

NZDF Pacific People's Strategy

2020-2025



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Kateira ma rabakaura bon kinaakira

Our culture and knowledge are our identity – Kiribati saying

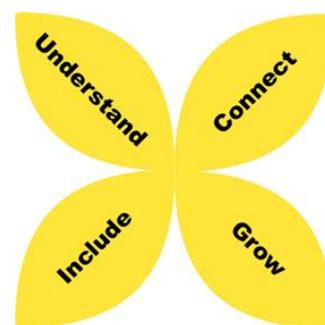
1.0 Our Vision

For the NZDF to be a culturally competent organisation that provides a culturally connected environment for Pacific people to excel, and a reliable and valued defence and security partner in the Pacific.

1.1 The Aim

The aims of this strategy are designed to support the attraction, recruitment, retention and advancement of Pacific people, and in turn through our Pacific people, position the NZDF to better advance Pacific partnerships in support of Pacific Reset - a focus on addressing the evolving security challenges in the Pacific. Underlying this is the need to ensure the experiences of Pacific people both in and of the organisation are positive. For this to occur:

- we need to better **understand** our Pacific people and their cultures
- better **connect** with our Pacific people and to the people of the Pacific, and support our Pacific people to connect to their cultures
- **include** Pacific people in the decisions that impact them, creating an inclusive environment for Pacific people to flourish
- position the NZDF to **grow** our Pacific talent, **grow** connection to the Pacific and create stronger people-to-people ties within the Pacific.



In this context, the four main aims of the NZDF Pacific People’s Strategy 2020-2025 are:

- to create a culturally inclusive environment that will attract and support Pacific people to excel within the NZDF
- to highlight the unique value Pacific people bring to meeting the NZDF strategic outputs and Government priorities
- to better position the NZDF to leverage the diversity of our Pacific people
- to support the wider NZDF to be a culturally competent organisation.

1.2 The Need

O le ūa na fua mai Manu’a

The rain came from Manu’a – Spoken of a thing long known before, and yet unprepared for

Advancing Pacific Partnership 2019: A Framework for Defence’s Approach to the Pacific.

Advancing Pacific Partnerships 2019 was borne out of the Defence Assessment led by the Ministry of Defence; an assessment process which enables Defence¹ to ‘identify changes in the strategic environment and consider their possible implications for New Zealand’s Defence policy, capability, and ultimately funding’².

¹ Defence refers to both the New Zealand Ministry of Defence and the New Zealand Defence Force

² Advancing Pacific Partnerships 2019, Ministry of Defence, p.3 <https://www.defence.govt.nz/publications/publication/advancing-pacific-partnerships-2019>

As highlighted in *Advancing Pacific Partnerships 2019*:

*'In partnering with the Pacific, our Defence people are our single greatest asset. It is their cultural intelligence, be they Māori, Pasifika, or other New Zealanders, that have built the genuine bonds and strong people-to-people connections that provide the foundations of our Pacific engagements.'*³

The *Advancing Pacific Partnerships 2019* aligns with the New Zealand Government's Pacific Reset policy in recognising New Zealand as a Pacific nation, and follows on from the Government's 2018 Strategic Defence Policy Statement which prioritises the Pacific equally with New Zealand's own territory. The Defence policy document recognises the evolving security challenges and opportunities in the Pacific, which requires greater strategic ambition and investment. It represents a commitment to building deeper partnerships with Pacific Island countries, and other key partners and institutions in the region.

The *Advancing Pacific Partnerships 2019* approach centres on the NZDF longstanding emphasis on partnership, responsiveness and people-to-people ties. It adopts a Vaka Tahī ("one boat") Pacific partnership model that draws on shared cultural linkages, practices and values, committing NZDF to connecting and engaging in a culturally responsive and sustainable way with our Pacific partners. It is through this approach that we continue to strengthen our regional relationships, and remain a reliable and valued defence and security partner.

NZDF Strategic Plan 2019-2025

The *NZDF Strategic Plan 2019-2025: Operationalising Strategy*²⁵ is our military strategic plan reflecting recent evolutions in Government Defence policy. As such, it also notes the prioritisation of the Pacific as equal to New Zealand's own territory and the importance of the Pacific to New Zealand's national security. The Strategic Plan emphasises integration, acting as 'one force' while valuing diversity of skill, thought, and function.

