



HANGA-ARO-RAU

**Manufacturing, Engineering
and Logistics**

Workforce Development Council

***“Ka pū te ruha –
ka hao te rangatahi***

*When the old net is cast aside,
the new net goes fishing”*

Ka Hao te Rangatahi: Building career pathways in industry for rangatahi Māori

A toolkit to support Aotearoa New Zealand’s future workforce

Flo Samuels, Hagen Tautari & Riki Ramanui
December 2025

Ka pū te ruha, ka hao te rangatahi reminds us that the strength of the future rests with those rising today. The new net is cast by our rangatahi – carrying the vision, mātauranga and courage handed down by our tūpuna. This is a call to uplift rangatahi, back them, and create space for their leadership to flourish. Investing in rangatahi strengthens whānau, communities, and long-term prosperity for Aotearoa – ensuring a future workforce driven by innovation, cultural intelligence, and collective wellbeing.



Foreword

As Aotearoa continues to evolve, the contribution of Māori to our national and regional economies is becoming increasingly significant. This paper reflects our shared commitment to advancing Māori aspirations across the education and workforce development system. It acknowledges the leadership required to strengthen Māori participation, capability, and opportunity across industry and the wider system.

Our mahi has been guided by the leadership and support of our Chief Executive, Phil Alexander-Crawford, and Deputy Chief Executive, Samantha McNaughton. Their trust has enabled the Tima Whanake Māori (Māori Workforce Development team) to lead this kaupapa with purpose, integrity, and focus on system-level impact for Māori communities and Māori industry. In particular, Phil's confidence in our collective commitment has created the conditions for us to strengthen our mātauranga and lead with clarity. His leadership approach is centred on enabling others to grow, contribute, and take ownership of this kaupapa.

The direction set out in this paper has been shaped through deep engagement with iwi, hapū, Māori employers, and communities across the motu. Whether shared on marae, in workplaces, or over a cup of tea, these kōrero speak to a collective aspiration for a workforce system that understands Māori potential, responds to Māori priorities, and upholds the mana of those we serve. Their pūrākau and experiences form the whakapapa of this mahi and remain central to how we move forward.

Guided by our goal – he pūkenga tāngata, he pikinga taumata, hei oranga mahi – more Māori with higher skills in higher paid jobs and improved employment opportunities – this document outlines the opportunities needed to support a workforce landscape where Māori talent, innovation, and leadership thrive. It reinforces the responsibility of organisations, providers, industry, and government to uphold Te Tiriti o Waitangi, remove barriers that limit Māori participation, and invest intentionally in Māori capability.

Kei aku haumi Whanake Māori, he kupu whakamiha, he mihi maioha ki a koutou. Your integrity, courage and commitment to champion kaupapa Māori have shaped this mahi and upheld the mana of our communities.

In acknowledging all who contributed their wisdom and aspirations to this kaupapa, we also recognise that your voices and your hopes for the future form the foundation of this work. May it serve as a catalyst for stronger partnerships, collective action, and a system that delivers enduring outcomes for Māori and for Aotearoa.

The Tima Whanake Māori
Above, from left: Hagen Tautari, Riki Ramanui and Flo Samuels with Chief Executive Phil Alexander-Crawford



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WHAT IS THIS GUIDE IS AND WHO IS IT FOR?

This guide is influenced by our tūpuna who faced change with courage and foresight. It is offered to all who carry the wellbeing and growth of rangatahi Māori – educators, employers, whānau, iwi, and communities. At its heart, this guide affirms Māori authority, Māori aspiration, and Māori potential as the foundation to the future workforce of Aotearoa.

The guidance materials toolkit is more than a resource – it is a living legacy of Hanga-Aro-Rau and Whanake Māori, woven from four years of shared learning, insight and mahi. It carries the knowledge we have cultivated together, ready to support those who will continue the journey.

To underpin this work, Whanake Māori has developed the *He Reo Ahumahi* (Voice of Industry) framework, anchored by two strategic pou (pillars):

- **Manini Waka:** Strengthen connections across the education ecosystem to enhance workforce development for industry and employers.
- **Tere Waka:** Create pathways for rangatahi Māori into higher-skilled, future-focused employment.

The framework embodies Whanake Māori commitment to systemic change, cultural integrity and economic uplift. It integrates Māori economy intelligence, vocational ecosystem insights, key priorities, goals and strategies and supporting resources to guide Industry Skills Boards (ISBs) and those interested in Māori workforce development.

Our starting point is a successful rangatahi training and employment initiative – Te Waharoa (page 28). Delivered in partnership with Waikato-Tainui, Te Waharoa demonstrated the power of an iwi-led, MSD-endorsed, industry-supported, and culturally grounded workforce development model in the automotive collision repair sector. Its success highlighted the potential for replication across other regions through strong partnerships between Māori, government, and industry.

By sharing proven models, insights and strategies, we hope this resource will empower all education and training stakeholders that we have been working with, and especially the incoming ISBs, to embed Māori aspirations and values within the future of workforce development across Aotearoa. It ensures that the relationships, learnings, and cultural integrity of Whanake Māori continue to shape a thriving, equitable educational ecosystem.



Riki Ramanui

Māori Enablement Lead,
Whanake Māori, Hanga-Aro-Rau

Taking care of rangatahi and the transition to work

“Mātauranga Māori in the workplace is a key part of introducing our rangatahi to the world-of-work. It's about familiarity, about them being able to see themselves in a workspace that's comfortable, feels like whānau and espouses the same values they know and hold. It's about whakapapa and connecting with like-minded individuals, and it's about identity. When people come to a space that feels connected, they can see how their own tikanga works – for them and for others. Manaakitanga, whanaungatanga, what do these look like in an organisation?”

