

## CORPORATE OFFICE

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### **RE Official information request CDHB 10006 and WCDHB 9260**

We refer to your email dated 10 December 2018 to Ministry of Health and subsequently transferred to Canterbury DHB and West Coast DHB on 18 December 2018 requesting the following information under the Official Information Act.

**I would like to access all policies and procedures related to hiring Maori staff for all public health units in NZ:**

- **Quotas for Maori staff if any.**
- **Numbers of Maori senior managers in Maori specific management positions and numbers of senior positions held by Maori staff.**
- **HR practices when hiring for Maori roles and or roles specifically focused on Maori Health.**

### **Community and Public Health (C&PH)**

Community and Public Health is the Public Health Unit (PHU) delivering public health services for the Canterbury, West Coast and South Canterbury DHB's.

Neither the Canterbury DHB nor West Coast DHB has a quota system for the recruitment of Māori staff.

### **Number of Māori Staff in senior positions within C&PH:**

C&PH Clinical Director – one person of a total of three Medical Officers of Health  
C&PH Māori Health Manager/West Coast Manager – one person of a total of six Managers  
C&PH Team Leaders – three people of a total of seven Team Leaders

## **Recruitment Practices**

Community and Public Health adhere and align with the HR policies and procedures of the Canterbury, South Canterbury and West Coast District Health Boards as appropriate for their location. Employees are recruited in line with the appropriate DHB People and Capability Manual policies and procedures. Managers and Team Leaders are required to use the appropriate DHB recruitment procedures.

In addition, C&PH has developed practices to ensure our recruitment and interview processes are culturally appropriate. This means that:

- Interviewees are offered the opportunity to bring a support person or whanau member with them to the interview.
- Interviews begin with mihi/welcome in Māori and English.
- Interview panels consist of at least one Māori representative.
- All interviews incorporate interview questions based on tikanga, Te Tiriti o Waitangi and Māori health inequalities.

**Please find attached the following Appendices:**

**Appendix 1** – Māori Pacific Island Recruitment Guidelines

**Appendix 2** – Considerations regarding Māori Tikanga for interviews

**Appendix 3** – Interview questions re Treaty of Waitangi

A number of the additional measures adopted by Community and Public Health in their interview process also apply to other areas of the organisation.

I trust that this satisfies your interest in this matter.

Please note that this response, or an edited version of this response, may be published on the Canterbury DHB and West Coast DHB websites.

Yours sincerely



Melissa Macfarlane

**Acting Executive Director**

**Planning, Funding & Decision Support**

## Maori & Pacific Island Recruitment Guidelines

CDHB Recruitment Process	Culturally appropriate process for designated Maori position	Culturally appropriate process for designated Pacific Island peoples position
Vacancy occurs or new position established	<ul style="list-style-type: none"> <li>Assess service need for redesignation as a Maori Health Worker position/cultural support position.</li> </ul>	<ul style="list-style-type: none"> <li>Assess service need for redesignation as a Pacific Island Health Worker position/cultural support position.</li> </ul>
Position Description	<ul style="list-style-type: none"> <li>Include cultural competencies as required.</li> </ul>	<ul style="list-style-type: none"> <li>Include cultural competencies as required.</li> </ul>
Advertising	<ul style="list-style-type: none"> <li>Include Maori statement.</li> <li>Use Te Reo.</li> <li>Use networks (local/community) to inform people about position.</li> </ul>	<ul style="list-style-type: none"> <li>Include cultural statement.</li> <li>Use networks (local/community) to inform people about position.</li> </ul>
Shortlisting	<ul style="list-style-type: none"> <li>Maori staff/representative on panel, if appropriate.</li> <li>Maori questions and competencies included in the short listing process.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural representative on panel, if appropriate.</li> <li>Pacific Island questions and competencies included in the short listing process.</li> </ul>
Interviews	<ul style="list-style-type: none"> <li>Whanau support invited.</li> </ul>	<ul style="list-style-type: none"> <li>Whanau support invited.</li> </ul>
Interview questions	<ul style="list-style-type: none"> <li>Questions on Te Reo, Treaty of Waitangi and cultural competencies.</li> </ul>	<ul style="list-style-type: none"> <li>Questions on breadth of Pacific knowledge and experience.</li> </ul>
Interview room	<ul style="list-style-type: none"> <li>Ensure room/seating for whanau support.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure room/seating for whanau support.</li> </ul>
The interview	<ul style="list-style-type: none"> <li>Appropriate welcome and farewell to applicant and whanau support.</li> <li>Acknowledgement of whanau support.</li> <li>Use cultural questions/competencies.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate welcome and farewell to interviewee and whanau support.</li> <li>Acknowledgement of whanau support.</li> <li>Use cultural questions/competencies.</li> </ul>
Post interview	<ul style="list-style-type: none"> <li>Complete appropriate checks and identify successful candidate as per generic process.</li> </ul>	<ul style="list-style-type: none"> <li>Complete appropriate checks and identify successful candidate as per generic process.</li> </ul>
Employment offer made	<ul style="list-style-type: none"> <li>Face to face if appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Face to face if appropriate.</li> </ul>
Orientation & induction process Consider welcome/introduction process for key positions	<ul style="list-style-type: none"> <li>Powhiri held on first day of employment.</li> <li>Introduction to cultural networks, within the organisation and externally.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural welcome held on first day of employment.</li> <li>Introduction to cultural networks, within the organisation and externally.</li> </ul>

