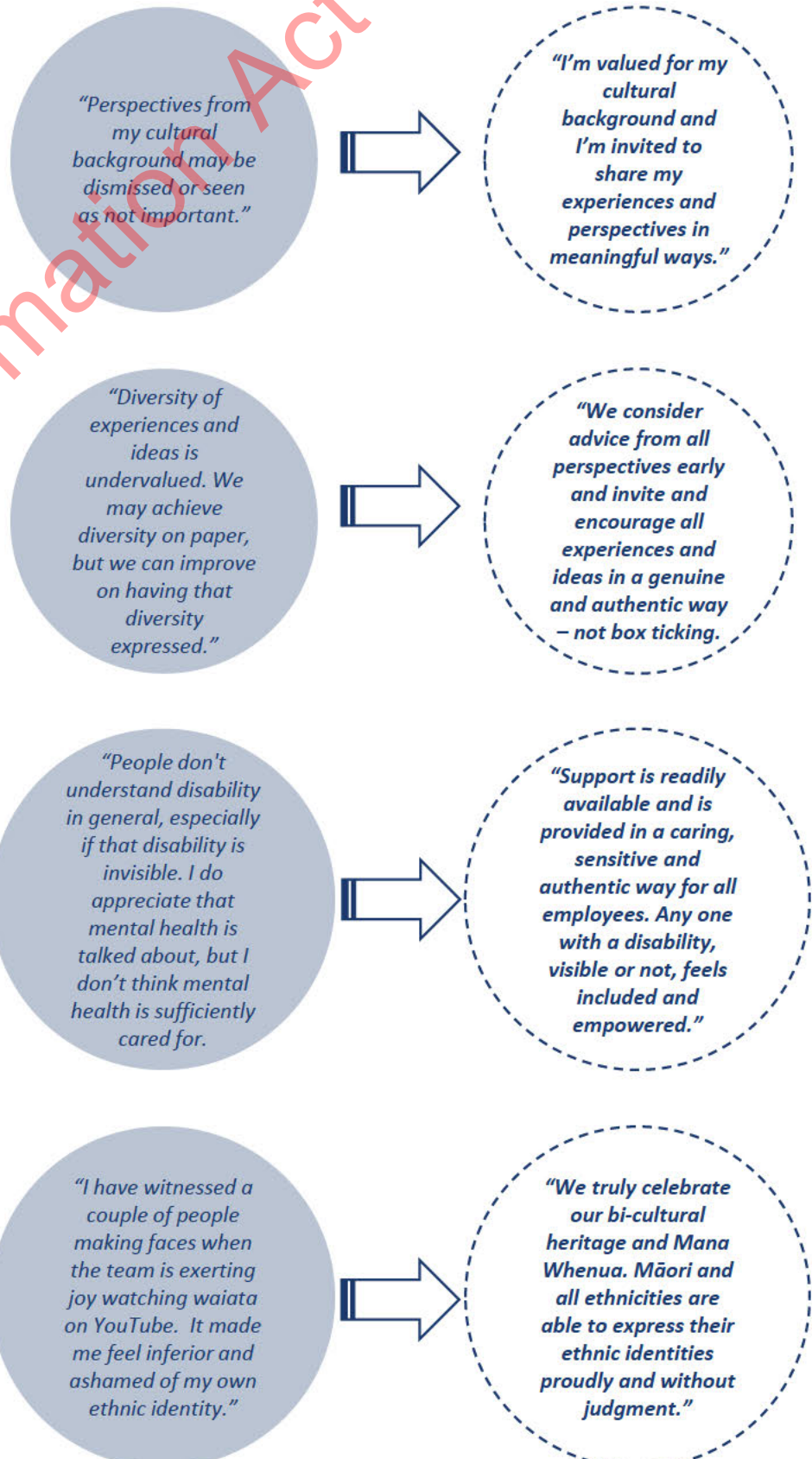
We are Allies

This pack outlines these pillars, the shifts we need to achieve, and the twelve-month plan to work towards them. Our twelve-month plan may change, depending on resource, organisational priorities and unknown disruptors. We will review and re-assess every six-months on actions, achievements and aspirations.

He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata.

What is the most important thing in the world? It is people, it is people, it is people.

We need to change our peoples' stories and experiences. These are actual statements from our people and the mind shift we need to achieve.



By 2023, these statements will be true.

We are Inclusive

I recognise the value in the people around me and together we reflect the communities we serve.

We aspire to have a workforce that is proportional to NZ demographic projections.

The ethnic diversity of MfE reaches the diversity of New Zealand's general population

We achieve the Gender Tick and implement LEAD employment toolkit.

Our recruitment practices set us up to succeed in our aspirations.

Our leaders all actively engage in **unconscious bias training**, and it is available to all our people.

I am valued for my contributions and able to connect with others. My experience is a positive one.

A **multi-cultural competency programme**, Mana Aki, is completed by all our people.

We understand the experiences of our Tangata Whenua, Pasifika and Asian people.

Our **pay gaps** reduce at a rate faster than the Public Service average.

We have robust, supported and active **people and interest groups**.

Our leaders **lead inclusively** and with empathy, and actively build their leadership kete to be more effective in these areas.

We honour and uphold our Treaty obligations, and build confidence and capability in te ao Māori.

We prioritise engagement and participation in **Te Ao Hurihuri** as a Ministry.

Our leaders champion Te Tiriti o Waitangi in all our work and empower their people to work with our Treaty partners.

Our recruitment process effectively assesses te ao Māori capabilities and MfE is a leading agency for recruitment and retention of Māori.

We have a clear strategic direction to increase te Reo Māori competency to better engage with Māori.

We Enable

I have a say in how I work to maximise my productivity and work/life integration.

Our people are achieving impact and action from all over Aotearoa New Zealand.

Our people are empowered to manage their working hours and arrangements in partnership with their leader.

I have the equipment, support and access I need to be successful.

We prioritise health, safety and mental health and wellbeing in the workplace.

We achieve the Accessibility Tick.

We communicate with our people and all New Zealanders in an accessible and inclusive way.

We are Allies

I am able to bring my authentic self to my work

We celebrate our peoples' diversities and differences through at least ten events each financial year.

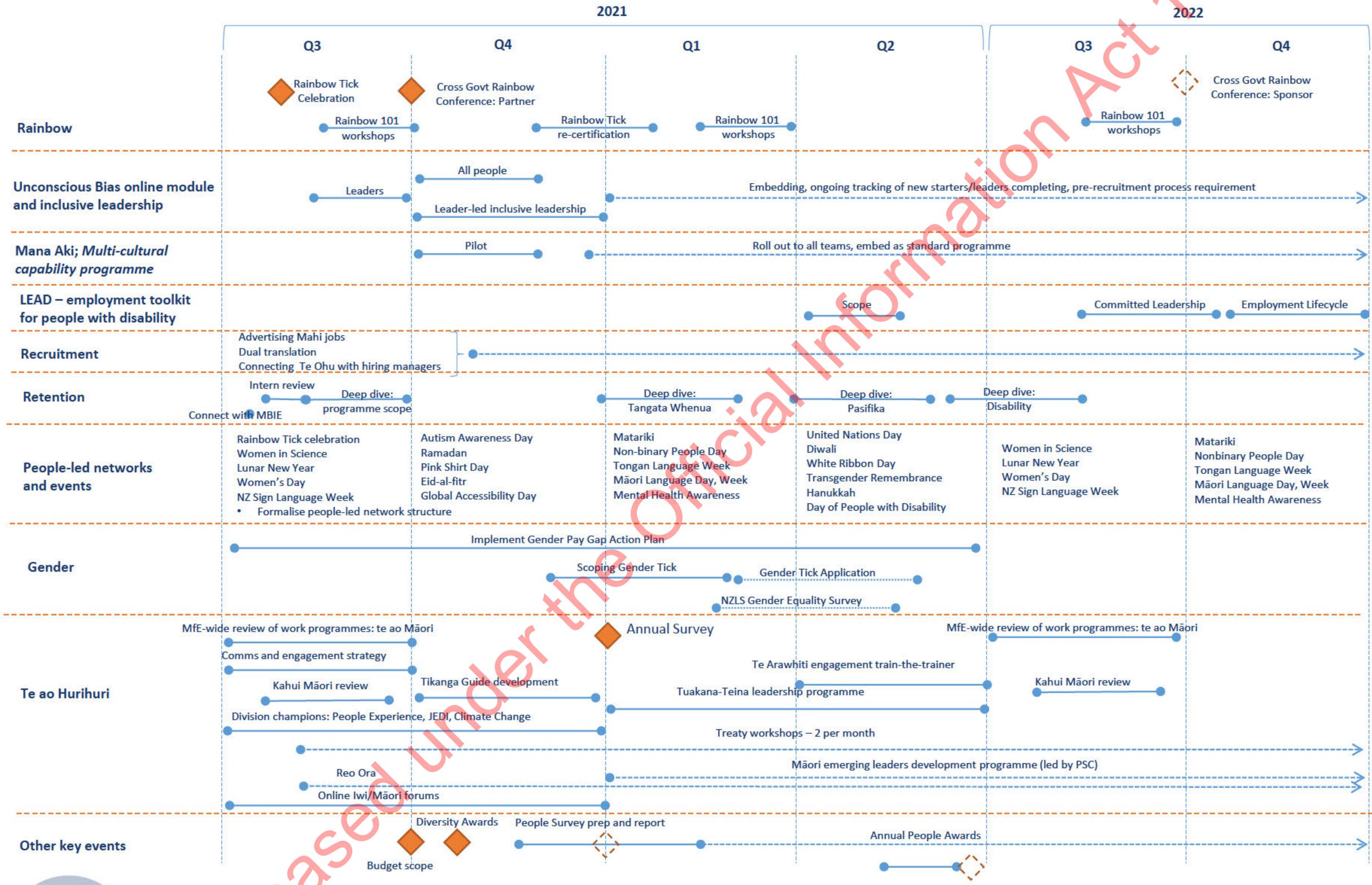
We retain our Rainbow Tick.

We are pro-active participants and sponsors of Cross Agency people led network initiatives.

We inspire, encourage and provide opportunities for all our people learn more about ally-ship.

2021 - 2022

Tē tōia, tē haumatia - Nothing can be achieved without a plan, workforce and way of doing things.



LEAD: Managers advice, Ethnic pay gap, Accessibility Tick, Deep dive: Asian

Released under the Official Information Act 1982

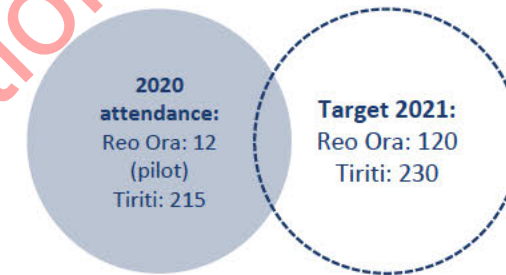
Metrics *Ka mura, ka muri – Looking back in order to move forward*

Assessing our progress is important to ensure we are achieving our intentions. While metrics and targets are useful to track actual progress, they are not designed to replace meaningful experiences and authentically valuing the diversities we have and want to attract.