What I think worked really well with the Te Waharoa programme was that rangatahi were reconnecting with their whenua, with their whakapapa. For some of them, this was the first time they'd ever gone back to their own marae...Identity, whānau and whakapapa – together they give a stronger bond – to their own iwi and also to the role their identity plays in who they bring to the table. Pastoral support in a Te Ao Māori space looks like kaitiaki, kaiārahi, being there from start to finish: whanaungatanga, comfort, trust and safety are built over time.”

MANINI WAKA

HOW EVERYONE BENEFITS WHEN RANGATAHI FIND A CAREER THEY LOVE

1. Employers – Rangatahi Māori strengthen and transform the future workforce

Rangatahi Māori bring innovation, resilience, and cultural intelligence that strengthen workplaces and uplift teams. Their presence is not simply a response to labour needs – it is a strategic advantage grounded in whakapapa, wairua, and intergenerational capability.

New Zealand has an ageing workforce, and this is especially apparent in industry. For example, Manufacturing, Engineering and Logistics has higher proportions of employees in the 40-to-59-year age groups

44%

than the whole of New Zealand (40%)



A significant workforce capability and capacity gap

– estimated at

16,000

manufacturing roles,

12,000

engineering roles, and

10,000 logistics roles: the size of this gap is forecast to increase



Rangatahi Māori youth Representation

Māori make up over **25%** of 15-19 year olds in Aotearoa and **25%** of those aged 20-24

Māori are a growing proportion of our population



14%
Māori population 2013



18%
Māori population 2013

The looming labour shortage arising from the current workforce reaching retirement age is a serious concern. Rangatahi Māori are the largest population group of potential workers in the labour force supply chain, meaning that successful recruitment programmes must embrace cultural responsiveness and understand cultural aspirations.



FIND OUT MORE

[The growing potential of the Māori workforce and economy in Aotearoa](#)

[Deloitte & Hanga-Aro-Rau: Workforce development needs in New Zealand's logistics sector](#)

[Deloitte & Hanga-Aro-Rau: Post COVID-19 workforce development needs in New Zealand's manufacturing and engineering sectors](#)

[Whanake Māori](#)

2. Individuals – and their whānau, iwi, community

Whānau sit at the heart of the Māori economy — they are its strength, vision and future. Māori enterprises and collectives create the conditions for whānau to realise their aspirations and build intergenerational prosperity - within this, rangatahi Māori are a strategic advantage.

He waka eke noa
– the journey of rangatahi is a collective one

He kanohi kitea, he tangata ora
– you can't be what you can't see.

Our rangatahi are already navigating their futures with courage, creativity and whakapapa behind them. What they need are pathways that honour who they are, where they come from, and the dreams their whānau carry for them. Across our iwi and hapū, rangatahi bring diverse strengths – practical skills, problem-solving, tikanga, creativity – yet many pathways are still not made visible in ways that connect to their identity and aspirations. Whānau, hapū and iwi shape career aspirations not through pressure but through whakapapa – the stories, values, and examples passed down through generations. These foundations influence how rangatahi see themselves and where they believe their skills can contribute.

Ko wai koe, nō hea koe – identity shapes opportunity.

Māori role models, tuakana-teina relationships, and iwi-led initiatives can transform how rangatahi understand their potential and the worlds they can step into. Rangatahi who attended industry careers events told us,



“I learned many things about logistics, how a product is shipped and delivered, and different jobs they do, how things work. I enjoyed...learning new things outside the world I know”

When rangatahi step into meaningful work that aligns with their identity and strengths, they become leaders within their whānau and community. Māori employers, in particular, uplift the next generation – research shows they are more likely to hire Māori, creating intergenerational pathways of opportunity and belonging.

When rangatahi walk confidently into their future, they enact their tino rangatiratanga – the power to shape their own direction – and their mana motuhake, the authority and identity they carry as Māori. Their success uplifts whānau, strengthens hapū, and contributes to iwi aspirations across generations.



“Exposure to the scope of this area of work was amazing”

“Transforming Māori economic fortunes now and into the future is one of the greatest challenges facing our families; it's also one of our greatest opportunities...”

Ngahiwi Tomoana, Chair of the Hanga-Aro-Rau Industry Stakeholder Group



FIND OUT MORE

[Hanga-Aro-Rau White Paper: Redesigning the Vocational Education and Training system to unlock the potential of Māori and the Māori economy through workforce development](#)

[Hanga-Aro-Rau White Paper: Strengthening the Vocational Education and Training System to Improve Workforce Transitions](#)



3. Te Ōhanga Māori – a values-led, intergenerational economy shaped by whakapapa

Te Ōhanga Māori is a living expression of tino rangatiratanga – a values-led economy grounded in whenua, whakapapa and collective wellbeing. It is not simply a contributor to prosperity; it is a sovereign economic force shaped by relationships, responsibilities, and long-term intergenerational planning.

Māori innovation, enterprise, and leadership are reshaping the economic landscape of Aotearoa, opening new opportunities grounded in whakapapa, creativity, and long-term vision.

Manufacturing, Engineering & Logistics (MEL)

An estimated 157,000 job openings are projected over the next five years, averaging 31,500 per year.



Engineering Sector

Needs to fill **23,600** positions by 2029, driven by infrastructure demands and technological shifts.



Logistics Sector

Facing a supply-demand imbalance due to an ageing workforce, limited talent pipelines, and the impacts of automation and climate change.



Auckland Region

71,277 MEL job openings are expected between 2023 and 2028, with **80%** due to retirements and turnover.



Te Ōhanga Māori prospers because it upholds Māori values, relationships, and responsibilities. When Māori enterprises thrive, all of Aotearoa benefits – not because Māori fill workforce needs, but because Māori leadership brings strength, innovation, and long-term thinking to the national economy.