Achieving cultural diversity in the organisation, particularly among Pacific members of our Defence Force, is a crucial part of realising the wider strategic intent for the NZDF. To do this the NZDF needs to reorientate to better target and attract a wider and more diverse population. Currently Pacific people make up 4.6% of the NZDF, both Regular Force (5.4%) and Reserves (3%), including civilian staff. Refer to graph one: *Pacific People in the NZDF*. Within the New Zealand population, at the 2018 Census Pacific people made up 8.1%⁴.

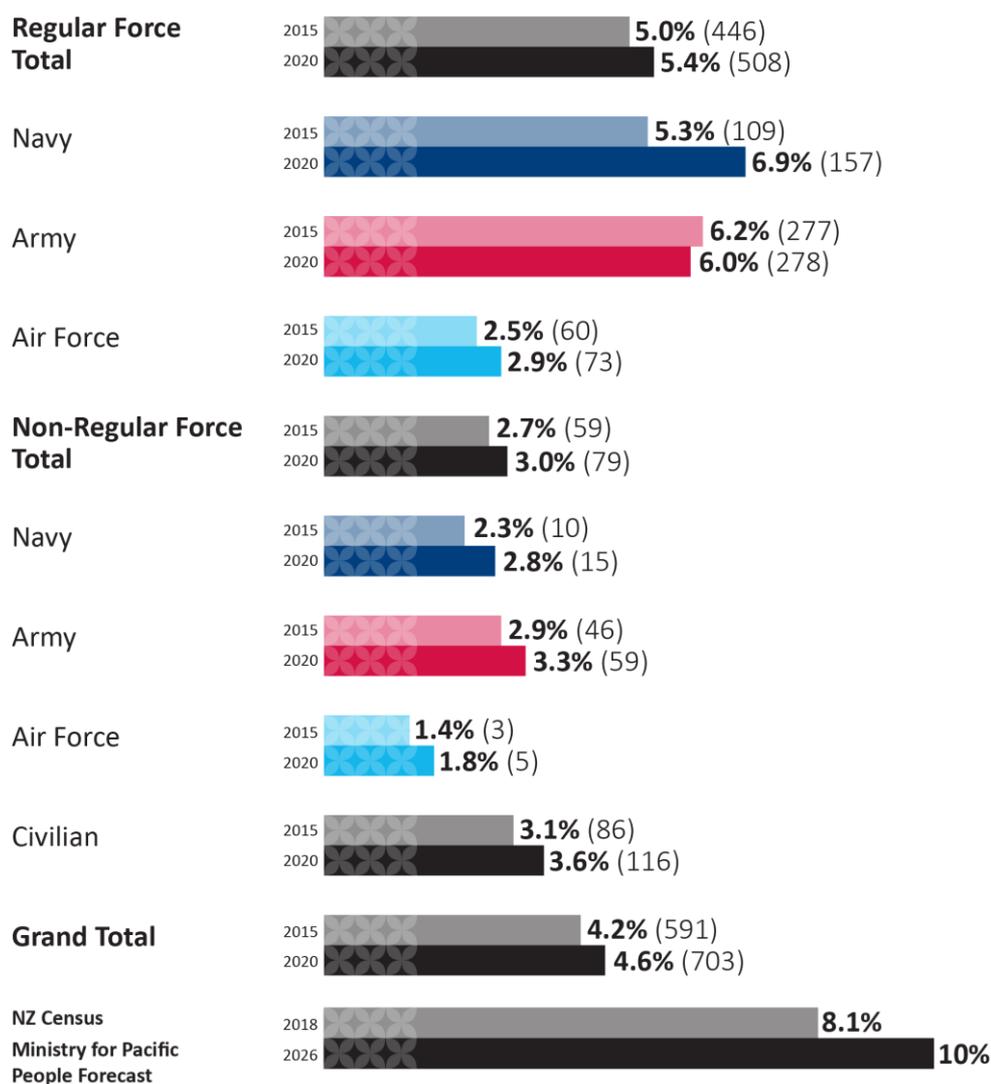
Nationally, the NZDF competes to attract talent from the New Zealand workforce. Those who identify with Pacific ethnicities represent the fastest growing young population in New Zealand with 54.9% of Pacific people being younger than 25 years of age⁵. By 2026 Pacific people are expected to be 10% of New Zealand's population. NZDF needs to be an employer of choice appealing to the New Zealand Pacific community and able to provide the level of cultural competency and connectedness that is fundamental to the lives of Pacific people. To achieve this, the NZDF need to understand Pacific people's perspectives, values and beliefs, meaningfully connect with those communities, and provide an inclusive workplace that enables Pacific people to grow and excel within the organisation.