Strive for proportional representation to current NZ demographics and projections for ethnic groups – and increase on the previous years percentage of representation by at least 2% Māori and Pasifika, 1% Asian and maintain 2% for MELAA. Note these projections are total population, not specific to workforce.



Increase the number of MfE people attending Reo Ora and Te Tiriti o Waitangi workshops

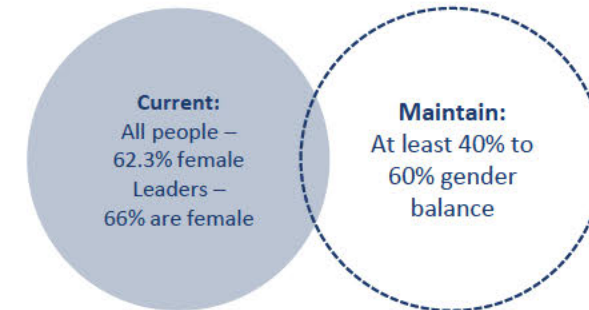


Decrease unplanned turnover for Māori, Pasifika and Asian to less than 10%.

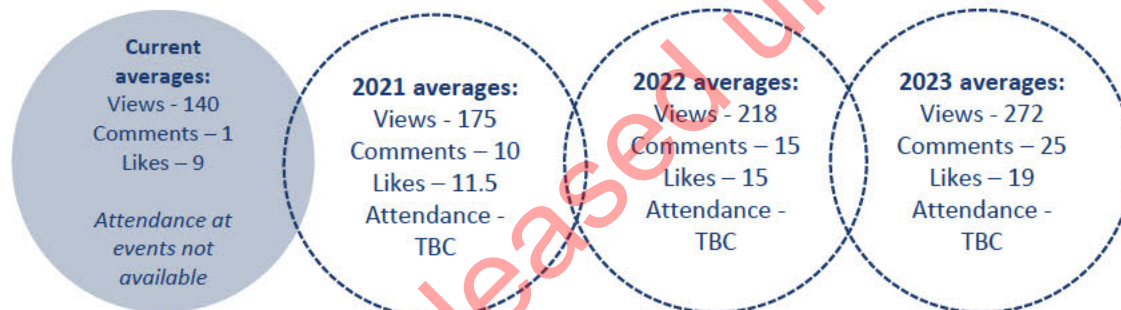


Context is key for the percentage of turnover as it is proportional to the number employed – for example, a turnover rate of 28.6% of Pasifika in 2020 is equal to one person who identifies as Pasifika leaving MfE.

Maintain at least a 40/60% gender balance in both organisationally and leaders.



Increase our intranet engagement and attendance at diversity events by at least 25% average – and significantly increase our rate of comments.



- Our gender pay gap by decreases at a rate faster than the Public Service, keeping in the positive.
- We hold at least ten all people events celebrating our diversities and differences, with participation from all levels of the organisation and people-led networks.
- All people, including our leaders, have completed Unconscious Bias online learning and Mana Aki by the end of 2021
- All leaders have completed Rainbow 101 by the end of 2021, including any staff interested
- We hear, through people engagement, anecdotes and other channels and platforms, an increase in positive language when describing experiences and the value placed on cultural contributions and perspectives.

What have we achieved since 2019?

- Created our Diversity and Inclusion strategy and ran a Diversity and Inclusion survey
 - Put D&I at the heart of our organisational and workforce strategies
 - Introduced a Māori capability strategy, Te Ao Hurihuri
 - Ran Treaty and Te Reo Māori workshops (pilots)
 - Ran New Zealand Sign Language taster classes for Sign Language Week 2020
 - Obtained the Rainbow Tick
 - Introduced more remote and flexible working arrangements
 - Grown our engagement with Māori/iwi and other stakeholders to inform our policy development
 - Supported and grown our diversity networks and employee-led groups
 - Revamped our Induction programme to provide a more diverse and inclusive welcome
 - Implemented a Unconscious Bias online module
 - Reduced our Gender Pay Gap
 - Joined the NZ Law Society Gender Equality charter
 - Joined the All-of-Government Accessibility Charter
 - Co-designed common areas of 8 Willis St to ensure more accessible and inclusive spaces
 - Implemented a performance management approach, *Kei te pēhea taku haere?*, that provides more flexibility
 - Participated in the cross-agency Flexible-by-default pilot
 - Increased our overall ethnic diversity and retention rates of diverse ethnicities
 - All job adverts are now bi-lingual
 - Promoted the use of preferred pronouns in e-mail signatures
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Released under the Official Information Act 1982

Our te ao Māori strategy

Partnering with Māori for success

Te Manatū Mō Te Taiao understands that Māori, as Treaty partners and tangata whenua, play an important role in addressing our urgent environmental issues. Recognising the vital links between tangata whenua and te taiao, mātauranga Māori guides us in our efforts to live in harmony with nature.

The way we live and make a living is having an adverse impact on our environment. The lessons from mātauranga Māori can help us find solutions for Aotearoa.

For the past two years, Te Manatū Mō Te Taiao has been on a journey to build better Treaty relationships. Our strategy reflects this. It sets out our approach for coordinated, long-term engagement with Māori, and integrates Māori views into our programmes.

As the lead public agency working on environmental policy, we play a key role in supporting the relationship Māori have with their whenua and to their wai. We strive for excellence, and acknowledge we have more work to do here – starting by improving the Ministry's capability in te ao Māori.

Despite the new working from home environment at the beginning of 2020, Te Ōhu Māori (the Māori Secretariat) was able to offer activities for staff to join and continue our capability building journey. Our progress included:

- Kōrero Taiao – a speaker series to promote an understanding of te ao Māori
- Treaty workshops about the Māori-Crown relationship and our position today after 250+ years
- anti-racism and discrimination forums – our staff want the Ministry to be inclusive and foster diversity; this includes how we value individual views and unique experiences.

These are only a few examples of how we are strengthening our knowledge of te ao Māori.

Te Ao Hurihuri – transformational gains

During the year we developed the Te Ao Hurihuri programme, launched in mid-2020. The framework has been adopted¹ from the 'Pae Ora – Healthier Futures' model, developed by esteemed academic and Māori leader, Professor Sir Mason Durie. It enables our people and organisation to be confident, competent and effective in working with our Treaty partners to enhance their kaitiakitanga.

Te Ao Hurihuri reflects the analogy of a waka and its paddles. Each paddle represents an 'ora' – a measure of wellbeing or health. These drive the organisation to transform in a coordinated way, for lasting gains. The table sets out the goals.

PAE ORA ELEMENTS (ORA – PADDLES)	MINISTRY MEANING	TE AO HURIHURI GOALS FOR EFFECTIVE ENGAGEMENT WITH MĀORI
Mana Ora	Healthy Māori-Crown relationships	Accountability to public sector leads – Public Service Commission/Te Arawhiti/Te Taura Whiri i Te Reo
Kaitiaki Ora	Healthier Māori public servants	Strengthening leadership opportunities for Te Ropū Māori o Te Manatū Mō Te Taiāo
Whānau Ora	Healthy actions of change	Providing programmes, training and tools for Ministry staff to become competent in engaging with the Treaty partners
Wai Ora	Healthier organisation	Reviewing and redefining the Ministry's directorates and their work programme
Mauri Ora	Healthy individuals	Recording the cultural competence of each staff member so they can engage effectively
Hau Ora	Healthy outcomes	Assessing the health of our relationships with Treaty partners and competencies in engaging with these groups
Taiāo Ora – the Waka	Healthy environment	Measuring the natural environment as a benefactor of a healthy Māori-Crown relationship – where kaitiakitanga flourishes.

Key steps

- Kaitiaki Ora is a strong focus as we empower our Māori staff to plan their careers and take on leadership roles. Strengthening work opportunities and reviewing our recruitment and retention strategies will bring about this change. We are building a public service that better supports the Māori-Crown relationship; Māori staff are the catalyst to reaching this goal.
- The Ministry will be working with other lead government agencies such as Te Arawhiti (the Office for Māori Crown Relations), Public Service Commission (Te Kawa Mataaho), Te Puni Kōkiri (the Ministry of Māori Development) and

Te Taura Whiri i Te Reo (the Māori Language Commission) to ensure that we are well positioned to meet the new legislative requirements for the public sector when working with Māori.

- Maihi Karauna is the Government's plan for monitoring and evaluating the use and growth of te reo Māori in all public service departments. It complements Maihi Māori, the revitalisation of iwi and Māori.
- We recognise that we must strengthen our reo and tikanga. We have started working closely with Te Taura Whiri i Te Reo, and have employed a Ministry kaiako (instructor) to provide a programme that will align with Maihi Karauna.

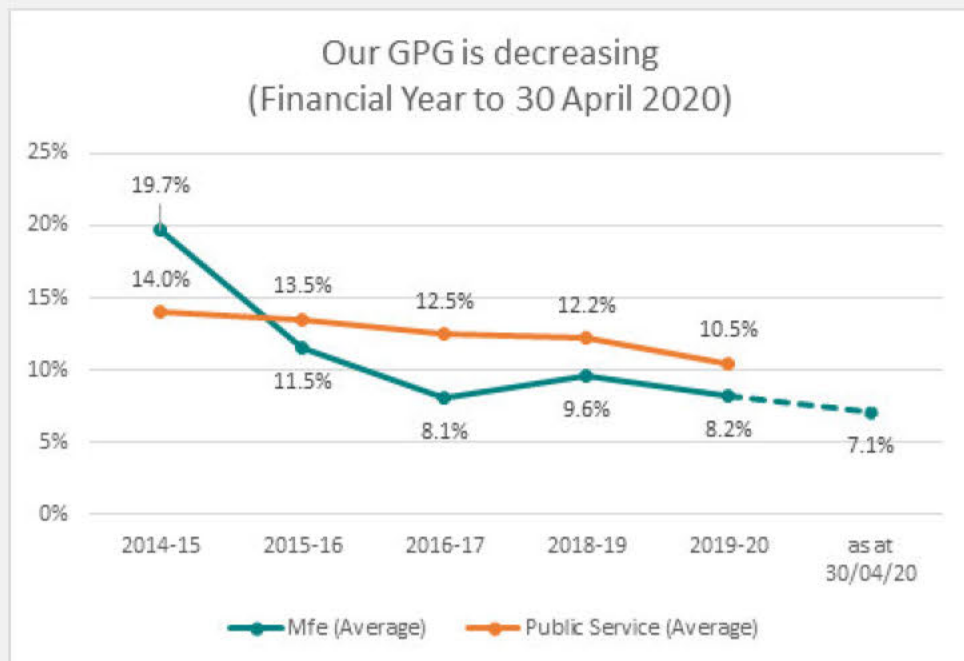
- Within Te Ao Hurihuri, the Pae Ora elements require champions to promote the change. Our champions will have the skills to embed the strategy across our organisation. They recognise and value the place of Māori, as tangata whenua, acknowledging their significant contributions to New Zealand.