Valued at over \$70 billion and projected to exceed \$100 billion by 2030, Te Ōhanga Māori reflects centuries of stewardship, resilience, and intergenerational planning grounded in mātauranga and tikanga.

Behind these numbers are iwi, hapū, whānau and Māori entrepreneurs exercising mana whakahaere over their assets, lands, people, and futures.

The Māori economy comprises:

57% firm ownership (9,880 firms owned by Māori employers)

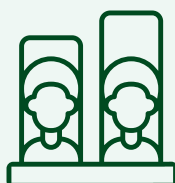


13% self-employment (18,600)

30% Māori authorities: trusts, incorporations, and other Māori structures and assets



Employment in these two groups was **29,800** in 2022, up **2,600** employees (9.6 percent) from 2021



Employment rose by **1,200** (11 percent) between 2021 and 2022, to 11,800

These shifts reflect a growing confidence in Māori enterprise, the impact of Māori employers uplifting Māori workers, and the steady movement toward high-skilled, values-driven careers.

Key features of the Māori economy:



Once centred in farming, forestry and fishing, the Māori economy now spans high-value sectors including tech, creative industries, data, manufacturing, property, and professional services – each grounded in tikanga and intergenerational wealth creation.



This shift is driven not only by participation but by Māori leadership in professional and specialist fields.



Māori businesses prioritise whakapapa, kaitiakitanga, and intergenerational wealth over short-term profit, investing to sustain people and whenua, not just financial returns. These values are not a competitive strategy – they are a whakapapa obligation.



Māori-designed products, technologies, and creative enterprises demonstrate how indigenous excellence shapes global markets while remaining grounded in whenua, reo and identity.

Relationships are the key to engaging with the Māori economy

“There is a huge opportunity presented by our growing Māori population – not just for workforce participation, but for reshaping industries through Māori innovation, leadership and ways of working. Investing in the development of Māori workers will directly address a projected skills gap of 157,000 workers across the Manufacturing, Engineering and Logistics sectors over the next 5 years. By leveraging and coordinating stakeholders within the ecosystem, we can better meet the needs of Māori learners and provide more sustainable learning pathways for them.

One of the most effective mechanisms has been ensuring more Māori voices sit at the table – through National Industry Advisory Groups, qualification reviews and sector reference groups. We’ve also created pathways through industry initiatives and events for Māori industry to directly influence government products and services.

Each year Hanga-Aro-Rau connects with more than 200 Māori industry stakeholders including government agencies, enabling industry to have a strong and credible voice in vocational education. I’m proud of the relationships we’ve built, partnerships grounded in trust, responsiveness and a shared commitment to doing the mahi together.”



Flo Samuels

Hanga-Aro-Rau Kaihautū Whanake Māori
(General Manager Māori Workforce Development)



Listen to the podcast:

Flo, Ngahiwi Tomoana and Phil Alexander-Crawford talk about the Māori economy

https://hangaarorau.nz/wp-content/uploads/2025/12/FullEp_HangaAroRau-Uplifting-our-Maori-workforce.mp4



FIND OUT MORE

[Berl: Te Ōhanga Māori: The Māori economy](#)

[Hanga-Aro-Rau. Building a strong NZ economy by working with Māori industry](#)

[Hanga-Aro-Rau White Paper: Redesigning the Vocational Education and Training system to unlock the potential of Māori and the Māori economy through workforce development](#)



4. He reo rangatahi, he oranga mahi – when youth thrive, Aotearoa thrives

He reo rangatahi, he oranga mahi. He oranga ōhanga, he whenua taurikura


Supporting rangatahi means creating pathways that honour their whakapapa, identity and aspirations – not simply preparing them for the labour market. When Māori are supported to thrive as Māori, their leadership, values and innovation strengthen whānau, hapū, iwi and, in turn, Aotearoa as a whole.

Pride in our cultural identity

Our strength as a nation comes from whakapapa – the deep connections between people, whenua and atua that shape our understanding of the world. Mātauranga Māori, carried through generations, offers rich insight into navigation, innovation, environmental knowledge, relational leadership and long-term planning. These strengths continue to guide how rangatahi see their place in the world and the contribution they will make.

Aotearoa was founded using the skills and knowledge passed down through generations and allowed Polynesian tūpuna to achieve extraordinary feats, to navigate the oceans and discover new lands. It required vision, courage and faith in the technology. Science of the natural elements, observing environmental conditions and living with nature are part of the many sources of knowledge Māori can draw upon.





It is also a matter of equity – he take tika, he take Tiriti

Inequities in education, employment and income are not the result of Māori capability, but of system design. These inequities breach the intent of Te Tiriti o Waitangi and limit the ability of Māori to live, learn and work in ways that reflect their identity and aspirations.

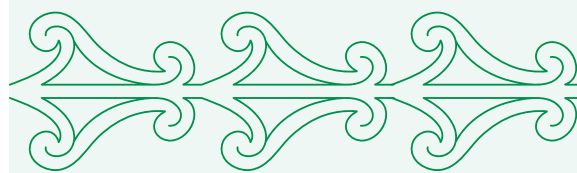
Whanake Māori champions systems that uphold mana, identity and cultural safety for all. This includes:

- embedding Te Tiriti o Waitangi and equity in every level of design and delivery
- ensuring actions reflect tikanga, anti-racism and critical consciousness
- building capability across industries so Māori can flourish as Māori.

These tools and strategies are grounded in the principles of tikanga, anti-bias, critical consciousness and cultural safety – ensuring Māori values shape everyday practice.

Inequitable outcomes across education and employment are not natural – they are created through structures that privilege some and disadvantage others. Equity requires recognising that different communities need different forms of support, resourcing and approaches to achieve fair outcomes.