³ *Advancing Pacific Partnerships 2019*, Ministry of Defence p. 5

⁴ http://nzdotstat.stats.govt.nz/wbos/Index.aspx?_ga=2.126035789.158981768.1595474458-696677717.1595474458#

⁵ Ministry for Pacific People's <https://www.mpp.govt.nz/pacific-people-in-nz>

Graph one: Pacific Demographics



Te Kawa Mataaho (Public Service Commission) and People25

Te Kawa Mataaho (Public Service Commission) has stated that Cultural Competence and Enabling Employee Led Networks are two of the five priority commitments for greatest collective impact to increase the diversity of the Public Service workforce and build inclusion⁶. Cultural connection, and creating the environment for it, is a key factor in Pacific people's sense of wellbeing. Therefore cultural values need to be a key consideration when engaging and supporting Pacific people, in New Zealand and in the South Pacific.

People25 Goal Three sets out to build a more diverse and inclusive workforce, and states when we are successful we will:

- have an inclusive workforce culture which attracts and retains an increasingly diverse workforce;
- have leveraged our diversity and inclusion to have positive impacts on organisational and operational outputs; and
- as is related specifically to cultural competence, be more culturally adept therefore more operationally effective within increasingly complex military environments and operations⁷.

⁶ D&I Community of Practice – Summary notes June 2020, p. 1

⁷ The NZDF People25 to Strategy 2025, February 2017. p.15

Operational Effectiveness

A diverse workforce is one of the NZDF's key strengths. Genuinely diverse and inclusive workplaces consistently report higher employee engagement, resilience, productivity and performance, reduction in 'group think', and greater innovation. All of which lead to better outcomes, particularly in more complex contexts, leading to greater operational effectiveness.

1.3 The Strategy

Si'i pa kae hā

We are a small island, we are still great. You do not have to be large in numbers, have lots of resources or money, to be great – Tongan Proverb



The NZDF is undertaking a range of new initiatives to support the Pacific, including in areas of leadership building, gender equality and collective empowerment. To progress these initiatives, the NZDF also needs a foundation of cultural competence⁸ and empathy that is specifically inclusive of Pacific cultural values and beliefs, and empowers Pacific people to embrace their own unique culture alongside the culture of the NZDF.

Pacific World View

Whilst there are differences between nations, there are common values held by Pacific people across all Pacific nations, as expressed by the Ministry for Pacific People's⁹:

- **Family/ Matavuvale/Kainga (Fijian/Tokolauan).** Centre of the community and way of life, including extended families. Every person belongs to an matavuvale or kainga, and every matavuvule or kainga belongs to a person, including ancestors. This brings identity and belonging.
- **Collectivism and Communitarianism/Kau fakalataha/Te maopopo (Niuean/Tuvaluan).** Most Pacific peoples are communal people. World view and way of doing things is mostly driven by what is commonly perceived as acceptable to the collective and community.
- **Reciprocity/Āloa/Fesuisuiakiga (Samoan/Tuvaluan).** Acknowledging the value of relationships and obligations of care between individuals and groups interacting for a shared purpose. Mutual help and interdependence are viewed as more effective than individualism.
- **Respect/Faka'apa'apa/fakaaloalo (Tongan/Tokelauan).** This is an expected behavior when relating to one another. Respect includes keeping face¹⁰, acknowledging someone's status and observing proper etiquette.
- **Spirituality/ola faka tea gaga/fa'aleagaga (Tuvaluan/Samoan).** An emphasis on Christian spirituality and religious practices, and cultural customs and protocols. These will have developed over time and are the traditional or accepted way of doing things.