Te ao Māori is unique to New Zealand's national identity. By equally valuing the contributions of our Treaty partners, this land can and will flourish for all.

MfE Gender Pay Gap Action Plan 2020/21

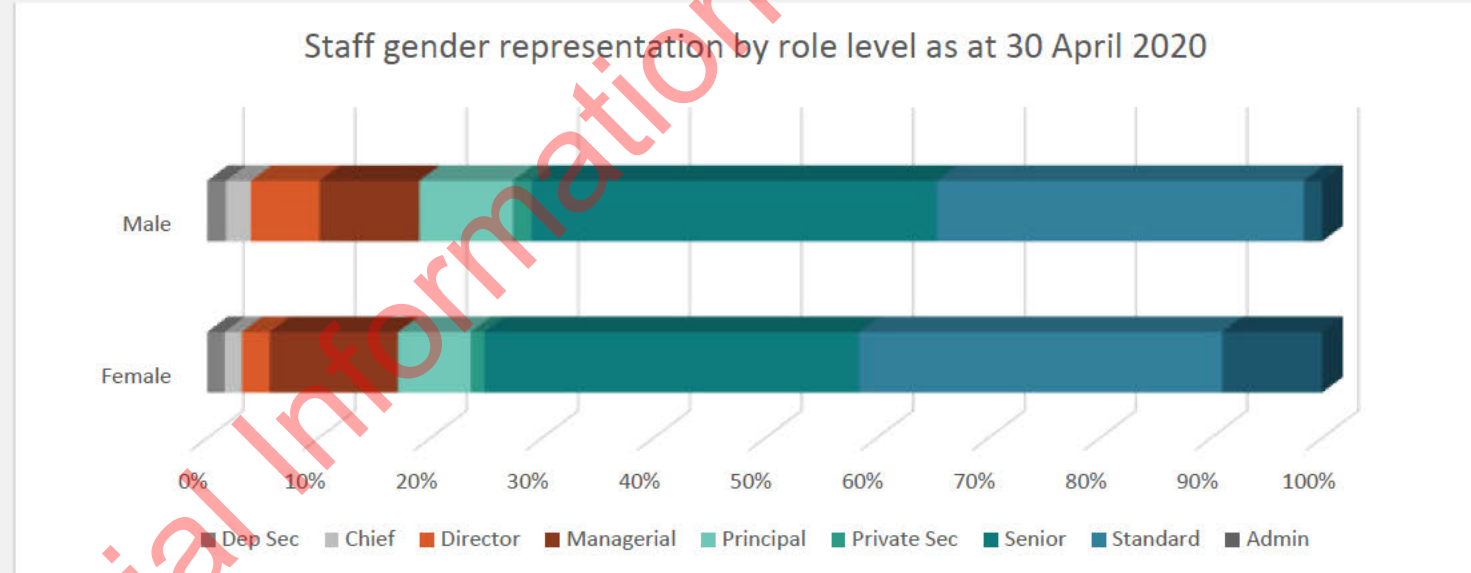
Our target is to demonstrate, through our actions, we are committed to closing the gender gap amongst our people. To achieve this, we must understand and address: Equal Pay, Flexible Work by Default, our People Practices and Gender Balanced Leadership.

Current snapshot



- Gender pay gap (GPG) is measured by calculating the difference between the average salary for males and females.
- The GPG figure includes permanent, fixed-term and seconded out staff.
- Our GPG figure continues to be volatile due to the small number of employees.
- Our GPG has remained below the Public Service Average for the past four financial years.

Gender pay gap drivers



- Our GPG is largely driven by our occupational segregation within the Ministry, so while our gender split is 63% female, 36% male, 1% gender diverse our females hold a greater number of our lower paid roles.
- We encourage internal opportunities, with a number of our people in acting roles. This impacts on our GPG as Higher Duties Allowances (HDAs) aren't included when calculating GPG.

Actions from 1 July 2019

- Improvements in the recruitment space include the use of gender-neutral language and ensuring all jobs are advertised as flexible by default.
- Transition to a new remuneration system to make restorative corrections where gender pay gaps were identified.
- New growth and development framework implanted aimed at fostering career development conversations between staff and their managers.
- As a member of the public sector flexible-by-default pilot, we are committed to ensuring flexible arrangements are normalised at the Ministry. This is modelled by leadership, a high degree of trust exercised by staff, and uplifting our employment agreements' clauses around flexible work to the point where we feel we lead the public service.

We acknowledge:

- That gender bias and discrimination can occur at any point throughout the employment cycle.
- That the working environment for our people should be free of gender-based inequalities and discrimination enabling all to achieve to their full potential.
- That undertaking of relevant and appropriate training relating gender stereotyping and conscious/unconscious bias may be necessary.
- That flexible working arrangements should be the default position unless there is good business reason why this cannot be accommodated.
- That we should collect, analyse and share data associated with gender inequalities and closing gender pay gaps.

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It's in our DNA

Equal Pay

We will continue to identify, address and remediate instances where inequality in pay is affecting our people.

We are proud:

- our GPG is decreasing year on year
- specific areas are targeted and annually reviewed.



Our actions for 2020/21

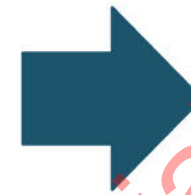
- Create increased awareness of our remuneration and GPG data across our leadership roles at the Ministry.
- Continue to regularly analyse and remediate outlier areas, where possible.
- Continue to review and ensure our remuneration systems support and enable our targets.
- Support our leaders to make smart, bias-free attraction, recruitment, development and retention decisions

Flexible by default

We will continue to ensure flexible options are equally available to all our people.

We are proud:

- to be part of the public sector flexible working pilot
- we have practices already in place
- flexible by default makes us great to work at and is part of our employer brand.



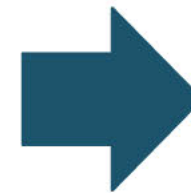
- Mobilise a regional workforce.
- Continue to lead the way for innovative practices.
- Align our accommodation move to the way we want to be at work.
- Encourage and support leaders to enable our people to work flexibly.

Our people practices

We will continue to identify areas for improvement within our current practices.

We are proud:

- our people practices are free from bias and discrimination
- our gender pay principles are captured in our collective.



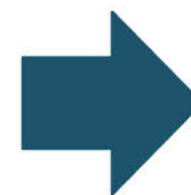
- Define, design and implement inclusive leadership practices.
- Continue our organisation roll out of bias training and embed practices.
- Regular analysis and deep dive of people data.

Gender-balanced leadership

We will continue to monitor balance across all leadership levels

We are proud:

- 62% of our leadership roles are female.



- Increase focus on diversity and inclusion analysis.
- Champion female role models.
- Keep actively promoting our women's network.

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Speaking up



We have zero tolerance for all fraud and corruption, bullying, harassment or discrimination and any other misconduct or wrongdoing. If you have any concerns or suspicions, raise them with your manager, your Director, P&C or the Strategic Risk and Assurance Adviser in the first instance. We encourage you to **speak up** without fear of retribution or unfair treatment. We will protect you. We are committed to promptly investigate any reported misconduct or wrongdoing.

Fraud and corruption

Bullying, harassment or discrimination

Information on speaking up



Information on speaking up

Speaking Up

"Public Servants must be able to raise concerns without fear of punishment or reprisal. If Public Servants raised genuine concerns through proper channels and were then disadvantaged in any way because of it, that would be completely unacceptable and something I view very seriously."

- Peter Hughes, State Services Commissioner

Introduction

The Protected Disclosures Act (PDA) sets out some specific requirements on the Ministry in the case of suspected "serious wrongdoing" (which is defined under the Act). These are set out in more detail below.

However, our people must be able to raise concerns regardless of whether they are sure it meets the standard of a 'protected disclosure'. In addition to meeting all legislative requirements, the Ministry is committed to ensuring that our people can raise all concerns about any potential or suspected wrongdoing safely and without any fear of punishment and reprisal. We are also committed to taking all such concerns raised seriously by acting appropriately on them.

Raising concerns

You can raise any concern via a number of informal and formal channels – for example, talk to your manager, your director, the Chief Executive, the Director People and Culture or the Strategic Risk and Assurance Advisor. This doesn't have to be in writing, but can be if you want. You can report a concern anonymously if you'd prefer.

Once you have raised a concern, we will communicate clearly and regularly with you to ensure that you understand what will happen once your concerns have been assessed.

Confidentiality

We will protect your confidentiality as far as is reasonably possible. Where it may not be possible to retain confidentiality, we will communicate with you and provide any appropriate support.

Investigating concerns

For all concerns raised via whatever channel, the Ministry will decide on the appropriate action to take. An investigation may not be required in every situation. Whenever an investigation is warranted, we will develop clear timeframe and terms of reference. We will ensure that people who carry out investigations are skilled, experienced and independent from the matter reported. Any person (or people) implicated in a suspected wrongdoing will be provided with information about the investigation and the opportunity to respond to evidence or findings at an appropriate time, in accordance with all relevant legal considerations.

With the exception of any anonymous reports of wrongdoing, we will regularly update people who raise concerns, throughout the investigation process.

Protected Disclosures Act

Background

Staff may become aware of a situation or action unbecoming of public service, but fear that disclosure may result in retaliation of some kind. The Protected Disclosures Act (the Act) is in place to protect staff who make a disclosure of serious wrongdoing. The Act sets out the process for disclosure and investigation of serious wrongdoing in the Public Service and the protection of Government employees who make disclosures of serious wrongdoing in accordance with the Act.

Only employees of the organisation where the alleged serious wrongdoing has occurred can make disclosures. Employees for the purpose of this Act include past and present employees, secondees, volunteers and contractors.

This information should be read in conjunction with the [Code of Conduct \(http://www.ssc.govt.nz/code\)](http://www.ssc.govt.nz/code).

Context

A serious wrongdoing as defined in the Act includes:

- An unlawful, corrupt or irregular use of public funds or public resources
- An act, omission, or course of conduct that:
 - o Seriously risks public health, public safety or the environment
 - o Constitutes an offence
 - o Constitutes a risk to the maintenance of the law
 - o Is oppressive, improperly discriminatory, grossly negligent or mismanaged.

A disclosure by an employee will be protected by the Act if the information is about serious wrongdoing in or by the Ministry, the employee reasonably believes that the information is true or likely to be true, and the employee wishes the serious wrongdoing to be investigated.