When Māori identity, reo, tikanga and values are upheld in our education and workforce systems, we restore balance and fulfil our responsibilities under Te Tiriti o Waitangi. This strengthens every community and contributes to a more just and thriving Aotearoa.



What is equity?

Equity is about justice, fairness and impartiality, and is not to be confused with equality, which has connotations of sameness or equal distribution. For example, equal pay involves people of all genders getting the same pay for doing the same job, while pay equity is about people of all genders receiving the same pay for doing jobs that are different, but of equal value, i.e., jobs that require similar levels of skill, responsibility and effort.

“The Hanga-Aro-Rau vision: “to leverage our deep industry connections and understanding to create better outcomes for learners and businesses, improve existing qualifications, address the growing labour and skills gaps, support the Māori economy as part of a strong NZ economy, and provide valuable research about industry-wide trends affecting our businesses and our economy.”

Troy Coyle, Hanga-Aro-Rau Council Co-Chair



FIND OUT MORE

[NZ Policy Research Institute. Empirical analysis of Pacific, Māori and ethnic pay gaps in New Zealand](#)
[Hanga-Aro-Rau Statement of Strategic Direction 2023-2028](#)
[Hanga-Aro-Rau Skills and Workforce Leadership Plan 2022-23](#)

TERE WAKA

GUIDELINES FOR EDUCATORS

He waka ako, he waka whanake – educators carry the responsibility to uplift the mauri, identity and futures of ākonga Māori.

Preparing ākonga Māori for futures shaped by identity, innovation and relationships

The age of acceleration and rapid technological change

Preparing ākonga Māori for their future requires more than understanding emerging technologies – it requires grounding them in identity, whakapapa and confidence so they can navigate change with strength. Industry 4.0 technologies such as AI, automation, and data analytics are tools, but it is mātauranga, relationships and cultural capability that determine how ākonga engage with them.

For Māori, technological change is not new – innovation, adaptation and experimentation have always been part of their DNA as navigators and knowledge-holders.



A 2025 survey found 80% of the employers surveyed understood Industry 4.0 solutions – but only a third felt they had the right/sufficient people, resources and technology to support implementation.

To prepare rangatahi Māori well, educators must build pathways that reflect Māori identity, values and aspirations - and stay closely connected to the industries ākonga may enter. Strategies include:

- **Whakawhanaungatanga with employers** – building genuine, ongoing relationships to share knowledge and create culturally safe pathways into industry.
- **Flexible, responsive qualification design** grounded in Te Tiriti o Waitangi and Māori aspirations.
- **Specialist training solutions (e.g., micro-credentials)** that recognise Māori strengths and pathways, not only industry needs.

Opportunities for Māori leadership across Manufacturing, Engineering and Logistics

Māori already contribute significantly to Manufacturing, Engineering and Logistics, yet systemic barriers – not lack of interest or ability – have limited full participation. Understanding these barriers enables educators and industries to create pathways where Māori talent, innovation and cultural intelligence are recognised.



For example, in the Manufacturing sector, Māori are currently over-represented in lower-level roles. To achieve an equitable skills mix, the number of Māori working in skill Level 1 occupations must increase by 11% annually, for at least six years.

Māori skills mix now



Equitable representation



Source: Hanga-Aro-Rau: Post COVID-19 workforce development needs in New Zealand's manufacturing and engineering sectors P. 97



Many rangatahi are steered away from trades not because they lack interest, but because school systems often prioritise university pathways and do not reflect Māori definitions of success. Career advice that uplifts Māori identity and showcases Māori excellence in trades can transform these perceptions. Strategies include:

- **Partnerships grounded in tikanga**, where employers and educators co-design culturally aligned curriculum and early workplace exposure.
- **Exposure to Māori success stories** – hearing from Māori tradespeople, engineers and logisticians helps rangatahi see themselves in these pathways.
- **Culturally anchored training design**, showing how Māori identity, values and transferable cultural strengths lead to success in trades.

Employability skills are critical

Māori transferable skills – whanaungatanga, manaakitanga, problem-solving, leadership, resilience, and collective responsibility – are powerful assets in the workplace. These cultural strengths sit alongside literacy, numeracy and digital capability as key employability skills.

Employers across our sectors consistently highlight the value of Māori strengths: adaptability, teamwork, critical reflection, problem-solving, and communication. These combine with literacy, numeracy and digital skills to create confident, capable ākonga ready to step into meaningful pathways.

How secondary schools can provide strong career planning and transitions

Strong transitions begin when ākonga are connected to identity, whānau and whenua. Māori models of ako – tuakana-teina, wānanga, whakawhanaungatanga – naturally align with modern educational frameworks and should guide how schools prepare rangatahi for the world of work.

Programmes need to include job search support, work experience, and job training with integrated, long-term support, rather than short, isolated, one-off interventions. The WE3 Framework (Work Exposure, Explore, Experience), developed in Australia, can complement Māori pedagogies when applied through a kaupapa Māori lens. When centred in Māori values, it provides a useful scaffold to support rangatahi agency and confidence.



Applying the WE3 Framework to support ākonga Māori

Step 1: Work Exposure (Awareness)

No one can choose what they do not know, adults included. Early engagement, such as career talks or workplace tours, especially when led by Māori, broadens rangatahi understanding of available careers, challenges stereotypes and helps them make informed and confident subject and career choices.

Create safe spaces where rangatahi see themselves reflected in the pathways ahead.

ACTIVITIES INCLUDE:

- Inspiring the Future events (licensed by TEC)
- Site tours for students and teachers
- Career expos or industry days
- Presentations linked to school curriculum
- Māori guest speakers sharing their own pathways, challenges and solutions

Step 2: Work Explore (Engagement)

This allows ākonga to observe professionals and workplaces more closely. It builds relational insight of how workplaces operate, what roles exist and what personal qualities are valued. Selected sites need to showcase diversity and inclusiveness in the workforce.