⁸ 'Cultural competence' – to successfully negotiate cross-cultural difference through awareness, attitude, knowledge and skills

⁹ Ministry for Pacific People's <http://www.pp.govt.nz/assets/Uploads/2-Kapasa2017-A4-Pages-WEB4pdf>

¹⁰ 'Keeping face' – to maintain the image of cohesion, respect and dignity among family, peers and community

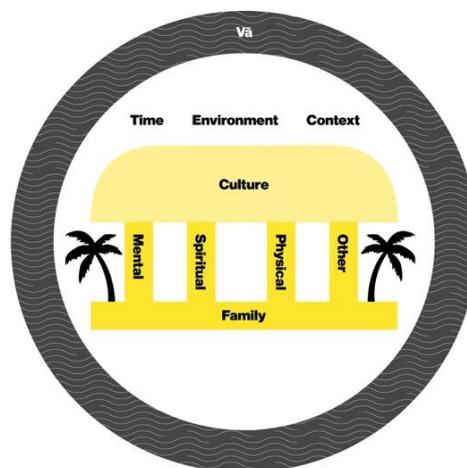


Pacific and NZDF Values

Pacific values of Family, Collectivism and Communitarianism, Reciprocity, Spirituality and Respect, and how Pacific people connect and forge meaningful relationships, are the basis of their world view and role within society. These values are strongly interweaved with the NZDF values, values that anchor and bond members of the NZDF to their role within the NZDF and responsibilities to one another. These combined values connect through a sense of commitment to a shared purpose, the needs of the group valued over the needs of the individual, respect for ourselves, our comrades and hierarchy, and a sense of a wider Defence Force family.

The Fonofale Model of Health

The Fonofale Model of Health¹¹ illustrates wellbeing from a Pacific world view. It is a model grounded in the concept of family with pillars of physical, spiritual, mental and other (covering intersectionality of an individual including age, gender, sexuality and socio-economic status), and the roof reflecting the cultural values and belief of Pacific cultures. It reflects that cultures can evolve over time and so is said of the elements of the Fonofale Model and how they interact within one another.



Defence Health recognise the unique needs of our Pacific people and have developed Defence Health Instructions that have Pacific people at the centre of their practice¹². These instructions recognise the importance of relationships, Pacific values and the need to provide culturally safe health care by responding to the needs of Pacific people.

NZDF Pacific People

It is through recognising and respecting the Fonofale Pacific world view of wellbeing that the NZDF will have the potential to be an inclusive organisation in its policies, practices and systems. This inclusive foundation will position the NZDF to better retain and advance Pacific people, and in doing so, the NZDF will increasingly be an attractive career option for Pacific people. By valuing what is important to Pacific people, Pacific people will feel more included and able and willing to bring and contribute their whole selves to the outputs of the organisation. Strategically, Pacific people have untapped potential (important language skills, cultural knowledge and connections) and that is a key enabler to advancing the NZDF contribution to Pacific Reset.

¹¹ The Fonofale Model by Fuimaono Karl Pulotu-Endemann, 2001

¹² Defence Health Instruction: 036/19: Defence Health Cultural Competence – Pasifika Health. P 5-1

Through appreciating and respecting the Fonofale model and Pacific cultures, as an organisation we are better placed to support our Pacific people as they transition out of the NZDF, and understand the needs of and competently engage with, our Pacific veterans.

Pacific Reset

NZDF will engage in the Pacific in a culturally competent and empathetic way, laying a foundation for building strong strategic partnerships. Our Pacific people are a key enabler to supporting the Pacific Reset, both in building the cultural competence and empathy within the NZDF and in representing the NZDF in the Pacific. The NZDF is in a unique position to build strong people-to-people ties and strategic relationships through genuine and important cultural connections through NZDF personnel.