The three main protections provided to an employee who makes a disclosure in accordance with the Act are:

- Personal grievances – protection from any retaliatory action including unjustifiable dismissal
- Immunity from legal proceedings – protection from any civil or criminal action or disciplinary proceedings
- Confidentiality – the receiving person or office will use best endeavours to keep the discloser's identity confidential, unless the employee has consented, or one of the exceptions in the Act applies.

Please note the Act does not authorise a person to disclose information protected by legal privilege.

Process for making disclosures of serious wrongdoing

1) An employee outlines their disclosure in writing and makes their disclosure to the first appropriate channel (listed in escalating order):

- line manager
- director
- deputy secretary
- the Ministry Chief Executive
- the State Services Commissioner or the Parliamentary Commissioner for the Environment
- the Minister for the Environment or the Ombudsmen.

The disclosure can be forwarded in an envelope marked for the attention of the Director, P&C if the employee wishes to remain anonymous.

A disclosure of information may be made to the **Ministry Chief Executive** (<http://www.legislation.govt.nz/act/public/2000/0007/latest/DLM53905.html>) if the employee making the disclosure reasonably believes:

- that the person to whom the wrongdoing should ordinarily be reported is or may be involved in the serious wrongdoing; or
- that it is not appropriate to report the wrongdoing to whom the wrongdoing should ordinarily be reported because of a relationship or association that person has with someone who is or who may be involved in the serious wrongdoing.

A disclosure of information may be made to an appropriate authority if the employee reasonably believes that the Ministry Chief Executive is, or may be, involved in the serious wrongdoing, or if the urgency of the matter requires it, or some other exceptional circumstances, or if there has been no action in 20 working days.

2) The channel that receives the disclosure will contact P&C for advice and will acknowledge receipt of the disclosure within 24 hours.

3) If a decision is made not to proceed with an investigation, the reason(s) will be detailed with the decision. If a formal investigation is performed, the investigator will make a preliminary finding within 20 working days. The person making the disclosure will be kept informed of decisions throughout the process.

4) If a protected disclosure has already been made to the Ministry or an appropriate authority, and no investigation, progress or action has been taken within 20 working days, the disclosure may be made directly to a **Minister of the Crown or an Ombudsman** (<http://www.legislation.govt.nz/act/public/2000/0007/latest/DLM53907.html>) as outlined in the Act.

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Revision state: *Published*

Most recent revision: *Yes*

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Bullying, Harassment and Discrimination

If you feel affected by any of the issues mentioned in this section, please speak to your Manager, Director or to any member of the People and Capability team. These matters can be raised formally or informally, and will be held in confidence.

We have a zero tolerance of bullying, harassment and discrimination

Definition of Workplace bullying

Workplace bullying is *unwanted, repeated and unreasonable* behaviour directed toward a worker or group of workers conducted by one or more persons that creates a risk to health and safety. It can take place during face to face transactions, or through electronic means such as email, voicemail, text messaging, or internet chat rooms or other social media channels.

- *Repeated behaviour* is persistent and can involve a range of behaviours over time
- *Unreasonable behaviour* means actions that a reasonable person, in the same circumstances, would see as unreasonable. It includes victimising, humiliating, intimating or threatening a person.

A single incident of unreasonable behaviour is not considered workplace bullying, but it could escalate and should not be ignored. Common bullying behaviours can be grouped into two categories – attacks that are *direct and personal*, or *indirect and task related*. **Examples** of these are listed below.

Direct and personal attacks

- Belittling remarks and undermining of integrity
- Ignoring, excluding, silent treatment, isolating
- Attacking a person's beliefs, attitude, lifestyle or appearance, gender references, accusations of being mentally disturbed
- Intimidation, being shouted or yelled at
- Verbal abuse, threats of violence or physical attacks
- Insulting comments about personal life, humiliation, persistent criticism
- Using obscene or offensive language, gestures, material
- Ganging up of colleagues/clients encouraged to criticise or spy, dirty tricks campaign, singled out
- Intruding on privacy, eg spying, stalking, harassed by calls in personal time
- Unwanted sexual approaches, offers or physical contact
- Tampering with personal effects, theft, destruction of property
- Use of social media to facilitate behaviours above

Indirect task related attacks

- Giving impossible deadlines, overloading 'setting up to fail'
- Meaningless tasks, unpleasant jobs, belittling or undermining a person's ability
- Withholding or concealing information, failing to return calls or pass on messages
- No credit where it is due, taking credit for work that's not their own
- Constant criticism of work
- Demotion, removing responsibility with no just cause or explanation
- Offensive sanctions eg denying leave where there is no reason to do so
- Not giving enough training or resources
- Reducing opportunities for expression, interrupting when speaking
- Making hints or threats about job security
- No support from manager, scapegoating
- Sabotage eg withholding required information, hiding documents or equipment, supplying incorrect or unclear information

Definition of Discrimination

All people are protected from unlawful discrimination in their employment. This includes discrimination on the grounds of:

- age
- race or colour
- ethnicity or national origins
- sex (including pregnancy or childbirth)
- sexual orientation
- disability
- religious or ethical belief
- marital or family status
- employment status
- political opinion
- Involvement in union activities, including claiming or helping others to claim a benefit under an employment agreement, or taking or intending to take employment related education leave.

Discrimination may be direct or indirect. Direct discrimination is where someone is discriminated by a direct action performed by another person. Indirect discrimination occurs when actions or conditions appear neutral but have the effect of treating people or groups of people differently. An example is where a decision is made to hold a social gathering at a time that is inconvenient to those with children.

Examples of Sexual and Racial Harassment

Sexual harassment is verbal or physical behaviour of a sexual nature, which is unwelcome to the receiver and is embarrassing or intrusive. Examples are:

- Threatening or making promises to people to get them to cooperate in sexual activity

- Punishing people because they would not take part in sexual activity
- Persistent and unwelcome social invitations, phone calls or emails
- Physical assault
- Obscene phone calls
- Sexually explicit or offensive pictures
- Unnecessary touching or patting
- Unwanted and deliberate physical contact
- Offensive gestures and comments
- Suggestive/sexually aggressive remarks or jokes

Racial harassment occurs when a staff member is subjected to uninvited language (written or spoken), visual material, or physical behaviour that directly or indirectly:

- Expresses hostility against, or brings into contempt or ridicule the employee on the grounds of colour or ethnic or national origins; and
- Is hurtful or offensive or intimidating to the employee; and
- Has, either by its nature or through repetition, a detrimental effect on the employee's employment, job performance, or job satisfaction

Examples of racial harassment include:

- Making offensive remarks about a person's race
- Mimicking the way a person speaks
- Making jokes about the person's race
- Calling people racist names
- Deliberately pronouncing people's names wrongly

Workplace bullying and harassment is NOT:

- Friendly banter, light-hearted exchanges, occasional compliments
- Relationships, sexual or otherwise, where both people consent to the relationship
- Assertively expressing opinions that are different to others (eg, constructive feedback, legitimate advice or peer review)
- Issuing reasonable instructions and expecting them to be carried out
- Appropriately warning or disciplining someone in accordance with the Ministry's policies
- Insisting on high standards of performance in terms of equality, safety and team co-operation
- Giving an objective negative performance appraisal and requiring a justified performance improvement
- One-off or occasional instances of forgetfulness, rudeness or tactlessness

Management responsibilities

- Ensuring they and their staff understand what constitutes workplace bullying and harassment and are aware of their responsibilities in ensuring a safe workplace
- Developing a culture where bullying and harassment cannot thrive, including being open and approachable so that affected staff feel comfortable about raising concerns when they arise
- Recording, verifying and ensuring an independent person investigates every concern and complaint of harassment and bullying in a fair, timely and confidential manner
- In suitable instances, looking for informal solutions before escalating an issue to higher levels e.g. investigation, formal mediation, accepting that perceptions of bullying and/or harassment may need to be negotiated

Employees' responsibilities

- Avoiding behaviour which might endanger or cause unnecessary distress to others, or otherwise contribute to disruption of the workplace
- Reporting incidents of bullying and harassment against themselves or colleagues, and keeping records of behaviours
- Where possible, speaking up about instances of bullying or inappropriate behaviour that they are witness to
- Looking for informal ways to resolve incidents
- Maintaining confidentiality of any complaint proceedings that they are party to
- Accepting that perceptions of bullying and/or harassment may need to be negotiated

Breaches may result in a range of resolutions which could include disciplinary action if an investigation found that such action was warranted.

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Revision state: *Published*
Most recent revision: *Yes*
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Working towards a more inclusive us

Around 80 of our people attended a meaningful workshop to discuss a workplace free from racism and discrimination. It was both an in person and online hybrid event.

A huge thanks to those who joined us and lived our **Edge behaviours** (<http://intranet.mfe.govt.nz/about/strategic-direction>). Kia kaha, kia maia, kia manawanui. Be strong, be brave, be steadfast.

This workshop was run by Te Ōhu Māori and People and Capability for a kōrero about racism and discrimination in the workplace, and how we as public servants can work to eradicate such behaviours.

The groups were pitched with five questions to get us thinking about what racism and discrimination are, why it's harmful and what we can do to be more aware of it. We had a good, diverse crowd with many minds and viewpoints who participated in some interesting discussions.

All of the participants were in agreement that it's not ok to discriminate. If you don't feel safe please speak out, you can speak with your manager, another MfE leader who you feel comfortable talking to, or a representative from People and Capability. We also have a range of **ways to help your wellbeing on Te Taiao** (<http://intranet.mfe.govt.nz/working-here/health-and-safety/wellbeing-work>).

Some of the theme's that came out

What is racism including internalised racism?

- Not pronouncing or spelling a name properly
- Unawareness of who people are in their world
- Assuming someone can speak a language

What would equity and equality look like in the workplace?

- Different avenues for raising ideas not always meetings, not always in words
- Not relying on minorities to make things better. All supportive!
- Partners getting more than one week maternity leave.

What is systemic racism/discrimination?

- Silent society!
- Minorities working in a pakeha system
- Systemic discrimination can be so deeply entrenched that we don't even recognise it as discrimination, but accept it as the status quo

What is discrimination?

- It's ugly!
- The European way is the 'default' everything else is 'others'
- Not being valued for what you can offer.

If you witnessed discriminatory language or behaviour, what is an appropriate response?

- Don't ignore it!
- Some people cannot fight for themselves
- Stop the behaviour cold turkey!

A couple of useful links [Speaking up](http://intranet.mfe.govt.nz/backbone/basics/speaking) (<http://intranet.mfe.govt.nz/backbone/basics/speaking>), Bullying, [Harassment & Discrimination](http://intranet.mfe.govt.nz/bullying-harassment-and-discrimination) (<http://intranet.mfe.govt.nz/bullying-harassment-and-discrimination>).