Whānau involvement in site visits strengthens confidence, belonging and agency for ākonga Māori.

ACTIVITIES INCLUDE:

- Job shadowing (1–2 hours)
- Industry open days
- Teacher and whānau visits to sites
- Taster placements during school holidays
- Opportunities to connect with Māori employees

Step 3: Work Experience (Immersion)

Students contribute to real work and gain authentic experience – learning workplace expectations, communication and responsibility.

Mentoring through tuakana-teina models reinforces cultural identity while building workplace capability.

ACTIVITIES INCLUDE:

- Gateway (5–10 days' work experience with unit standards)
- Trades Academy placements
- Short-term volunteering (e.g. for Duke of Edinburgh awards)
- Internships or structured community-hosted experiences
- Facilitated mentoring/tuakana-teina learning



How tertiary providers can support successful transitions

Successful transitions begin when ākonga are grounded in their identity, culture and strengths. Technologies and tools change, but a strong sense of whakapapa, confidence and belonging enables rangatahi Māori to navigate any future world of work.

Applied and authentic learning

Applied learning aligns naturally with kaupapa Māori approaches that value hands-on experiences, real relationships and learning through doing.

Rangatahi are motivated when learning connects to their lives, whānau aspirations, cultural identity and future pathways. Work-based experience helps ākonga see how their knowledge, values and skills are applied in real contexts:

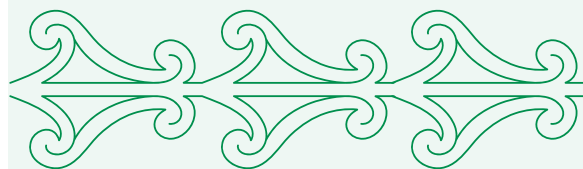
- Partnerships grounded in trust and kaupapa Māori create pathways that feel relevant to ākonga, showing them they have a place in the future world of work.
- Real-world learning in workplaces, marae and communities builds confidence, problem-solving and belonging as ākonga practise their skills alongside others.
- Serving whānau and community fosters mana, purpose and pride, helping ākonga see the real impact of their learning and the responsibility they carry forward.

Supporting Māori success using Te Kotahitanga Practices

Extensive research by eminent Māori educationalists (e.g. Professors Graham Hingangaroa Smith, Linda Tuhiwai Smith, and Russell Bishop) call for education delivery with cultural inclusion, philosophy and ethics that allow Māori still to be Māori and also enable successful participation in all aspects of New Zealand life. They describe the damage of deficit notions of Māori student achievement, as a lingering result of colonisation, and instead argue for empowerment co-construction and the critical importance of cultural recognition.

Strategies include:

- **Whakawhanaungatanga** - building deep, reciprocal relationships between kaiako and ākonga, and among ākonga themselves, to create trust and a culturally safe learning space.
- **Sharing kai as tikanga** - kai creates space for kōrero, connection and manaakitanga. All shared kai should begin with karakia to acknowledge wairua, intentions and relationships.
- **Embedding te reo Māori and tikanga** in everyday delivery - through greetings, concepts, metaphors, mātauranga examples, and honouring the cultural contributions of ākonga.
- **Māori guest speakers and kaiārahi** who offer real experiences, whakapapa stories and culturally grounded guidance.
- **Practice-based, whānau-centred and marae-based learning** that honours Māori learning styles and strengths.
- **Māori role models, mentors and tuakana** across community, education and workplace settings, to inspire pathways and reinforce identity, wairua and self-belief.
- **Encouraging cultural learning** to strengthen identity and confidence - understanding worldviews, whakapapa, tikanga, and the contributions Māori values and the Māori economy make to Aotearoa.
- **Adopting holistic Māori frameworks** such as Te Whare Tapa Whā (Mason Durie) and Te Wheke (Rose Pere), positioning wellbeing at the centre of learning.



Professor Russell Bishop's Te Kotahitanga research reminds us that effective teaching for Māori begins with relationships, culture and collective responsibility. He identifies six core practices that uplift ākonga Māori learners when delivered through a kaupapa Māori lens:

Manaakitanga

– caring for ākonga as whānau, nurturing their wairua and wellbeing.

Mana Motuhake

– believing in every learner's potential and holding high expectations so they can flourish.

Ngā Whakapiringatanga

– creating a learning environment where ākonga feel safe, valued and able to bring their full identity.

Wānanga

– engaging in rich, interactive learning conversations that affirm Māori knowledge and ways of thinking.

Ako

– recognising that teaching and learning is reciprocal; kaiako learn from ākonga; ākonga learn from kaiako.

Kotahitanga

– collaborative response to a shared goal, purpose or outcome leading to improved ākonga achievement.

Together these practices create a culturally sustaining learning environment where Māori can succeed as Māori.



Enacting the core practices to uplift ākonga Māori learners

1 MANAAKITANGA

Caring for ākonga

- Build trust-based relationships
- Use kai to connect
- Invite Māori role models

2

MANA MOTUHAKE

Affirming identity and performance

- Embed te reo Māori and tikanga Māori
- Support identity exploration
- Promote Māori mentors

3

NGĀ WHAKAPIRINGATANGA

Creating culturally safe environments

- Open with karakia, uphold tikanga
- Apply Te Whare Tapa Whā / Te Wheke
- Honour wairua, mauri and whole-person wellbeing

4

WĀNANGA

Meaningful learning interactions

- Ground kōrero in Māori narratives
- Encourage collaborative / whānau-style learning
- Involve community voices to deepen relevance

5

AKO

Diverse, learner-centred strategies

- Prioritise practical and marae-based learning
- Reduce heavy theory; tailor delivery to learning styles
- Use pūrākau, metaphors and traditional knowledge

6

KOTAHITANGA

Collective support for progress

- Connect ākonga with mentors who guide pathways.
- Strengthen relationships between providers, whānau and employers.
- Reinforce lifelong learning



Our teaching kaupapa is “pracademic”

“Whatukura is a Māori-owned and led training provider, working with Te Waharoa – Gateway to Trades, to get rangatahi Māori, 18-24, into career pathways through education, employment and enterprise.