Five Key Areas

The NZDF Pacific People's Strategy has five key areas that support the attraction, recruitment, retention and advancement of Pacific people and Pacific partnerships, through understanding, connecting, including and growing our Pacific people and wider workforce:

- **Promote the NZDF and attract Pacific talent to the NZDF:** *Future proofing our workforce*
- **Cultural inclusion:** *What we will do for our Pacific people*
- **Organisational cultural competency and empathy:** *Educating our wider workforce*
- **Retention and advancement of Pacific people:** *Maximising Pacific Talent*
- **Strategic Pacific Advice and Support:** *Advancing Pacific Partnerships*

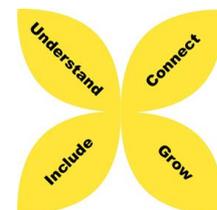
In the following sections each key area will be explained combined with a list of initiatives to support these key areas.



2.0 Promote the NZDF and attract Pacific talent to the NZDF

E he haumatea na faiva e tapukia

Fishing missions that are blessed and support, will prosper. Support and blessings received for any endeavour leads to success – Tokelau Proverb



The NZDF is competing to attract Pacific talent from a limited New Zealand workforce. It is said our best recruiters are our people, and no more so than in respect to Pacific cultures. Given the importance of family and the role they play in decision-making, it is imperative those presently serving feel it is a place that embraces them and their culture. This provides the foundation to promote the NZDF through meaningful engagement with New Zealand Pacific communities and in a way that resonates with Pacific people – hearing it from and through Pacific people.

The NZDF is in a unique position to do this because of the Pacific communities already present in the NZDF, the career opportunities the NZDF can offer in supporting Pacific Resettlement and the pride Pacific people and their families experience in supporting their culture and wider Pacific community both in New Zealand and abroad. That said, culturally considered engagement through all mediums will require support from our Pacific people if the NZDF is to be successful in future proofing its workforce.

In the future NZDF will be an employer of choice through well established and supported reciprocal community ties, culturally considered recruiting processes and policies, and strong storytelling of our Pacific people in the South Pacific.

In order to attract and recruit Pacific talent the NZDF needs to:

Participate in external cultural events to actively demonstrate our engagement with, and support of Pacific cultures

Include Pacific images and stories in recruitment advertising

Have internal and external Pacific Communication Strategies (engagement and promotion of NZDF)

Analyse Pacific people's attestation rates and develop strategy to address anomalies from other ethnic group recruits

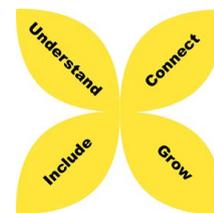
Include Pacific people within recruitment and ensure there is culturally competent engagement and recruitment practices

Develop partnerships with external Pacific groups and increased Pacific community engagement

Provide and promote opportunities to support and serve in the South Pacific in the NZDF



3.0 Cultural Inclusion



Fangota kihe kato 'ava

Fishing with a bag that has holes in it – While you can have all the skills and right attitude, if you don't look after basic needs, you will fail – Tongan Proverb



Pacific values underpin how Pacific people act, behave, experience the world and what motivates them. They are integral to upholding their culture, and to their wellbeing. NZDF needs to welcome and include our Pacific people for who they are and what is important to them if the NZDF is to maximise the diversity and strength Pacific people bring to the organisation.

Cultural connection is strongly linked to Pacific people's wellbeing and sense of happiness, a significant factor in the organisations ability to engage its people, retain talent and be operationally effective. The NZDF has an opportunity to create an environment that enables and empowers our Pacific people to feel connected to their culture when home or abroad through respecting and embracing their differences. Through the development of inclusive policies and practices, the NZDF can support our Pacific people to better connect both to their culture and to the NZDF.

In the future our Pacific people will all feel they and their culture are welcomed, embraced and supported, and their differences are valued and encouraged for their diversity of thought and experience they bring.