Posted by [Edward Brooksbank](#) on 31 Jul 2020 - 09:35

7 Likes

ADD NEW COMMENT



Vicky's blog - 25 May 2020

Kia ora whānau

Out of Scope



Last but not least... I ask you to help us make MfE a great place for all

Diversity and inclusion is a big part of MfE's culture. Our Rainbow Tick project aims to make sure MfE is an inclusive, safe and welcoming workplace for all our rainbow people. I wanted to let you know that Tash Lewis, Deputy Secretary of Strategy and Stewardship, has stepped in to lead the Rainbow Tick

project since Claire Richardson's departure. You can help the project by [completing this 10 minute survey](http://www.surveymonkey.com/r/XTCFBRG) (http://www.surveymonkey.com/r/XTCFBRG).
– you'll also be able to join focus groups in June.

Stay safe, have a great week

V cky

Vicky Robertson
Chief Executive & Secretary for the Environment
Ministry for the Environment – Manatū Mō Te Taiao

–

0 Likes

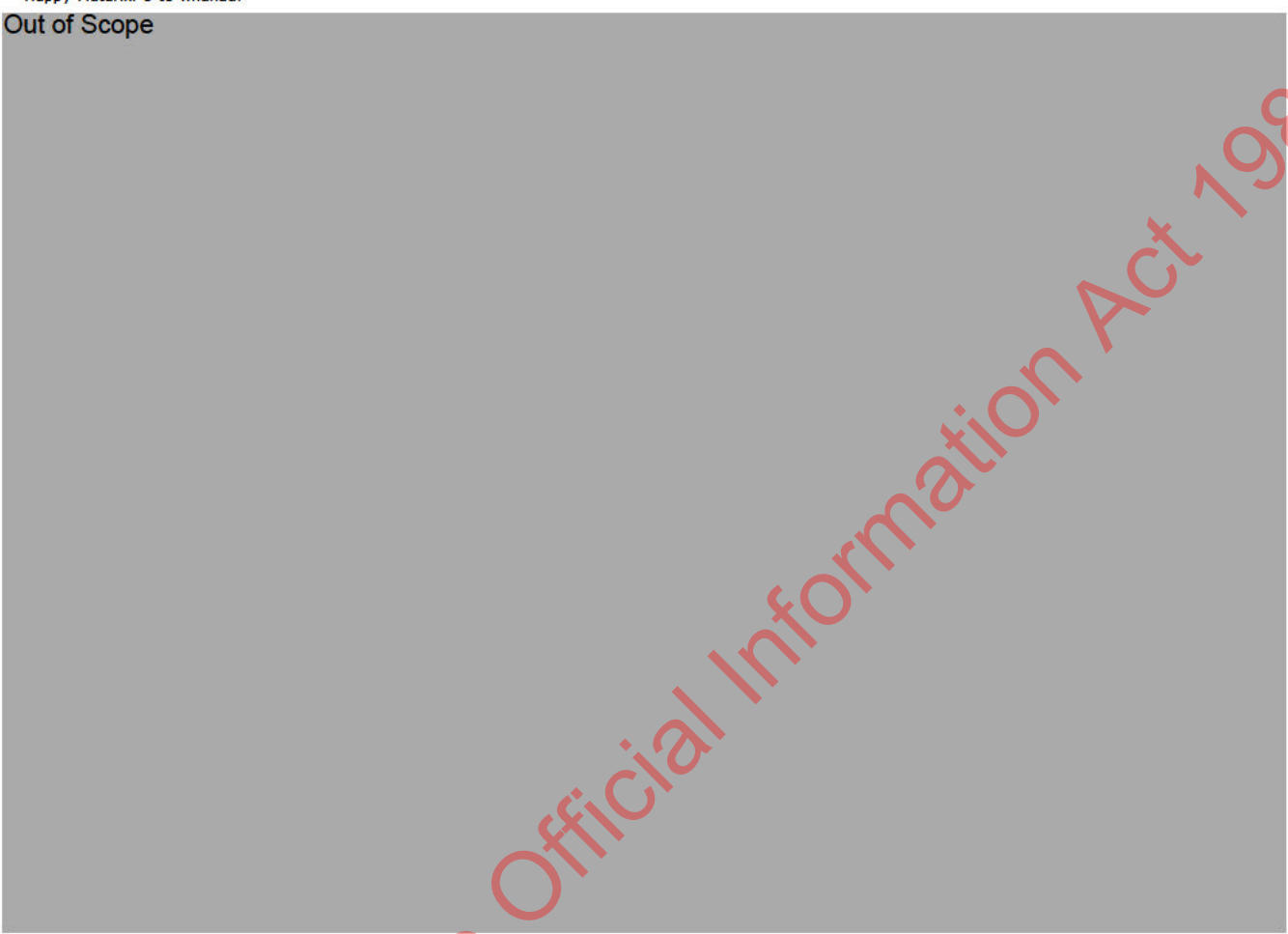
VICKY ROBERTSON'S BLOG

Released under the Official Information Act 1982



Vicky's blog - 20 July 2020

Happy Matariki e te whānau!



Closing the gender pay gap at MfE

The gender pay gap in New Zealand is the difference in the median hourly wages of men and women. Government has committed to eliminating the gender pay gap within the Public Service, with substantial progress within this Parliamentary term. As part of this, our Ministry is also committed to closing the pay gap and making sure our workplace is inclusive and free from discrimination. I'm really pleased to see that - even though there's work still to do - we are definitely making improvements in this space. As at 30 April 2020, our gender pay gap is 7.1%, down from 19.7% in 2014/2015. While 62% of MfE's leadership roles are held by women, the Ministry's gender pay gap comes from having more women in lower paid roles.

Even though at 7.1%, MfE's gender pay gap is now lower than the public sector average of 10.5%, we're focussed on making sure we pay everyone equally for the same work. So over the past year, we've made a number of improvements to close the gap including advertising all jobs as Flexible by Default, introducing a new pay system and using gender-neutral language in our recruitment advertising. You can read our 2020/2021 Action Plan on the MfE website. The plan sets out specific actions including equal pay, supporting you to work flexibly, introducing innovative work practices and continuing to focus on diversity and inclusion. Hear more about this work at Kōtahitanga on Thursday, and keep an eye on your InBox too - more information about reducing the gender pay gap at MfE will be shared with you over the next few months.



I hope you all have a great week,

Vicky

Vicky Robertson - Chief Executive & Secretary for the Environment
Ministry for the Environment - Manatū Mō Te Taiao

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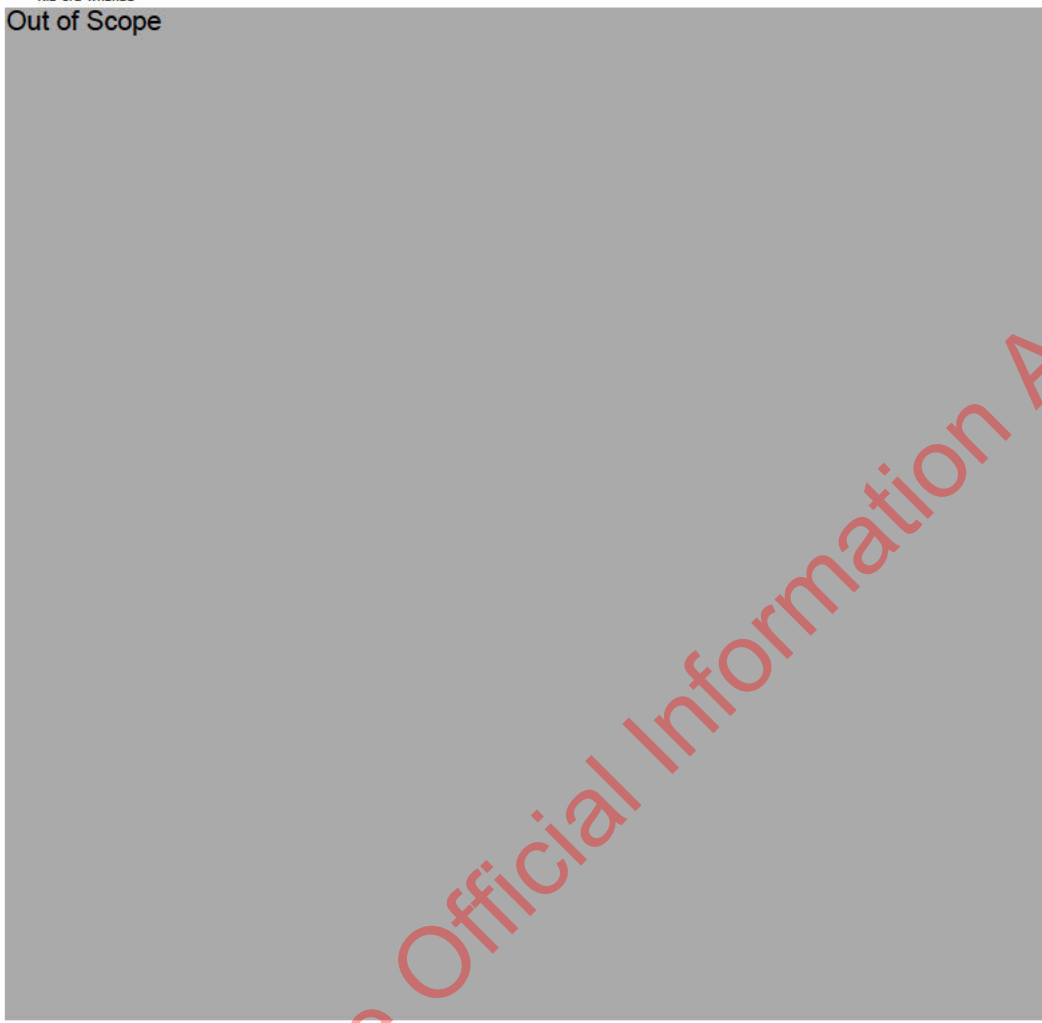
VICKY ROBERTSON'S BLOG

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Vicky's blog - 27 July 2020

Kia ora whānau



Te Ao Hurihuri launch
Thank you to everyone who joined me for Kōtahitanga last week. (If you missed this all staff hui you can catch up by watching the [Kōtahitanga recording \(http://intranet.mfe.govt.nz/about/news-content/32471\)](http://intranet.mfe.govt.nz/about/news-content/32471).) It was exciting to launch Te Ao Hurihuri with Joyce-Anne Raihania, Eden Skipper and Amanda Moran. Te Ao Hurihuri is a transformational gains strategy to enable effective and meaningful engagement between MfE people and Māori for environmental prosperity. It will help all MfE people to understand our history and incorporate Māori perspectives into our work. [Watch our Kōrero Taiao videos on Stream to increase your understanding of Te Ao Māori.](#)

MfE against racism and discrimination - A Te Ōhu Māori and People & Culture event
As a Ministry, we are committed to improving and growing our understanding and engagement with Māori. We're also absolutely committed to ensuring our MfE workplaces are safe and inclusive... especially we want them to be free of racism and discriminatory behaviours. Please join the conversations about racism and discrimination in the workplace, and consider how, as public servants, we can work to eradicate such behaviours in our workplace. Keep an eye on your InBox for more details.