Our 10-week programme kaupapa is holistic – we are helping build the whole person. So, it’s reconnecting with whānau and marae, site visits, hands-on training at our Whatukura workshop, CVs and cover letters, but also helping them understand the new way of technology, with AI literacy and financial capability. We help rangatahi understand how to relate to employers, breaking down some of those barriers of hierarchy and the unknown.

When our tauira are placed in employment, it’s not all ‘high, dry and goodbye’. We check in regularly, and importantly, we check in with the employer too. They are taking on someone new, green to the industry. We want to support both rangatahi and our industry to sustain the initiative, and long-term employment.”



Shem Taiapa

General Manager
Whatukura Ltd.



FIND OUT MORE

[Callaghan Innovation 2025 Industry4 Insights Survey](#)

[Deloitte & Hanga-Aro-Rau: Workforce development needs in New Zealand’s logistics sector](#)

[Deloitte & Hanga-Aro-Rau: Post COVID-19 workforce development needs in New Zealand’s manufacturing and engineering sectors](#)

[Hanga-Aro-Rau White Paper: Strengthening the Vocational Education and Training System to Improve Workforce Transitions: Seven Strategies for Better Attraction, Alignment and Retention](#)

Template: Cultural inclusivity self-assessment matrix for providers

KEY ACTIVITIES	COMMENTS	ACTIONS REQUIRED	RATING (1–5)
Organisation's ethos and programme descriptions uphold equity and Te Tiriti	<ul style="list-style-type: none"> Public statements explicitly reference Te Tiriti o Waitangi, equity for Māori, and commitment to Māori success as Māori. Statements are accompanied by transparent action plans and resourcing. 	<ul style="list-style-type: none"> Review organisational strategy to ensure Māori aspirations are prioritised. Publish annual progress updates on equity, Māori participation and Māori success. Embed Māori leadership in governance and quality assurance. 	<p>1 = Emerging (basic awareness, early-stage activity)</p> <p>2 = Developing (beginning to embed Māori voice)</p> <p>3 = Embedding (regular, authentic practice, evidence-driven)</p> <p>4 = Excelling (leading practice, Māori-led, Te Tiriti o Waitangi-based)</p> <p>5 = Transformational (sector-leading, co-governed with Māori)</p>
All organisational data reports on Māori enrolments, retention, completion, wellbeing and progression	<ul style="list-style-type: none"> Reports are publicly available. Stagnant or declining results automatically trigger internal review and Māori-led response. 	<ul style="list-style-type: none"> Disaggregate all data by Māori / non-Māori. Establish Māori data governance principles aligned with Te Mana Raraunga. (Māori Data Sovereignty Network) Co-design improvement strategies with Māori advisors & communities. 	
Campus names, signage and spaces reflect mana whenua, local histories and pūrākau	<ul style="list-style-type: none"> Local Māori names, narratives and tūpuna are visible and honoured. Stories attached to names are shared widely with staff, ākonga, whānau and visitors. 	<ul style="list-style-type: none"> Partner with mana whenua to curate names, narratives and signage. Include narratives in orientation packs, websites, and guided tours. Ensure visual design respects tikanga and cultural safety. 	
Dedicated Māori learner support team	<ul style="list-style-type: none"> Ākonga Māori know their point of contact. Kaiāwhina understand cross-sector funding, scholarships, and support systems. Strong partnerships with hapū, iwi, Māori providers and community organisations. 	<ul style="list-style-type: none"> Ensure ākonga Māori learner support is properly resourced. Maintain warm referral pathways to iwi, Māori health, and community services. Provide cultural supervision and professional development for Māori staff. 	
New student intakes welcomed with pōwhiri and correct tikanga	<ul style="list-style-type: none"> All-staff attendance demonstrates respect and shared responsibility. Students are briefed beforehand so they understand kawa, roles, process and meaning. 	<ul style="list-style-type: none"> Partner with mana whenua to guide pōwhiri protocols. Ensure ākonga Māori have opportunities to participate in roles if they wish. Embed pōwhiri as a non-negotiable part of induction. 	
Orientation includes whakawhanaungatanga and community-building	<ul style="list-style-type: none"> Sharing kai, building relationships and understanding the strengths each learner brings. Supports mentoring, peer learning, buddy systems and tuakana-teina structures. 	<ul style="list-style-type: none"> Design orientation that centres identity, belonging, cultural safety and whānau connections. Provide structured activities that uplift Māori knowledge and skills. 	
Class sessions incorporate te reo Māori, tikanga and karakia in meaningful ways	<ul style="list-style-type: none"> Kaiako receive professional development to upskill. Reo/tikanga is embedded authentically, not tokenistically. 	<ul style="list-style-type: none"> Provide PLD in te reo Māori, tikanga, cultural safety and anti-racism. Create department-level expectations for reo and tikanga use. 	
High expectations and personalised support for every ākonga	<ul style="list-style-type: none"> Rangatahi are acknowledged personally — names, whakapapa, pronouns, identity. Kaiako communicate belief in ākonga ability and potential. 	<ul style="list-style-type: none"> Establish whānau engagement processes to strengthen learner support. Provide culturally responsive attendance, retention and progression plans. 	
Students know the full range of support services available	Includes hauora, counselling, learning support, accommodation help, financial assistance, kai parcels, and community services.	<ul style="list-style-type: none"> Create a Māori-centred guide to support services. Ensure staff know referral pathways and explain them proactively. 	
Inclusive, culturally safe language and practice modelled across the organisation	<ul style="list-style-type: none"> Leadership models strengths-based approaches to diversity. Professional development emphasises cultural consciousness, anti-racism, equity and understanding of power dynamics. 	<ul style="list-style-type: none"> Mandate Te Tiriti o Waitangi training for all staff. Include cultural safety and responsiveness in staff performance measures. 	
Māori culture and language visible in celebrations, events and graduations	<ul style="list-style-type: none"> Māori keynote speakers and cultural leaders included. Whānau are welcomed and included as essential partners. 	<ul style="list-style-type: none"> Incorporate tikanga into ceremony design. Provide space for waiata, karakia, whaikōrero Celebrate Māori achievement narratives publicly. 	

