



**HANGA-ARO-RAU**

**Manufacturing, Engineering  
and Logistics**

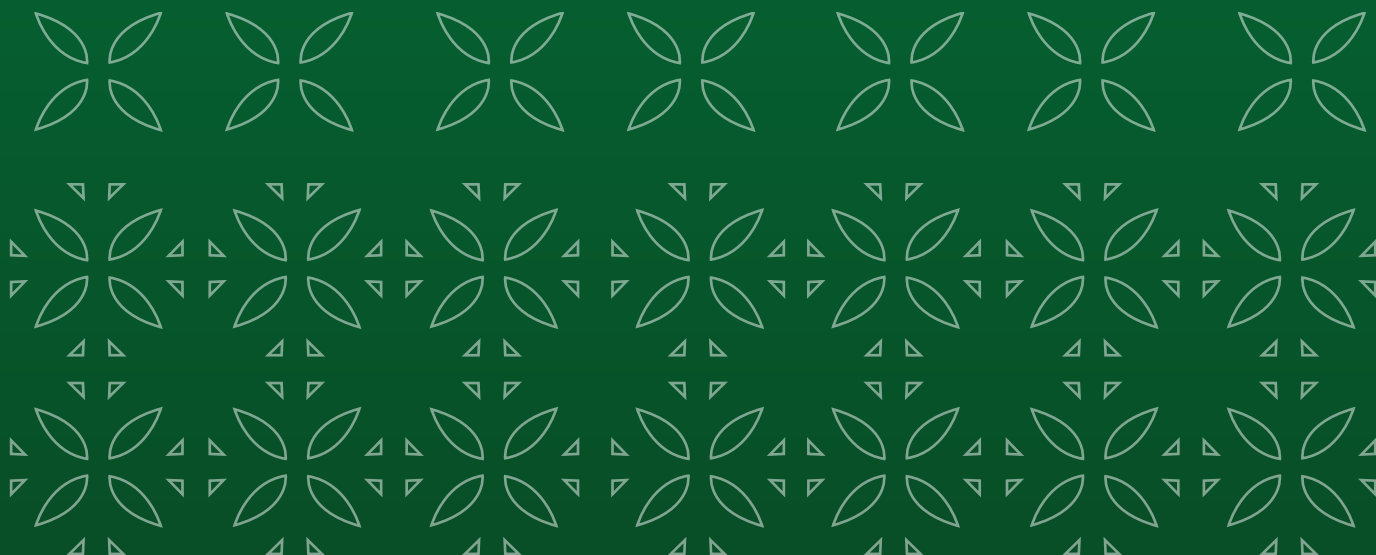
Workforce Development Council


# LUMANA'I O TANGATA MOANA

**Hawke's Bay Regional Talanoa**

**Insights Report**

REPORT BY: PACIFIC WORKFORCE DEVELOPMENT TEAM



A man in a grey suit and a lei of white and yellow flowers stands at a podium, speaking into a microphone. He is holding a pair of glasses. Behind him is a green banner with white text and a logo. To his right, three people are seated at a table. The room has large windows and a high ceiling with exposed pipes. In the foreground, the back of a person's head is visible.

**Ia fa'amalosia tomai o  
le aufaigaluega Pasefika  
ia siitia ai avanoa  
e lē gata i le taimi nei  
ae mo le lumana'i**

**A stronger Pacific workforce  
with better opportunities  
now and in the future**



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## INTRODUCTION



The Lumana'i o Tangata Moana Hanga-Aro-Rau Pacific Peoples Workforce Development Action Plan is a commitment to uplifting Pacific workers in Aotearoa New Zealand's manufacturing, engineering, and logistics industries. Following the official launch in Parliament, Hanga-Aro-Rau has taken this initiative to the regions with a launch and talanoa event in the Hawke's Bay. The event aimed to engage communities, industries, and stakeholders in addressing critical skills shortages, promoting equitable opportunities, and building sustainable pathways for Pacific workers to thrive. By fostering collaboration and highlighting Pacific success stories, the event aimed to inspire meaningful partnerships and actionable solutions to strengthen Pacific workforce participation and enhance economic outcomes for the region and beyond.

