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# Te Pūkenga Here Tikanga Mahi



# Ngā Kaupapa

O Te Rūnanga o Ngā Toa Āwhina



Te Rūnanga o Ngā Toa Āwhina Kōmiti, in the best interests of all Māori members, is committed to providing a better working life for Māori workers that promotes unity and strength for Māori members across the union of the PSA.

- Māori origins, customs and traditions should be considered, respected and appreciated as a whole.
- To be effective in responding to the needs and aspirations of Māori, we must uphold Te Tiriti o Waitangi principles.
- We strive for strong participation and consultation processes to create effective decision making for Māori membership.
- We build strong delegate capability within the delegate structure of Te Rūnanga.

To ensure we maintain these values, we have introduced Māori kaupapa that is consistent with the Māori world view to help us define and maintain our focus on the betterment of working lives for Māori across the union.

Ngā Kaupapa also asks PSA Māori members to be role models in practice and that in doing so they educate, inform and protect their colleagues within the realm of the Māori world view.

These Kaupapa support the PSA's commitment to Te Tiriti o Waitangi and to advancing the 'principles of partnership, protection and participation in activities pursuant to the purpose and objectives of the union as they relate to the working lives of members'.



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## Whakatauki:

He aha te mea  
nui o teenei ao?

He tangata, he tangata,  
he tangata.

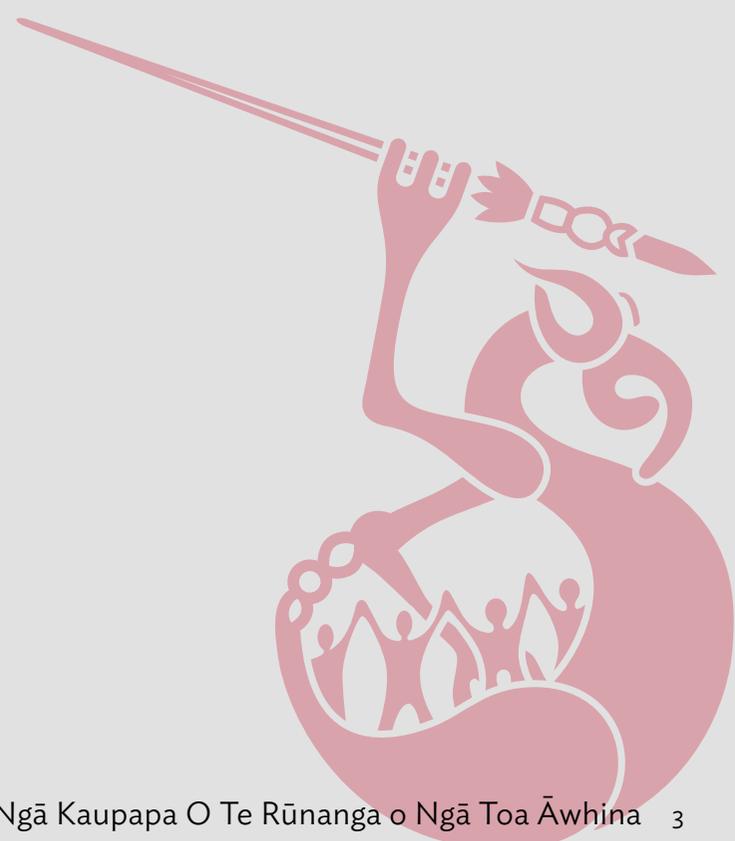
What is the most important  
resource in the world?

It is people!  
It is people!  
It is people!





<b>Ngā Kaupapa</b> <i>Principles</i>	<b>Kotahitanga</b>
<b>Whakamāramatanga</b> <i>Definition</i>	<b>Unity and Solidarity</b>
<b>Whakamahi</b> <i>Explanation</i>	<ul style="list-style-type: none"><li>• Unity as Maori people as we embrace our culture and beliefs. Through whakapapa and whanaungātanga we can truly demonstrate kotahitanga.</li></ul>
<b>Whakaakoako</b> <i>Practice</i>	<ul style="list-style-type: none"><li>• Workplace practices not only encourage and promote the voice of Māori members and Tikanga and Te Reo, but also enables all workers to share and participate confidently in the Māori realm.</li><li>• Collective processes and decision-making is promoted</li></ul>