## Considerations Regarding Māori Tikanga for Interviews

It is important to consider issues of Tikanga (appropriate protocols) when preparing for interviewing applicants. This is especially so for interviewing roles that are Māori-focused and for Māori applicants for any roles. However, the CPH Divisional Leadership Team (DLT) has decided that all applicants will be offered the opportunity to bring a support person and will be given a mihi as appropriate. Interviewees will be given information prior to the interview, along the lines of:

*Community and Public Health has developed practices to ensure our recruitment and interview processes are culturally appropriate.*

*This means that we offer the opportunity for interviewees to bring a support person or whānau member with them to the interview. If you wish to bring someone to your interview please let us know in advance their name and relationship to you.*

*In addition, the interview will begin with a welcome/mihi in Māori and English. You will be given the opportunity to reply to the welcome – this can be in Māori or English. Please be assured that it is fine to just say “Kia ora” or “Thank you”.*

### Aspects to consider

1. Do you know if the interviewee is Māori?
2. Have they accepted the offer to bring kaumatua and/or whānau or other support?
3. If so, what details do you have about others coming?
4. Is/are there Māori on the interview panel, and if so what roles do they want in the interview and have they been involved in such things as short-listing, development of questions and preparation for the interview?
5. How will the interview begin – refer below (eg: mihi, mihi and Waiata, individual mihi/pepeha)?
6. How will support people/kaumatua be involved (eg: opportunity for comment at the beginning and/or end)?
7. How will the interview be concluded?

### MIHI (Greeting)

A mihi should be appropriate to the situation. This can depend on a number of factors, eg:

- the number of people present and who they are (roles, ethnicity).
- the level of confidence in Te Reo (speaking and singing) of those performing the mihi.

(Refer to the next page for an example brief mihi).

**An example of a brief mihi is:**

- |  |   |
|--|---|
| 1. Tēnā koutou   | Greetings to all  |
| 2. He mihihui ki te Mana Whenua o tēnei rohe                       | Special greetings to the people of the district         |
| Ngāi Tahu whānui tonu  | To all Ngāi Tahu people                                 |
| 3. Tēnā koe (kōrua if 2; koutou if more) ki te manuhiri o tēnei rā | Greetings to our visitor/s today                        |
| 4. Nau mai haere mai ki tēnei hui                                  | Welcome to this meeting                                 |
| 5. No reira, Tēnā koutou, Tēnā koutou, Tēnā tātou katoa            | Therefore, greetings to you (x2)<br>Greetings to us all |

**Notes**

An alternative to line 3 if there was just one person, would be to use their first name:

eg: Tēnā koe Maraea; usually if a name has less than 3 syllables place “e” first (eg: Tēnā koe e Pita).

An alternative to line 5 is:

Tēnā koutou, Tēnā koutou, Tēnā koutou katoa

The version of line 5 above is a way of uniting all of those present.

Other members of the interview panel may like to introduce themselves and their role in Te Reo.

eg: Tēnā koe/kōrua/koutou. Ko {name} ahau. He {role} ahau.

Example roles:      manager = kaiwhakahaere  
                              doctor = tākuta  
                              team leader = kaiārahi matua

## **Interview Questions**

### **Re: Treaty of Waitangi**

*CPH is a Crown entity and the Treaty of Waitangi is one of our guiding documents, which means we have particular responsibilities.*

#### Interview Questions

1. Partnership, participation and protection are commonly recognised as three principles of the Treaty of Waitangi – how would you incorporate these or other Treaty principles in your work within this role?
2. Māori health inequities in New Zealand are well documented:
  - a) Can you give an example of health inequities for Māori in NZ or in our region (eg: SC/WC/Canty)?
  - b) How do you believe your work in this role could help to improve health inequities for Māori?
3. What experiences and exposure have you had with Te Reo Māori and Ngā Tikanga Māori?