Have a great week,
Vicky

Vicky Robertson
Chief Executive & Secretary for the Environment
Ministry for the Environment - Manatū Mō Te Taiao

1 user has voted.

VICKY ROBERTSON'S BLOG

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Vicky's blog - 17 August 2020

Kia ora whānau

Out of Scope



The rainbow tick - it's a good start!

I'm also absolutely delighted that MfE has been successful in its application for the Rainbow Tick! You can read the [evidence report](#) we submitted to Kāhui Tū Kaha - tū wā, used to assess the Ministry's application for Rainbow Tick accreditation. For me, the tick is but a start - we have much, much more to do together to become the truly inclusive rainbow embracing workforce I know we can be.

I did want to say another BIG thank you to all of you who were involved in this journey over the last year and a half (!) and a very special thanks to Fiona Hunter who was the main gatherer of the evidence and the writer of the report. This is such fantastic milestone on our way to a more diverse and inclusive Ministry - keep an eye on Te Taiao so we can celebrate together in style!

Out of Scope



Vicky

MfE Chief Executive & Secretary for the Environment

-

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Vicky's blog - 31 August 2020

Kia ora whānau

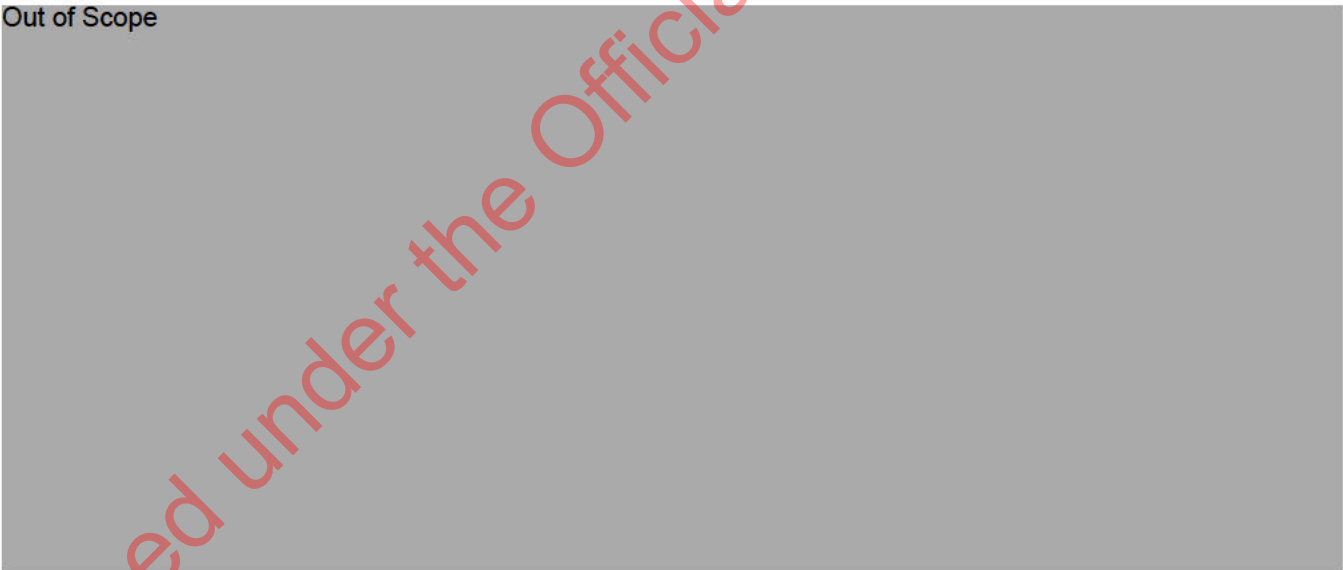
Out of Scope



We are Rainbow Tick certified

We'll be celebrating at Kōtahitanga this week with Val Little who works for Rainbow Tick and will present us with a certificate. The Rainbow Tick is about accepting and valuing people in the workplace, embracing the diversity of sexual and gender identities. I'm really excited for our Rainbow whānau and excited about this being the start of a journey that will help all MfE people feel more included. A supportive work environment that is accepting of peoples' differences benefits everybody in MfE. Getting the Rainbow Tick allows us to show everyone that we're a progressive, inclusive and dynamic organisation, one that reflects the community we serve.

Out of Scope



Have a good week everyone, and stay safe,

Vicky

Vicky Robertson
Chief Executive & Secretary for the Environment
Ministry for the Environment – Manatū Mō Te Taiao

0 Likes

VICKY ROBERTSON'S BLOG



He rau mano, he rau kotahi tangata
Embracing our multiple talents

Te Rangitaki a CE - 7 September 2020

Kia ora koutou



Te Wiki o te Reo Māori - next week!

Next week is Māori language week -- Te Wiki o te Reo Māori. The theme for 2020 is again 'Kia Kaha te Reo Māori' - 'Let's make the Māori language strong'. It's a great reminder that every time we use te reo we make a difference every time... even if it's just a 'Kia ora!' That's a start we can build on. Visit the [official website](#) to find resources, ideas and reports about revitalisation and its increasing success. Watch out for more internal communications to know how you can get involved.

Catch up on Kōtahitanga

At last week's Kōtahitanga we celebrated two things - MfE's Rainbow Tick accreditation and the work of our resource efficiency teams. If you weren't able to make it in person, you can [watch the video \(http://intranet.mfe.govt.nz/about/news-content/32599\)](http://intranet.mfe.govt.nz/about/news-content/32599) on Te Taiao.

Kia ora rawa atu

Jeremy

Jeremy Corban
Acting Chief Executive

Ministry for the Environment - Manatū Mō Te Taiao [www.mfe.govt.nz \(http://www.mfe.govt.nz/\)](http://www.mfe.govt.nz)
23 Kate Sheppard Place, Thorndon, Wellington 6143

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VICKY ROBERTSON'S BLOG

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Vicky's blog - 27 October 2020



Te Ao Hurihuri: MfE Capability and Attitudes report release

As part of Te Wiki o te Reo Māori Language Week we asked MfE people to complete a survey to help leadership understand where we need to increase our capability for Te Ao Māori. The top-level findings show that while there's a general good attitude about the importance of Māori-Crown relations in our work, the Ministry still has much capability building to do overall.

Of the five attitude statements – scored between 1 and 5 – two areas are considered ka rawe/excellent and one taero/poor.

- I believe it is worthwhile building confidence in Te Ao Māori – Strongly Agree (4.65)
- that Te Ao Māori perspectives are relevant to my work – Strongly Agree (4.56)
- I believe that the MfE engages effectively with Māori – Disagree (2.71).

Of the 19 capability statements – which reflected our people's ability to demonstrate tikanga or understand mātauranga – all of the results were considered taero/poor. More than 30 of you asked for more kaupapa Māori training including Te Reo Māori, engagement, tikanga and marae visits. You also pointed out culture change opportunities that would support your capability and confidence including:

- Kia maha wāhi me tāngata mā kōrero i te reo Māori i te tari
- Provide an expectation and framework, with resources and tools, to ensure all aspects of our work engage with Māori and, at times, allows Māori to lead and for us to participate.
- Appoint strong leaders who understand Te Ao Māori very well and give clear directions.
- Push back when Ministers want to make hasty decisions without consulting Māori (eg, exemptions from the NPS-FM for vegetable growing areas).

Thank you to everyone who completed the survey. He ahi I te kimonga kanohi – When people know what to do the task is easily accomplished. [Read the full report on Te Taiao.](http://intranet.mfe.govt.nz/about/news-content/te-ao-hurihuri-mfe-capability-and-attitudes-report-release) (<http://intranet.mfe.govt.nz/about/news-content/te-ao-hurihuri-mfe-capability-and-attitudes-report-release>)

Kia ora rawa atu

Vicky Robertson – Secretary for the Environment

(she/her)

Te Tumku Whakarae mā te Taiao
Ministry for the Environment – Manatū Mō Te Taiao

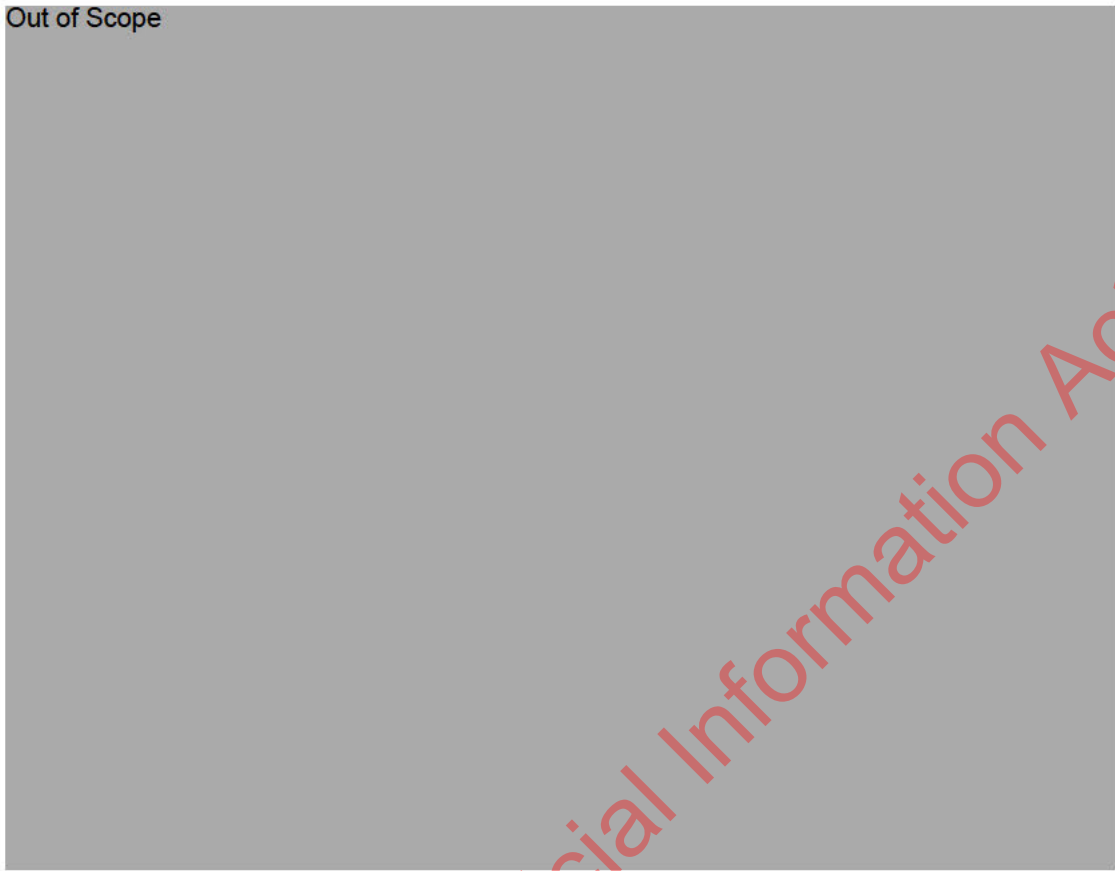
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VICKY ROBERTSON'S BLOG

Released under the Official Information Act 1982

Vicky's blog - 1 February 2021



Please join me for Kōtahitanga at 1pm tomorrow

Our first all staff hui for 2021 is tomorrow at 1pm, so please try to attend either in person or online. We'll be looking ahead to Waitangi Day and talking about the importance of the Treaty in our mahi at the Ministry. Two of our interns Tokararangi Poa and Macy Duxfield will talk about rangitahi and our partnership with Ngā Tangata Tiaki o Whanganui. We also say goodbye to our intern cohort this week... as part of their farewell, some of them will share highlights from their time with us.