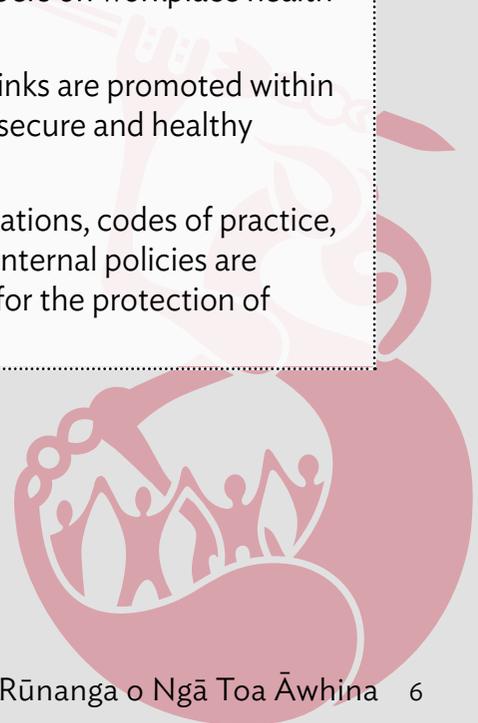


<b>Ngā Kaupapa</b> <i>Principles</i>	<b>Rangatiratanga</b>
<b>Whakamāramatanga</b> <i>Definition</i>	<b>Empowering Māori Leadership</b>
<b>Whakamahi</b> <i>Explanation</i>	<ul style="list-style-type: none"><li>• Leadership is enacted in the behaviour of one who has chieftainship, and the right to exercise authority.</li><li>• Rangatiratanga is a developed understanding and delivery of kaupapa Māori promoting culture, Tikanga and Te Reo within the workplace.</li></ul>
<b>Whakaakoako</b> <i>Practice</i>	<ul style="list-style-type: none"><li>• Delegates promote through kaupapa Māori cultural leadership in Tikanga and Te Reo Māori within the workplace.</li><li>• There are leadership programmes for Māori in the workplace.</li><li>• Representation of Māori delegates at all levels of the PSA is promoted.</li><li>• Māori leadership is fostered through all levels of the delegate structures of the PSA.</li><li>• Māori delegates demonstrate leadership and advocacy and promote positive outcomes for Māori workers in the workplace.</li><li>• There are formal processes in the workplace to enable Māori to engage with their employers at the highest level.</li><li>• Employers have a clear understanding of Te Tiriti and its principles and what that might mean for them in the workplace.</li></ul>

<p><b>Ngā Kaupapa</b> <i>Principles</i></p>	<p><b>Kaitiakitanga</b></p>
<p><b>Whakamāramatanga</b> <i>Definition</i></p>	<p><b>Protection of Māori to secure fair working conditions in the workplace</b></p>
<p><b>Whakamahi</b> <i>Explanation</i></p>	<ul style="list-style-type: none"> <li>• Kaitiakitanga promotes guardianship of all things Māori that hold spiritual and cultural significance in our Tikanga practices including Te Reo Māori.</li> <li>• We grow and develop Māori delegates to protect the rights of workers through advocating and championing strong engagements with our employers in the workplace.</li> </ul>
<p><b>Whakaakoako</b> <i>Practice</i></p>	<ul style="list-style-type: none"> <li>• There are formal processes in the workplace to enable Māori to engage with their employers at the highest level.</li> <li>• Māori membership is increased.</li> <li>• Secure and fair working conditions for Māori are strengthened and maintained across the union through collective bargaining strategies that include:             <ul style="list-style-type: none"> <li>• Embedding Tangihanga/Hura Kohatu clauses;</li> <li>• The use of Kaupapa Māori in the workplace to increase cultural understanding;</li> <li>• Recognition of cultural skills;</li> </ul> </li> <li>• Change management processes that respect the cultural values of Māori workers and provide the best protection of Māori and other workers against job loss and discrimination in selection for redundancy;</li> <li>• Closing the gaps on gender and pay equality for Māori.</li> <li>• The recognition of whāngai of tamariki.</li> <li>• Māori representation on PSA bargaining teams is promoted.</li> </ul>