TERE WAKA

GUIDELINES FOR EMPLOYERS

He tangata, he taonga — employers have a responsibility to create spaces where Māori identity, tikanga and wairua can flourish.

Culture is what makes the workplace

Culture shapes how all of us see the world – and it takes intention to understand perspectives different from our own. Māori bring their whakapapa, tikanga and identity into every space, including the workplace, and employers play a key role in creating environments where this is recognised and respected.

At the same time, rangatahi Māori need clear guidance to navigate workplace expectations in ways that uphold their mana – including communication, teamwork, accountability and understanding how their contribution fits into wider organisational goals.

For Māori and employers to thrive together, both sides need cultural understanding. Employers must learn about Māori values, learning models and collective ways of working, while supporting ākonga to confidently understand the norms of the workplace.

People thrive when they experience true belonging. For Māori, this requires spaces where they can bring their whole selves – their reo, tikanga, whakapapa and wairua – without needing to hide or minimise who they are. Workplaces grounded in whanaungatanga, respect and cultural safety unlock the full potential of their kaimahi Māori.

Challenging Bias and Building Cultural Safety

Unconscious and cultural biases can influence interactions, expectations and decision-making in ways that affect Māori kaimahi. Recognising and addressing these biases is essential for creating culturally safe workplaces.

Leaders must model respect, curiosity and a willingness to learn, ensuring kaimahi Māori employees feel valued and able to bring their whole selves to work.

Cultural safety grows when organisations recognise diverse ways of knowing and doing, and actively create environments where Māori identity and contribution can flourish.

Building capability – he ara whanaungatanga, he ara mātauranga

Understanding equity, Te Tiriti o Waitangi, and bi-cultural foundations is not optional – it is essential for culturally safe and thriving workplaces. Employers should invest in transformational learning, including noho marae, wānanga, iwi-led workshops, and programmes grounded in anti-racism, critical consciousness and Māori knowledge systems.

Embedding this learning must be visible and authentic:

- tikanga and te reo integrated into everyday workplace practices
- spaces and processes that uphold wairua and mana
- visible Māori leadership and bicultural governance
- public reporting on equity commitments and outcomes

Cultural competence is not a project – it is an ongoing journey of relationship, reflection and responsibility.



Hagen Tautari

Strategic Māori Engagement Lead,
Hanga-Aro-Rau

Fostering career progression and leadership opportunities for Māori

“One of the biggest impacts I see of inequities in power and privilege is the intergenerational mindsets of young people. Some of their classmates are brought up knowing their rights, seeing career pathways, knowing how to talk to employers, how to talk up their skills. Others may come from homes where they are the first person to get a qualification and just feel lucky to have a job. They don't talk themselves up, test themselves, and if someone says, ‘You should apply for that job, you'd be great’, their first response is likely to be ‘Would I?’

Schools can make a big difference, especially Kura Kaupapa Māori, building self-belief and pride in Māori values. But it's employers who can provide opportunities by supporting rangatahi to grow their confidence in leading people and developing their talents.

Really, it should be incumbent on all organisations to demonstrate equity and work for positive change – in whatever way they can.”

Upholding Mātauranga Māori in the Workplace

Mātauranga Māori thrives in workplaces where relationships, tikanga, and whakapapa connections are honoured. This is not about “adopting” practices, but building genuine partnerships, creating culturally safe environments, and recognising Māori ways of knowing and being as sources of strength.

Some practical ways to begin strengthening Māori presence and practice in your workplace include:

- Hold wānanga led by Māori cultural advisors or local iwi experts, focusing on people, leadership, and resource management through a Māori lens.
- Build long-term relationships, not one-off engagements. Ensure Māori culture is not used superficially for branding or marketing.
- Invest in meaningful internal learning, helping staff recognise connections between Māori values and workplace practice.
- Make Māori identity visible in authentic ways – te reo Māori in everyday communication, karakia appropriate to context, and sharing stories of Māori success and leadership.
- Creating an annual Māori calendar of significance – Maramataka – celebrating key dates such as Matariki, Mahuru Māori, te wiki o te reo Māori, important iwi / hapū events relevant to your region.

Engaging with external Māori stakeholders

- Do your homework. Understand the tikanga, kawa and expectations of the iwi or hapū you are visiting or hosting.
- Practise correct pronunciation of people's names, organisations and relevant kupu Māori. This shows respect and preparation.

As manuhiri (guests):

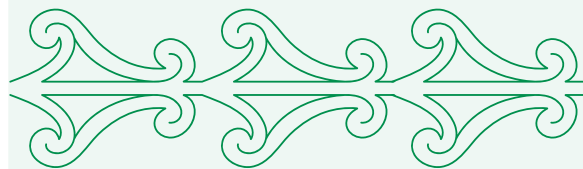
- Ensure you are accompanied by a person / people with the appropriate skillsets (karanga, whaikōrero) to adhere to the tikanga / kawa of the iwi / hapū you are engaging with.
- Ensure your group includes people with appropriate roles – kaikaranga, kaikōrero or cultural advisors who can uphold the tikanga of the haukāinga. Confirm roles such as mihi / whaikōrero, waiata, koha, dress code and introductions (pepeha). Arrive early, prepared, and aligned in your purpose.