Hanga-Aro-Rau and Muka Tangata Workforce Development Councils co-hosted the event. It featured insights from Catherine Wedd, Member of Parliament for Tukituki, industry leaders, regional stakeholders, education providers, Pacific communities, and workers.

With a young and growing Pacific population poised to play a crucial role in addressing workforce gaps, this initiative aims to inspire collaborative action across industries and communities. By prioritising equity, inclusion, and strategic partnerships, Lumana'i o Tangata Moana seeks to support a stronger Pacific workforce with better opportunities now and in the future, ultimately contributing to increased productivity and ensuring a thriving, resilient Aotearoa New Zealand economy.

This report shares key insights from the talanoa. It serves as a call to action for stakeholders to drive the next steps in building a stronger Pacific workforce that will shape and contribute to the future of Aotearoa New Zealand's industries and economy.



# EVENT TALANOA



The event's talanoa sessions provided a platform for meaningful discussions, focusing on three critical questions and their associated calls to action.

## 1. Encouraging Pacific Participation in Key Industries

How can we encourage Pacific workers and learners to pursue careers in manufacturing, logistics and engineering and people, food and fibre whilst building capability in emerging technologies and digital tools?

### Call to Action:

How can we foster and maintain cross-industry collaboration to address common challenges?

## 2. Addressing Regional Skill Shortages

What are the specific skill shortages in the Hawke's Bay region, and how can training programs and initiatives be tailored to address these skill gaps?

### Call to Action:

How do we foster and maintain cross-industry collaborations towards solutions?

## 3. Preparing for the Future and Next Generation Workforce

What do you see as skills and competencies needed for the next generation of workers?

### Call to Action:

How do we foster and maintain cross-industry collaborations to share opportunities available to our Pacific workforce?

To guide these discussions, participants were provided with a set of strategic action plans aimed at addressing these critical topics:

- [Lumana'i o Tangata Moana](#) Action Plan advocates for the interests of the Pacific workforce within Hanga-Aro-Rau industries to influence positive systemic change across vocational education and training.
- [Employment Action Plan](#) outlines the Government's vision for a thriving labour market, aiming to connect people with meaningful employment opportunities while boosting New Zealand's economic performance.
- [The Hawke's Bay Regional Workforce Plan](#) aims to address current and future labour market skill needs and enhance community well-being through education, training, and sustainable employment.
- [Action Plan for Pacific Education 2020–2030](#) outlines the Government's dedication to improving outcomes for Pacific learners and their families.
- [The Pacific Employment Action Plan](#) outlines the government's approach to supporting Pacific communities in achieving their goals for shared prosperity, meaningful employment, entrepreneurship, and business ownership.

The talanoa groups brought together a diverse and influential mix of stakeholders, including central and local government representatives, industry leaders, regional stakeholders, education providers, Pacific communities, and Pacific workers. They explored collaborative approaches to advancing workforce development and unlocking opportunities for Pacific communities.

# ENCOURAGING PACIFIC PARTICIPATION IN KEY INDUSTRIES



## Question:

How can we encourage Pacific workers and learners to pursue careers in manufacturing, logistics and engineering and people, food and fibre whilst building capability in emerging technologies and digital tools?

## Call to Action:

How can we foster and maintain cross-industry collaboration to address common challenges?

## Summary of Responses

- Increase visibility and knowledge of diverse job options across industries
- Address barriers through language, English literacy numeracy, financial literacy, and learning support
- Emphasise hands-on learning and skills-based qualifications over theoretical requirements
- Strengthen connections between schools, VET providers, and industries for real-world exposure
- Adapt qualification entry and industry recruitment to recognise potential and skills rather than strictly qualifications
- Showcase Pacific workers achievements to inspire others and model success
- Leverage community leaders and social media to boost awareness of career opportunities.







Participants mentioned raising awareness of diverse career paths, addressing barriers like language and funding learning opportunities and prioritising practical, hands-on learning to bridge skill gaps as key actions to encourage Pacific workers and learners to pursue careers in the manufacturing, logistics and engineering and people, food and fibre industries. These recommendations align with the Action Plan for Pacific Education that aims to empower Pacific communities by supporting culturally responsive education initiatives and equitable pathways.