Other MfE events this week:

- 4pm, Wednesday 3 February - Join Te Koke and our Climate Directors for a kōrero following the screening of 'Māori worldviews, climate & carbon pathways', a webinar featuring Māori climate leaders Donna Awatere-Huata, Matthew Tukaki and Johnnie Freeland.
- 3:30pm, Thursday 4 February - celebrate MfE's Rainbow Tick, a certification of a supportive work environment that is accepting of peoples' differences.



Kia ora rawa atu

Vicky

Vicky Robertson (She/her)
 Secretary for the Environment | Te Tumu Whakararae mō Te Taiao
 Ministry for the Environment | Manatū Mō Te Taiao

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Vicky's blog - 10 February 2021



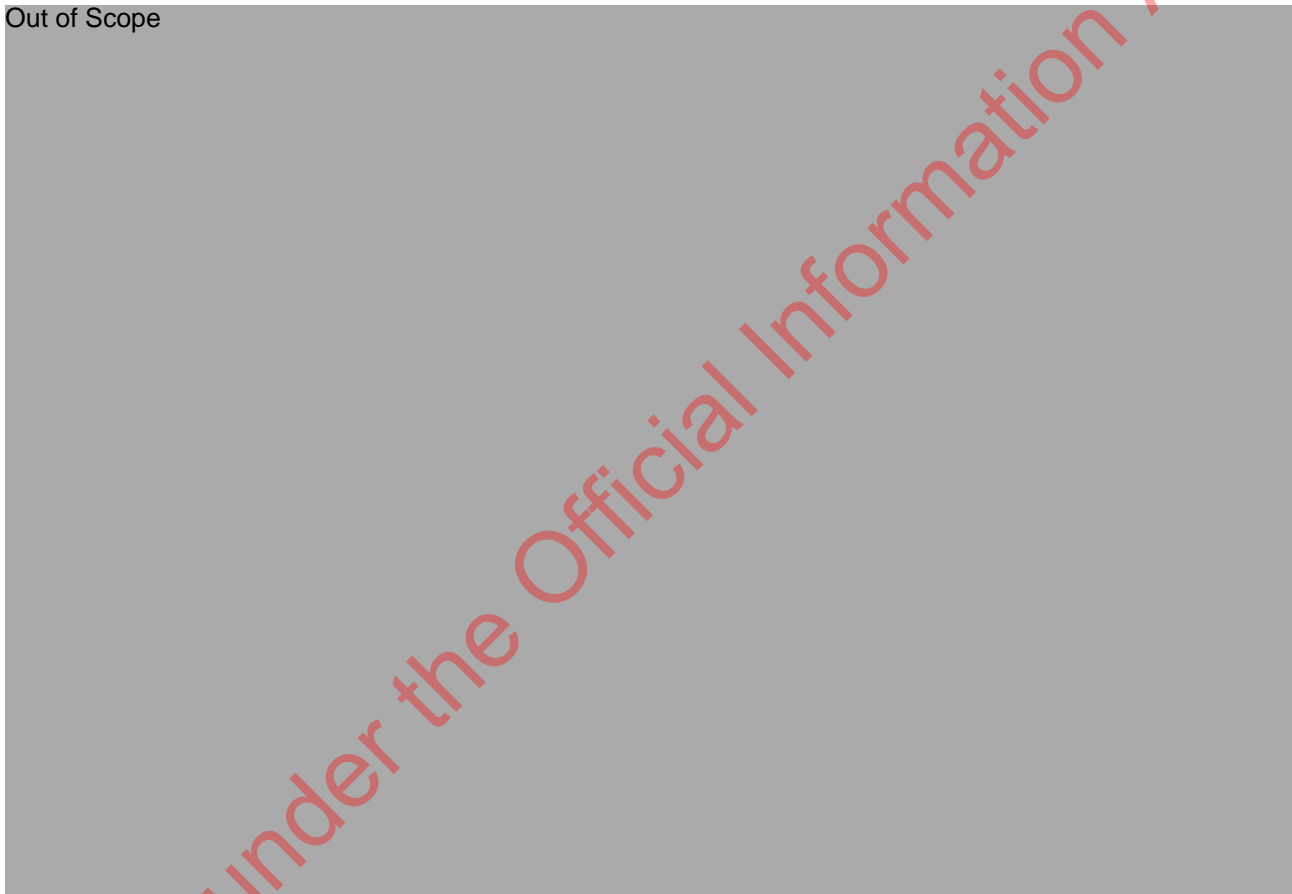
Kia ora e te whānau,

Last week I had the privilege of traveling to Waitangi, and attending the meeting with Ministers and Iwi Chairs. Being at Waitangi is very grounding. It's an opportunity to focus on the things that build our country and provides a strong reminder about why it's so important to have a meaningful partnership

between the Crown and Māori.

As a reminder to our own work to build our ability, [please look at our Te Ao Hurihuri strategy](http://intranet.mfe.govt.nz/about/news-content/32626).

Out of Scope



Rainbow tick celebration

I understand the Rainbow Tick celebration last week was hands down a hit! I hear people loved painting a large cloth with their rainbow handprints and that this artwork will be carried in the Wellington Pride Parade in April. Natasha Lewis, sponsor of our rainbow network, and Leon Sullivan led the celebration to acknowledge our Ministry's Rainbow Tick certification.

If you're new to MfE, **Rainbow Tick** is about accepting and valuing people in the workplace, embracing the diversity of sexual and gender identities. Last year MfE completed a Diversity & Inclusion assessment process that means we can now use the certification mark. Events like the one last week mean a lot to me because when we celebrate our differences and recognise that they make us stronger, we have better outcomes and create a more inclusive workspace.

[Watch this video](http://intranet.mfe.govt.nz/about/news-content/32607) to understand what our Rainbow Tick certification means to MfE's rainbow network, and our organisation.

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Kia ora rawa atu

Vicky

Vicky Robertson (She/her)

Secretary for the Environment | Te Tumu Whakarae mō Te Taiao
Ministry for the Environment | Manatū Mō Te Taiao

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Vicky's blog - 1 March 2021

Kia ora e te whānau,

Out of Scope



Reporting on our progress – Environment Committee Annual Review

Members of Te Pūrengi and I appeared in front of the Environment Committee last week. We shared our achievements and answered questions about our performance over the previous financial year.

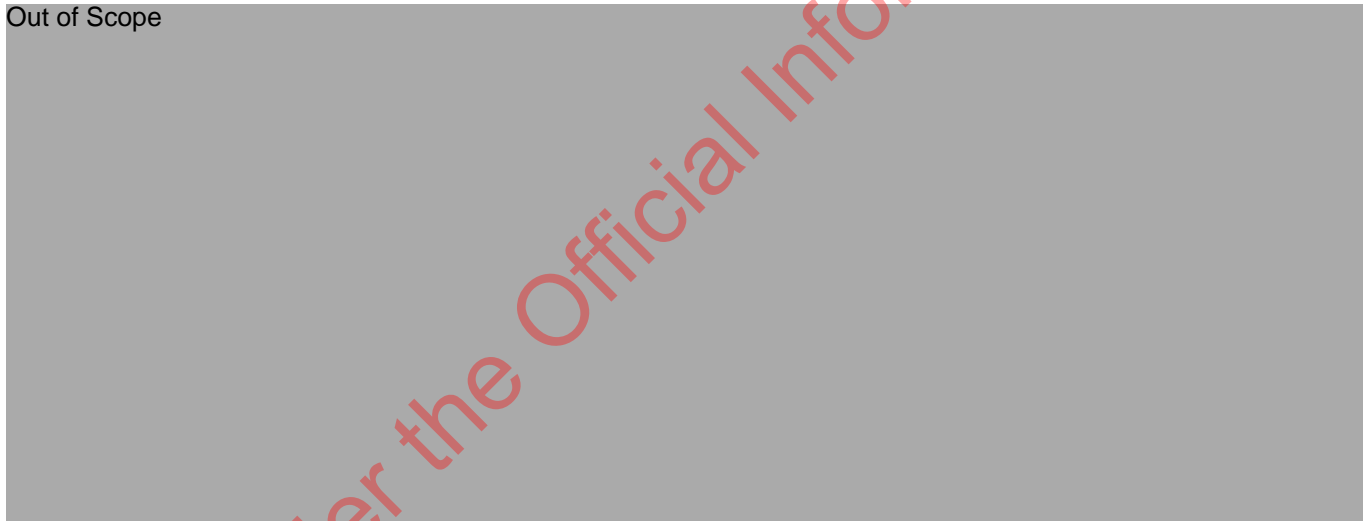
It felt good to have a strong team around me. Thank you to all who helped pull this together behind the scenes.

This process is an integral part of Parliament's work, and we were well prepared to answer tough questions. The questions went across most aspects of our work, from waste and RM Reform to the ETS auction and MfE's capacity to deliver on our significant work programme.

I shared how proud I am of the work we do each day to ensure a flourishing environment for every generation. Our work becomes more urgent as each year passes. Even with COVID-19, we had a successful year and landed significant programmes of work. These included the Essential Freshwater Package, substantial changes to the Emissions Trading Scheme, Fast-track Consenting legislation, expansion of the National Waste Levy, our Te Ao Hurihuri approach and much more.

We achieved all of this while working at home in different locations. We continue to build our capacity, and we're well placed to deliver on the mahi in the year ahead.

Out of Scope



Have a good week everyone!