To support cultural inclusion NZDF ideally would:

Support attendance at Church

Support Pacific employee led networks

Support Pacific people to culturally connect through non-material elements, such as living their cultural values through participating in cultural celebrations and festivals, protocols and customs

Ensure representation in the decision making (policy development) processes for matters affecting Pacific people now or in the future

Support Pacific people to culturally connect through material elements, such as a cultural meeting place and incorporation of cultural clothing with service dress



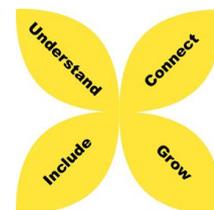
4.0 Organisational Cultural Competence and Empathy

Fuluhi ki tua

Ke Kitia mitaki a mua

Look to the past

To clearly see the way forward – Niue Proverb



Organisations do not become culturally competent by wishing to be so. Inclusive leadership demands leaders are curious and open to learning.

For the NZDF to engage with our Pacific people in a meaningful and sustainable way non-Pacific people will first need to understand Pacific values and perspectives of the world and Pacific people's role within it. As peers, subordinates, supervisors, command, career managers or instructors, only then are we able to effectively lead, train and work alongside or for our Pacific people. This level of engagement can only be achieved through education and an organisational expectation of cultural competence, empathy, and inclusion over awareness. What is important to our people is important to NZDF.

For this to be achieved and a new level of understanding and cultural competence and empathy being set, Pacific people's experiences within New Zealand society and the NZDF are to be considered and appreciated. Pacific people experience greater inequity and inequality within New Zealand society than Pakeha due to cultural differences and a lack of understanding Pacific people's context in policy development. Understanding and empathising with Pacific people's context is critical to becoming a culturally competent organisation.

Our aim is that all Senior Leadership will demonstrate an understanding of the unique value Pacific people bring to the NZDF, their networks, and skills pertaining to languages, culture, collective team building and inclusive leadership recognising their role strategically in the Pacific and in the recruitment of Pacific people from the workforce. They will value and expect cultural competence and empathy from all NZDF personnel.

The NZDF will set the standard domestically and globally of what it is to be a culturally competent, empathetic and inclusive organisation and the experiences of our Pacific people and Pacific partners will echo that.

In order to be culturally competent NZDF needs to:

Senior leadership demonstrate an understanding of the value of Pacific people to the NZDF

Provide a practical guide to supporting Pacific people in the workplace

Support MAP students through cultural connection with the NZDF Pacific communities

Set an expectation of cultural competence and empathy, and an inclusive leadership attitude

Develop and deliver cultural competence and cultural empathy training that includes specific training for managers, command, Career Managers, LDO's and Instructors

Analyse, monitor and report on organisation wide survey data by Pacific ethnicity data to understand Pacific people's experiences

Understand the Fonofale model and how it can be applied to NZDF policies and practices

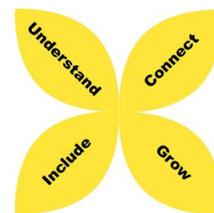


5.0 Retention and Advancement of Pacific People

O le tele o sulu e maua ai figota

Through collaboration the most difficult challenges can be overcome

– Samoan Proverb



Retaining and advancing Pacific talent is a critical enabler to having a skilled and sustainable workforce to deliver Defence outputs¹³. NZDF is relying on a diverse, operationally aligned workforce, which is not possible without providing targeted career and talent development and an inclusive environment for Pacific people. This is because Pacific people bring invaluable cultural understanding, empathy and competence that the NZDF needs to be successful domestically and abroad to build strategic relationships and enhance partnerships.

There are barriers and opportunities to improve the retention and advancement of our Pacific people so to maximise our Pacific talent, which start with addressing their lived experiences of our systems. Our training, policies, practices and support systems need to be culturally considered and adapted to provide the best foundation for our Pacific people to remain with the NZDF and for both our Pacific people and the NZDF to succeed.

Supporting Pacific people's support structures that sit outside current services and systems, providing a Pacific lens to decision making and mitigate bias in Career and Talent Management decisions will play a significant part to the experiences of Pacific people.

In the future the NZDF will have an inclusive culture where systematic bias is addressed, a cultural competent and empathic environment for Pacific people to excel, and any barriers to progression will be overcome.