The responses also emphasised industry partnerships and mentorship programs, echoing goals from the Pacific Employment Action Plan, which advocates for collaboration across sectors to support Pacific employment opportunities. Additionally, showcasing the success and progress stories of Pacific workers can inspire others; this is an action in Lumana'i o Tangata Moana.

Participants also recommended engaging community leaders and utilising social media to raise awareness of career and learning opportunities. This recommendation is supported by the Hawke's Bay Regional Workforce Plan, which prioritises regional outreach and education-to-employment transitions.

These responses align with the objectives of the Lumana'i o Tangata Moana Action Plan, which focuses on supporting Pacific workforce development through culturally responsive education, equitable career pathways, and strong industry-community partnerships. Key actions include supporting education-to-employment initiatives for Pacific workers and learners, partnering with Pacific to understand and respond to cultural identity, expertise, and aspirations, and proactively addressing workforce gaps to create more accessible opportunities for Pacific Peoples across manufacturing, engineering and logistics sectors.

## Responses from Event Participants

### ***How can we encourage Pacific workers and learners to pursue careers in manufacturing, logistics and engineering and people, food and fibre whilst building capability in emerging technologies and digital tools?***

- Lack of awareness of different jobs available across sectors
- Language barrier and experience of workplace culture
- What we can't see, we can't be! Need to see visible examples
- Test the skills rather than the language proficiency
- We need to look at the way we recruit and retain people
- Schools and VET providers need industry partnerships for internships and 'job shadowing'
- Have mentorship programmes to link industry with learners
- Highlight success stories of Pacific workers in these industries
- Take the paper out of qualifications – no theory, more practical tests and exams.
- How can students be exposed to different jobs in the industry? And pastoral care for those in the workforce?
- Address literacy issues that can be a barrier for Pacific workers
- Connect with schools. Provide hands-on workshops to show skills and opportunities
- Make entry requirements easier, valuing skills and potential over formal qualifications
- Have scholarships and funding for Pacific learners
- Eligibility for qualifications
- Engage community leaders to advocate for these career pathways
- Use social media to increase awareness of industry career options
- Some Pacific Peoples may have other and significant barriers. We need to support them through pathways and good engagement.



## Call to Action Responses from Event Participants

### ***How can we foster and maintain cross-industry collaboration to address common challenges?***

- Set up regular talanoa to share updates and ideas
- Have shared goals that benefit both industries and providers
- Have joint projects that benefit everyone.
- Share resources like training and learning materials
- Celebrate wins, even the small ones
- Encourage feedback and address issues quickly.







# ADDRESSING REGIONAL SKILL SHORTAGES



## Question:

What are the specific skill shortages in the Hawke's Bay region, and how can training programs and initiatives be tailored to address these skill gaps?

## Call to Action:

How do we foster and maintain cross-industry collaborations towards solutions?

## Summary of Responses

- Bridging digital and technology-related skill gaps across industries
- Enhancing cultural intelligence in leadership and workforce development
- Promoting communication, critical thinking, and collaboration skills
- Adapting training to rapid technological changes and automation
- Creating inclusive, culturally appropriate, and learner-focused education models
- Strengthening cross-sector partnerships and practical, on-the-job training pathways
- Raising industry awareness through role models and tailored incentives.







The responses highlighted critical skill shortages in the Hawke's Bay region and offered insights into how training programs can address these gaps. Key skills gaps identified included digital literacy, artificial intelligence, technology-related skills, cultural intelligence, communication, critical thinking, and employability skills. These align with New Zealand's Employment Action Plan goal of supporting people to develop the skills needed for workplace success, increasing earning potential, reducing reliance on benefits, and fostering continued upskilling to enhance productivity and resilience.

To address these shortages, the discussion emphasised tailored approaches to training and education. Solutions include creating culturally responsive and hands-on learning methods, increasing the visibility of industry role models, and strengthening the connection between education

providers and industry. Simplifying enrolment processes, enhancing secondary-to-tertiary transitions, and leveraging on-the-job training were noted as solutions to address skill gaps. Initiatives to support Pacific learners, including tailored incentives and skill- and confidence-building programmes, were also stressed; these reflect the actions of Lumana'i o Tangata Moana.