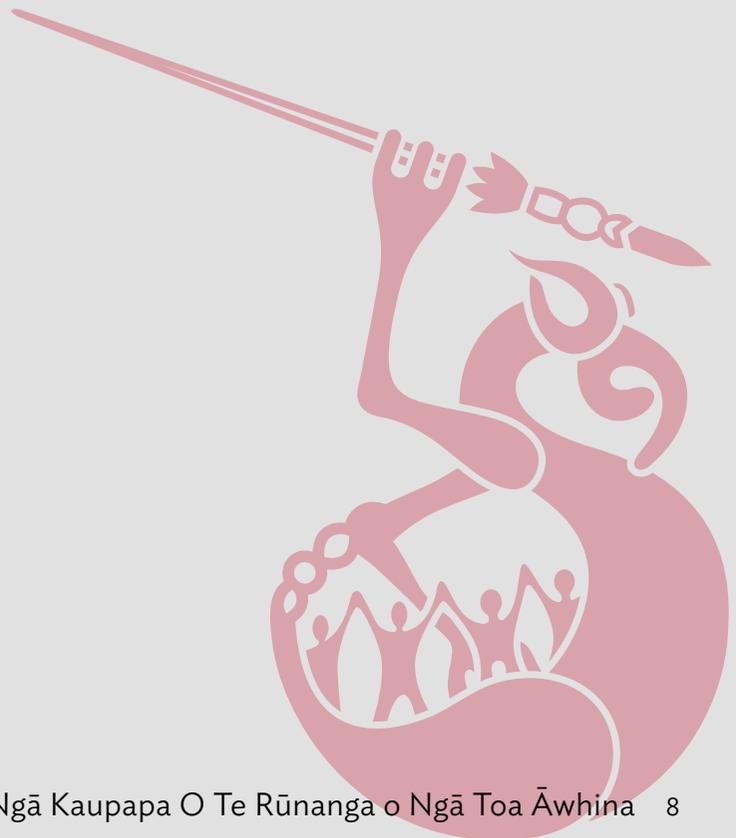
<b>Ngā Kaupapa</b> <i>Principles</i>	<b>Manaakitanga</b>
<b>Whakamāramatanga</b> <i>Definition</i>	<b>Health and Wellbeing</b>
<b>Whakamahi</b> <i>Explanation</i>	<ul style="list-style-type: none"><li>• Manaakitanga helps us to demonstrate through having the support mechanisms of whānau, hapū and iwi to promote a healthy, safe and well-being culture for Māori workers in the workplace.</li><li>• It is important for the PSA to protect our members against workplace bullying, workplace violence and heavy workload environments.</li></ul>
<b>Whakaakoako</b> <i>Practice</i>	<ul style="list-style-type: none"><li>• Networks that support Māori social, cultural, environmental and economic wellbeing in the workplace are encouraged, built and strengthened.</li><li>• We build capability in members and delegates to ‘speak out’ when they need to.</li><li>• Māori delegates and health and safety representatives within workplaces are mentored to support Māori members on workplace health and safety issues.</li><li>• Networks, groups and links are promoted within workplaces to develop secure and healthy relationships.</li><li>• Health and safety regulations, codes of practice, guidance material and internal policies are promoted and applied for the protection of Māori workers.</li></ul>



<p><b>Ngā Kaupapa</b> <i>Principles</i></p>	<p><b>Wairuatanga</b></p>
<p><b>Whakamāramatanga</b> <i>Definition</i></p>	<p><b>Cultural behaviour</b></p>
<p><b>Whakamahi</b> <i>Explanation</i></p>	<ul style="list-style-type: none"> <li>• Māori believe in and acknowledge the spiritual realm that holds significance to our culture and for us as Māori. Through cultural awareness, recognition of Tikanga and kawa we are able to demonstrate strong cultural values in the workplace.</li> <li>• “Normalise” means to ensure Tikanga, Te Reo, and kawa practices are communicated, made comfortable and made safe for members across the union.</li> <li>• PSA staff have an opportunity to show leadership in role modelling the use of Tikanga Māori.</li> </ul>
<p><b>Whakaakoako</b> <i>Practice</i></p>	<ul style="list-style-type: none"> <li>• Tikanga Māori is role modelled by our rūnanga, Māori enterprise and sector Māngai delegates to ‘promote and normalise’ the use of Tikanga across the workplace and across the union.</li> <li>• Spiritual well-being is promoted by demonstrating Tikanga Māori practices, such as Te Reo, waiata and karakia practices in the workplace. Delegates across the PSA structure are educated to understand and develop awareness of Māori kaupapa and cultural values.</li> <li>• The provision of cultural guidance on Tikanga is provided within the workplace.</li> <li>• A positive ethic and wellbeing is encouraged in an attempt to be in harmony with others and the work environment.</li> <li>• Māori consider the obligations our Tipuna have passed on to us and how we reflect this in our conduct in the workplace.</li> </ul>