In order to be retain and advance Pacific people the NZDF needs to:

Analyse ethnic pay data and develop an action plan to address the ethnic pay gap

Appoint Pacific people into Career Management roles

Create and map career paths for Pacific people

Support and empower Pacific people's support structures

Enhance Bias training and its delivery

Build external networks to provide Pacific people with mentors

Develop culturally considered training and instruction practices

Analyse and report on organisation wide survey data by Pacific ethnicity data to understand Pacific people's experiences pertaining to barriers and opportunities to Pacific people's retention and advancement

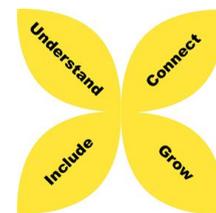
Ensure Pacific people are aware of and able to access the benefits NZDF offers in relation to education, support, financial literacy both for personnel and their families

¹³ Strategic Plan 2025 Goals Organisational Excellence and Joint Operational Excellence



6.0 Strategic Pacific Advice and Support

*Ua o gatasi le futia ma
le umele*



Let the sennit ring and the butt of the fishing rod be well matched – Let us be united in the undertaking – Tongan Proverb



Meaningful and sustainable engagement in the Pacific is imperative to ensuring NZDF are regarded as a reliable, trusted and long-term defence and security partner. To achieve this our policies and practices need to be culturally considered to create an inclusive and culturally competent organisation first and foremost. This supports our Pacific people but also prepares all our personnel to engage and connect with those from and in the Pacific in a respectful and meaningful way.

Pacific people value relationships and the duty of care between individuals and groups working together for a shared purpose. Respecting Pacific cultures also requires respecting protocols, etiquette, status and keeping face¹⁴. The NZDF has a valuable and diverse Pacific personnel talent pool to draw from to lead the organisation in how the NZDF engages in the Pacific. Due to the NZDF's apprenticeship model, the NZDF has to grow the current Pacific talent, the number of Pacific people joining the NZDF, and seek guidance and support from external expertise to become a culturally competence organisation. To best position the organisation to support the Pacific Reset, NZDF needs to utilise and develop the unique talent available.

The appointment of a Pacific Cultural Advisor and Pacific Advisory Group will accelerate the cultural competence of the NZDF through their support in the development of cultural competence training, deployment planning and policy development. In the future the NZDF will be a cultural competent and empathetic organisation making the NZDF the most reliable, valued and trusted defence and security partner in the Pacific.

In order to effectively access strategic Pacific advice and support NZDF needs to:

Encourage all Pacific people to include language/cultural understanding information to their talent profiles

Develop channels for accessing Pacific people advice and support

Improve pre-deployment/pre-posting language training

Have an external Pacific Advisory Group

Have an internal Pacific Peoples working group with reps from the Single Service

Have a NZDF Pacific Cultural Advisor

Support Pacific Reset through Cultural Advisors in the South Pacific

¹⁴ 'Keeping face' – to maintain the image of cohesion, respect and dignity among family, peers and community

Summary

The NZDF has valuable and diverse talent within the NZDF Pacific community; a critical resource to the NZDF achieving success in supporting Pacific Reset. As stated in *Advancing Pacific Partnerships 2019*, our people's cultural intelligence is our greatest asset in partnering with the Pacific, and the NZDF has untapped potential in its Pacific talent. That said, Pacific people only make up 4.6% of the NZDF, making it a considerable undertaking to reach 10% by 2026 and be competitive in attracting potential talent.

NZDF Pacific people will be a key enabler in the development of NZDF cultural competence and in meeting the organisation's obligations within the Pacific. That said, the NZDF will first need to lay the foundation to become culturally inclusive of our Pacific people so we are able to retain and advance this talent. It will be through getting the NZDF inclusive culture right that will steer the organisation towards attracting Pacific talent from the New Zealand workforce, and becoming an employer of choice, sustaining the NZDF workforce in generations to come as Pacific people continue to be a growing proportion of New Zealand society.

Next Steps

An overview of our action plan has been developed to implement the exhaustive list of initiatives in support of this strategy. A working group comprising of Pacific representatives across the three services will be formally established in support of this work.

Measurement

The action plan will lay out the timeframes of these initiatives and the measurements associated so we know when we have been successful. This will be based on both quantitative and qualitative data supported by organisational surveys, lived experiences and data analytics.

E tabu te aomata

The person is sacred – Kiribati saying