These responses align with the Lumana'i o Tangata Moana Action Plan by highlighting workforce gaps and driving equitable opportunities for Pacific Peoples in manufacturing, engineering, and logistics. Through our functions and Lumana'i o Tangata Moana actions, Hanga-Aro-Rau will actively lead, facilitate, and support initiatives that enhance workforce access, qualifications and skills development, and better opportunities for the Pacific workforce.

## Responses from Event Participants

### ***What are the specific skill shortages in the Hawke's Bay region?***

- Cultural intelligence in senior management and industry leaders
- English writing and literacy skills
- Automation and Technology are moving fast. In Hawke's Bay, training will need to keep up with the pace
- Communication skills at all levels
- Artificial intelligence.
- Digital literacy
- Technology-related skills
- Collaboration
- Adapting to fast-changing tools and technology
- Critical thinking
- Soft and employability skills.

### ***How can training programs and initiatives be tailored to address these skill gaps?***

- Career pathways and growth development
- Building confidence in our Pacific People to attend further training
- The labour market is shrinking, but skills demand is increasing – education and training will need to address this
- Blended learning is important
- Bring trainee to the technology
- Are traditional training models still effective?
- Mentors and training trainers/leaders to be more effective to be implemented to support industry training
- Simplify the process to enrol and be part of education and training
- Strengthen cross-sector industry and education connections
- Have more visible role models
- Focus on hands-on practical learning.
- Family not informed. Young people lack influence. Initiatives needed to fix this
- More and better Secondary → Tertiary transition options and support
- Lack of awareness, programs and promotions, and education options. Raise the profile of the industry and training available
- Making better connections across all areas of education and training
- More specific incentives, more industry role models and mentors
- Understand our learner audience
- Culturally appropriate delivery/training methods
- Have industry-specific promotional programs
- Have tailored incentives for Pacific participation
- More on-the-job education and training opportunities.





## Call to Action Responses from Event Participants

### ***How do we foster and maintain cross-industry collaborations towards solutions?***

- Cross-industry recognition of shared opportunities, i.e. supporting the Pacific workforce
- Align across our industries
- Implement AI into training delivery
- Partner with Industry with skills hubs
- Identify the root cause of problems
- Culturally appropriate and personal.
- Sharing Ideal Information innovation
- Culture Competencies
- Where are the other four WDCs?
- Promote open communication channels
- Host regular collaborative workshops
- Share resources and responsibilities fairly
- Share outcomes and impact of collaborations.



# PREPARING FOR THE FUTURE WORKFORCE



## Question:

What do you see as skills and competencies needed for the next generation of workers?

## Call to Action:

How do we foster and maintain cross-industry collaborations to share opportunities available to our Pacific workforce?

## Summary of Responses

- Emphasis on adaptability and resilience in a rapidly changing workforce
- Recognition and enhancement of technical, digital, and problem-solving skills
- Valuing emotional intelligence and cultural inclusivity
- Strengthening communication and collaboration for diverse and inclusive workplaces
- Building shared learning opportunities through micro-credentialing and industry partnerships
- Promoting cross-industry cohesion through regular engagement and knowledge sharing
- Celebrating Pacific success stories to inspire workforce and community growth.







The discussions on Question 3 highlighted the importance of equipping workers with future-focused skills to navigate a continuously evolving industry driven by technological advancements, shifting demands, and the growing need for cultural intelligence and adaptability in diverse workplaces.

The key skills identified included adaptability, resilience, digital literacy, and problem-solving, complemented by emotional intelligence and cultural responsiveness. Participants emphasised values and competencies as essential for thriving in diverse, evolving workplaces. Responses reinforced the importance of collective

learning opportunities through micro-credentials, talanoa, communities of practice, and cross-industry collaborations to bridge knowledge gaps, foster cohesion, and support the workforce development of Pacific workers.