<b>Ngā Kaupapa</b> <i>Principles</i>	<b>Whakahiato Umanga</b>
<b>Whakamāramatanga</b> <i>Definition</i>	<b>Career Development</b>
<b>Whakamahi</b> <i>Explanation</i>	<ul style="list-style-type: none"><li>• We are committed to ensure there are on-going opportunities for good career aspirations for Māori and that access to learning and development opportunities are available.</li></ul>
<b>Whakaakoako</b> <i>Practice</i>	<ul style="list-style-type: none"><li>• Career pathways and career development that promote flexibility and capability of Māori people are established and supported.</li><li>• Provide strong delegate training that supports Māori delegates at all levels of the delegate structure.</li></ul>



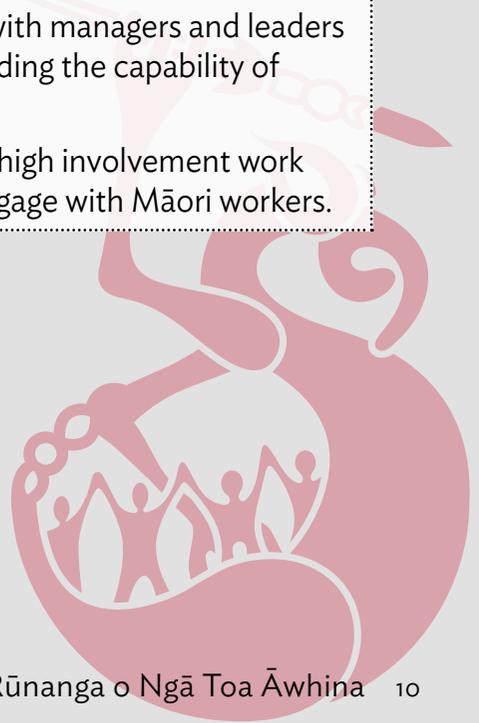


<b>Ngā Kaupapa</b> <i>Principles</i>	<b>Whanaungatanga</b>
<b>Whakamāramatanga</b> <i>Definition</i>	<b>Personalise whānau</b>
<b>Whakamahi</b> <i>Explanation</i>	<ul style="list-style-type: none"><li>• Embraces whakapapa with a focus on building strong workplace relationships that support individuals, connections to iwi, hapū, whānau and relatives.</li><li>• Members are also recognised as whānau. This will allow a collective group to develop and improve new and existing networks.</li></ul>
<b>Whakaakoako</b> <i>Practice</i>	<ul style="list-style-type: none"><li>• Credibility and trust are promoted within each organisation in order to build whanaungatanga processes in the workplace.</li><li>• Employers promote an inclusive workplace that mirrors a culture of respect and understanding for the role that tikanga, kawa and Te Reo may have in the personal development of Maori in the workplace.</li><li>• Whakapapa is recognised as having a place in building connections with whānau in the workplace.</li></ul>





<p><b>Ngā Kaupapa</b> <i>Principles</i></p>	<p><b>Whakamana</b></p>
<p><b>Whakamāramatanga</b> <i>Definition</i></p>	<p><b>Effectiveness</b></p>
<p><b>Whakamahi</b> <i>Explanation</i></p>	<ul style="list-style-type: none"> <li>• Promotes development of strong Māori capability across all sectors of the union to support strong engagement and empowerment with managers in the workplace.</li> <li>• Through the support of quality resources and strength of union organisers, staff, and delegates, we can advocate for Māori issues through robust collective bargaining and quality union/management engagement forums and agreements.</li> <li>• Promotes Māori participation in high performance and high involvement workplace practices.</li> </ul>
<p><b>Whakaakoako</b> <i>Practice</i></p>	<ul style="list-style-type: none"> <li>• Māori delegates demonstrate leadership and advocacy and promote positive outcomes for Māori workers in the workplace.</li> <li>• Genuine engagement with managers and leaders is fostered through building the capability of Māori delegates.</li> <li>• High performance and high involvement work practices effectively engage with Māori workers.</li> </ul>





**For a better working life**

New Zealand Public Service Association  
Te Pūkenga Here Tikanga Mahi

Freephone: **0508 367 772**

E-mail: **[enquiries@psa.org.nz](mailto:enquiries@psa.org.nz)**

Postal Address: PSA,  
PO Box 3817, Wellington 6140

Website: **[www.psa.org.nz](http://www.psa.org.nz)**

Published July 2016