Kia ora rawa atu

Vicky

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Vicky's blog - 12 April

Kia ora whānau

It's set to be a wet weekend but I am sure some of the drier places in New Zealand will welcome the rain. I'm hoping to have a pretty quiet weekend, will be doing a bit to prepare for our Environment Aotearoa 2019 release next Thursday, otherwise getting out on the bike hopefully. Thank you to all those involved in the report, it is coming together really well! More on this in the blog prior to Easter J.

I wasn't able to make this week's Kotahitanga, but I hear Cheryl in Te Pūrengi did an amazing job of hosting some really cool and important initiatives across MfE. I heard all speakers were great too. The main topic raised was about our Diversity and Inclusion Strategy launch. We also talked about **NZ's latest emissions profile** (<http://www.emissionstracker.mfe.govt.nz/>) and MfE's **waste** (<http://intranet.mfe.govt.nz/content/our-waste>) audit, how we need to do better. Im a bit concerned that Te Pūrengi's floor (level 4, with People and Culture, Partnerships and Comms) continues to rate poorly in our waste audit. I am really looking forward to us stepping up over the next few weeks! For those of you who have been wondering why your CE drives a big car - Im wondering that too! Partly I have needed a bigger vehicle for all our mountainbike adventures...however I'm looking at buying an EV or hybrid. In the meantime I will be trying to cycle more to work, which I manage to do about 3 times a week at the moment.

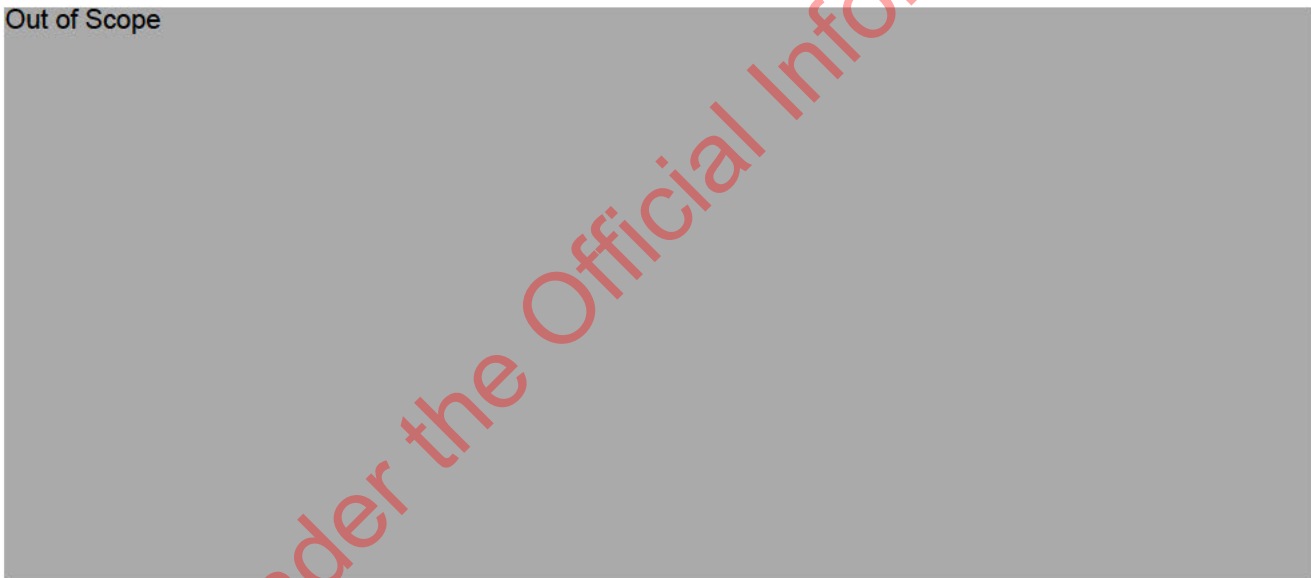
Diversity and Inclusion Strategy is all about us and embracing our talents

Diversity and inclusion is something that has been a very important issue for me for many years - partly borne out of experience of being a single mum and how difficult it was to be seen as able to do both and having an organisation that made this easier for woman, rather than leaving it all up to them. Now of course this is important for everyone! It is also borne out of our experience of parenting a blended family with Maori, Cook Island and Pakeha heritage and seeing how differently our kids were treated at school depending on their skin colour. It is also fundamentally linked to creating better solutions - building on diverse thinking - for me the being able to see difference and build on others ideas is critical (it's not enough to be diverse). This comes from seeing this really work - and also probably from growing up playing team sports and seeing the magic when a team uses all its strengths and diversity. I could go on, - but more importantly Im excited to give you a sense of what we are doing at Mfe.

Our strategy will be available on our intranet shortly. I want people to feel engaged, valued and listened to. Being truly inclusive and diverse is not easy as it means we need to not be afraid of conflicts of views and we need the skills to build on each others ideas. We need to be able to do this with our external partners too - so is good to be able to do it within our organisation!

This strategy draws on our purpose, policy plus and partnering with purpose. It's a key part of our workforce and sustainability strategies. It's about how we work too, making the most of our diverse talents. There are significant influences outside of MfE too. Both in the public sector and how we attract new talent to work here.

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Vicky's Blog - 25 October

Kia ora whānau

Out of Scope

Recruitment - An opportunity for a more diverse and inclusive MfE

Diversity, with a culture of inclusivity brings diversity of thinking and ensures that we understand and reflect the communities that we serve. We have set the foundations with the establishment of our D&I Strategy, but we've got more work to do to bring this to life. We are growing our workforce and have a unique and amazing opportunity to shape who we are and how we work, to help us deliver on MfE's purpose.

To raise awareness and to ensure the required focus to this important challenge, Te Pūrengi have established targets to drive increasing our diversity. To start with, we will be focusing on increasing ethnic diversity and targeting critical capabilities required by MfE. It won't be perfect, but I want us to be very deliberate about our recruitment to bring in both the skills and capability we need, and to increase our diversity. Bringing people in the door is one thing, ensuring that we are all working towards hearing difference and building off it is a critical skill for all of us.

I encourage you all to embrace this opportunity and participate in welcoming new arrivals to our MfE whānau. **There is more information on Te Taiao (<http://intranet.mfe.govt.nz/about/news-content/31718>).**

Out of Scope

Have a lovely weekend

Vicky

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0 Likes

VICKY ROBERTSON'S BLOG



A message from the Secretary for the Environment

Kia ora e te whānau

Out of Scope

Speaking of women in leadership, Happy International Women's day. Let's take some time to celebrate how far we've come with women's rights and leadership. Today is a stark contrast from 1911 when groups rallied in Europe for women's rights and to end discrimination. We have come a long way, but there is still work to do.

Let's lead the way with Māori Crown relations

I have recently signed a letter under an initiative called Whāinga Amorangi to play our part and continue the Public Service's journey towards improving Māori Crown relations. Our very own Joyce-Anne Raihania, Principal Advisor, led this initiative while she was on secondment in Te Arawhiti. It signals my commitment to building leaders' capability so that they can act as role models and build skills in Māori Crown relations. The initiative sets out steps and expectations.

- 2021-22: each organisation should develop a plan to build the capability of their people. At a minimum, the areas of focus should be te reo Māori, New Zealand history and Treaty of Waitangi literacy.
- 2022 onwards: each organisation should develop a plan to transform their culture to respond more effectively to Māori Crown relations.

You might think that sounds a bit familiar. And you're right, it is.

We're ahead of the game with Te Ao Hurihuri - Transformational Gains strategy, launched in July 2020. This strategy has helped us start those conversations and learnings to strengthen Māori and Crown relations. Large numbers of our people have already attended Treaty training workshops coordinated by Eden Skipper and te reo Māori sessions with Whaea Candice Benson.

Eden and Candice gave [a great Te Ao Hurihuri update in this video which you can check out](#)

I'm proud to say that the Ministry for the Environment is already an organisation that is making steps towards creating a Māori Crown relations-capable workforce. By working together, we will go above and beyond.

Looking ahead, engaging with Māori is part of the success with RM reform

We are embarking on fundamental reform of the resource management system, with a time frame to land changes in law by the end of 2022. This follows the independent review led by Tony Randerson.

As we start on this two-year path, we are beginning our own engagement with iwi and Māori on the reforms.

It's fantastic to see that we are engaging with iwi, hapū, and whānau in the regions over the next month on the reform and how it will impact Māori. Thank you to our amazing Directors Jade Wikaira and Keita Kohere who have stepped in to develop and run this engagement for us.

Hui with iwi and Māori will go ahead in March, kicking off in Tairāwhiti. These hui will be an opportunity to kōrero with a wider Māori audience.

We're engaging with the post settlement governance entities separately, as we have unique responsibilities to them through their deeds of settlement.

In addition to this, we continue to engage with the Collective, Te Tai Kaha. This is made up of representatives from the Iwi Chairs Forum, New Zealand Māori Council, Te Wai Māori Trust, FOMA (Federation of Māori Authorities) and Te Kāhui Wai Māori.

Out of Scope

Have a great week.

Kia ora rawa atu
Vicky

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Message from the Secretary for the Environment

Kia ora e te whānau,

Out of Scope

At the centre of our new Diversity and Inclusion approach, called Tui Raumata, lies the principle that everyone who comes to work should be able to identify as their authentic self.

One easy step is everyone stating their pronouns. Mine are 'she' and 'her'. I've let you know what my pronouns are as I know how important this is for people to be validated in how they identify. I learnt how important this is through personal experience with one of our family members who is non-binary and uses the 'they/them' pronouns.

Out of Scope

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Tui Raumata - the tapestry of MfE

We launched the new diversity and inclusion strategy Tui Raumata at last week's Kōtahitanga. A shout out to Anne Haira for hosting the session in my place.

I love the name Tui Raumata, the tapestry of MfE, because it gets its name from the woven threads of our different backgrounds, religions, experiences and beliefs. And it's true what they say - we are stronger when we are many.

I like that we have four clear, broad goals that we are striving to achieve:

1. Embed organisational practices that make the most of our diverse talents
2. Harness diversity of thinking
3. Create an inclusive culture
4. Demonstrate inclusive leadership

Please take the time to [read more \(http://intranet.mfe.govt.nz/about/news-content/tui-raumata-tapestry-mfe\)](http://intranet.mfe.govt.nz/about/news-content/tui-raumata-tapestry-mfe) about the strategy. We have some way to go to on our diversity in the organisation. For me, the inclusion part of the strategy is one of the most critical elements.

Our diverse talents will make us stronger, and it will take everyone in this waka making extra effort to create a more inclusive workspace for all of us. This takes courage - as we need to actively work with our differences - to lean in and seek to understand others' views, to listen intently and to hear what is being said. We need to actively improve on these things.

Valuing each other's views is important. I also believe that we need all the diversity to bring together people to achieve a step change in the environment - building on others' ideas, creating new solutions, learning from old knowledge. It is all needed to create this change.





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