The call to action centred on creating sustainable partnerships, leveraging Pacific community engagement, and amplifying success stories to inspire growth. Regular industry networking and shared initiatives, such as talanoa sessions and joint funding for Pacific learners, were proposed to support skill and workforce development.



## Question Responses from Event Participants

### *What do you see as skills and competencies needed for the next generation of workers?*

- Technical skills and the opportunity for continual development to keep up with the change
- Understanding the systems and technological advancements
- Adaptability – As it is hard to transition/transform from one to another
- Industrial relations skills
- Problem-solving and critical evaluation skills
- Ability to recognise and value skills
- Skills in collective bargaining for decent work
- English language literacy skills to operate in the workplace
- Adaptability to rapid change
- Emotional intelligence and resilience.
- Values, including:
  - Rangatira** – demonstration of leadership,
  - Manaaki** – respect for others and how we care for them,
  - Kaitiaki** – Guardianship and being responsible,
  - Wairua** – Spiritual, unification, focus
- Ability to understand what's expected
- Understanding that all work is skilled work
- Communication and collaboration skills
- Understanding and responding to cultural diversity
- Leadership
- Digital and technological skills
- Cultural intelligence and inclusivity
- Willingness to learn and keep learning to grow and progress.

## Call to Action Responses from Event Participants

### *How do we foster and maintain cross-industry collaborations to share opportunities available to our Pacific workforce?*

- Social cohesion, e.g. Logistics, Ops teams come together, industry and providers
- Shared learning opportunities, e.g. micro-credentialing like First Aid, D/Ls, Learning together across Industry
- Collective Agreement
- Sharing Information through Toolboxes
- Sharing family member experiences
- Partnership mihi.
- Workshops
- Expanding your knowledge and skill sets
- Industry-specific knowledge sharing
- Engage Pacific communities in initiatives and projects
- Communities of practice
- Adaptability – willingness to change
- Openness to change
- Succession Planning.
- Communication
- Regular cross-industry talanoa/ activities/sharing
- Understand the NEED, which is the learning/working skill needs of workers/industry. Understand people
- Unions working together
- Cross-industry networking/ education provider events
- Highlight success stories widely
- Have joint projects and funding for Pacific learners and workers.

## MOVING FORWARD



### **Ia fa'amalosia tomai o le afaigaluega Pasefika ia siitia ai avanoa e lē gata i le taimi nei ae mo le lumana'i A stronger Pacific workforce with better opportunities now and in the future**

As we publish this Talanoa Insights report, Hanga-Aro-Rau, alongside other Workforce Development Councils (WDCs), is being disestablished and replaced by up to eight Industry Skills Boards (ISBs) as part of broader Vocational Education and Training (VET) system reforms. While the system evolves, the challenges and opportunities highlighted in this report remain. The Pacific workforce continues to play a vital role in industries that drive and strengthen Aotearoa New Zealand's economy.

The latest census reveals a 16% increase in the Pacific population, growing from 381,642 in 2018 to 442,632. In the manufacturing, engineering, and logistics industries, over 53,000 Pacific workers contribute their skills and dedication, with manufacturing employing the highest number of Pacific men and the third-highest number of Pacific women. In 2023, Pacific employment in the Hawke's Bay region increased to 9.3%, in keeping with the national employment rate of 9.4%. These numbers reflect not only the Pacific workforce's economic contribution but also the opportunity to uplift Pacific communities and create better futures for families across Aotearoa.

This report amplifies the collective wisdom of Pacific communities, industry, and education providers—voices that are essential in shaping a more inclusive and effective VET system. Their insights call for action, not just to support the Pacific workforce, but to drive meaningful, transformational change.

Hanga-Aro-Rau will use these findings to advocate for a system that better serves Pacific workers—one that supports stronger career and education pathways and better opportunities and drives meaningful actions to contribute to a stronger Pacific workforce with better opportunities now and in the future as they continue to contribute to Aotearoa New Zealand's economy.

Hanga-Aro-Rau sincerely thanks the participants of the Hawke's Bay Talanoa event for generously sharing your knowledge and experiences. Your insights are invaluable in shaping a stronger, more inclusive future for the Pacific workforce. Malo 'aupito! Vinaka vakalevu!



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