As tangata whenua (hosts):

- Determine roles and protocols well ahead of time (e.g. if pōhiri or whakatau, kaikaranga, karakia, hīmene, kaikōrero, waiata, whanaungatanga, pepeha, kai).
- Allocate sufficient resources (seniority, skillset, experience) to uphold the mana of people in attendance and formality of event. Secure skilled kaikōrero and kaikaranga early.
- Establish the tikanga and kawa for your event early – pōwhiri or whakatau, karakia, hīmene, waiata, whanaungatanga, kai. Allocate sufficient time, resources, and seniority to uphold the mana of guests. Ensure kaikaranga and kaikōrero are experienced and properly briefed.
- Practise your pepeha, karakia and waiata so that the event reflects mana whenua values.

Kaua e haere me tō rae anake – never arrive empty-handed:

- Bring kai for informal gatherings, or koha appropriate to the context and iwi / hapū protocols.
- Offer something meaningful in return – information, resources, follow-up material, or further opportunities for collaboration.



Mātauranga Māori is knowledge that is carried through whakapapa – shaped by the values, principles, histories and relationships of iwi, hapū and whānau to one another and to the natural world. It is expressed through the distinctive narratives, tikanga and worldviews found across different regions and communities.

Grounded in generations of observation, innovation and environmental understanding, Mātauranga Māori offers organisations profound insights into leadership, decision-making and sustainable practice. When honoured and applied with integrity, it can inform approaches that prioritise:

- **kaitiakitanga** – long-term environmental and social sustainability
- **whanaungatanga** – trust, loyalty and meaningful relationships
- **kotahitanga** – collaboration and collective responsibility
- **manaakitanga** – people-centred practice and wellbeing

Mātauranga Māori is not simply a set of ideas; it is a living, relational knowledge system that can guide modern organisations toward more ethical, innovative and future-focused ways of working.



Te Tiriti o Waitangi in the workplace – He kawenata, he hononga, he haepapa – A covenant, a connection, a responsibility

Te Tiriti o Waitangi is the founding covenant of Aotearoa. It sets out the relationship between Māori and the Crown, and shapes how organisations uphold Māori rights, authority, wellbeing and participation. Te Tiriti o Waitangi lives in the workplace through daily decisions, policies, leadership, and respectful partnership with Māori, and provides a framework for shared responsibility:

- **Kāwanatanga – Responsible Governance.** The Crown and its partners must actively protect Māori rights, interests and taonga. In workplaces, this means **engaging with mana whenua and Māori communities** on issues that impact them and ensuring policies reflect their priorities.
- **Tino Rangatiratanga – Self-Determination.** Māori have the right to lead, make decisions and control their own resources, knowledge and cultural practices. Workplaces must ensure actions **enhance Māori wellbeing, representation and authority**, not diminish it.
- **Mana Ōrite – Equity and Participation.** Māori and Tangata Tiriti must have equal access, voice and opportunity. In practice, this means ensuring **Māori representation at all levels**, shared decision-making, and fair access to opportunities.

Developing a Te Tiriti o Waitangi mindset

Before: 'We do this and you do that'

After: 'What I do impacts what my staff do, which shapes organisational culture, which affects what my customers and community see, which builds our reputation and success.'

Honouring Te Tiriti o Waitangi is an expression of integrity, respect and partnership – and essential for a thriving, equitable workplace.

Organisations can begin strengthening their Te Tiriti o Waitangi-based practice by:

- Investing in Te Tiriti o Waitangi learning for leaders and staff, facilitated by experts familiar with local kōrero, histories and iwi contexts.
- Seeking guidance from kaimahi Māori staff, while recognising it is not their responsibility to educate or carry the cultural load for the organisation.
- Holding wānanga or training on marae, deepening understanding of local tikanga and the living presence of whakapapa.
- Creating opportunities for relationship building across teams, roles and departments to strengthen trust and whanaungatanga.
- Learning from case studies of organisations with strong Te Tiriti o Waitangi-based practice.
- Building genuine relationships with local iwi, hapū and marae through consistent, respectful engagement.
- Developing a Te Tiriti o Waitangi strategy in partnership with internal and external Māori stakeholders, with clear measures of accountability and progress.
- Making Te Tiriti o Waitangi commitments visible – policy on the wall, regular agenda items, transparent reporting, and leadership modelling.

Two employers talk about their experiences recruiting and managing their workforce



ROB BRAUN
Main Autocentre

A game-day approach: it's about the success of the team

"Our main staffing challenge is getting young people interested in a career in the collision repair or mechanical industries. It's quite high tempo, with deadline pressures. We try to work on a team culture, like playing a sport: each day is its own game, with its own goals. It's a team, but we also emphasise goals and personal achievement.

We have 45 employees from 19 different nationalities. We have occasions throughout the year when people can bring in their own cultures and share food, that's great, but above all, we are building a workplace culture, it's very inclusive, multicultural."

Watch Rob talking more about what employers are looking for:

<https://hangaarorau.nz/wp-content/uploads/2025/12/Rob-Main-Auto-Final.mp4>



**STEVE, MARIA AND
ALYSSA TOMLINSON**
Koru Customs
& International Freight Ltd

It's more than just a workforce; we're whānau as well

"We're a Māori family business and we like to bring a bit of flavour to our industry and what we do. Māori are really good at hospitality and we're able to build relationships easily; people respond to that, and they tell their friends. You don't hear about our industry in Māori circles... But we can influence people by inviting them in to meet us. It's about the way we carry ourselves and how we represent who we are."

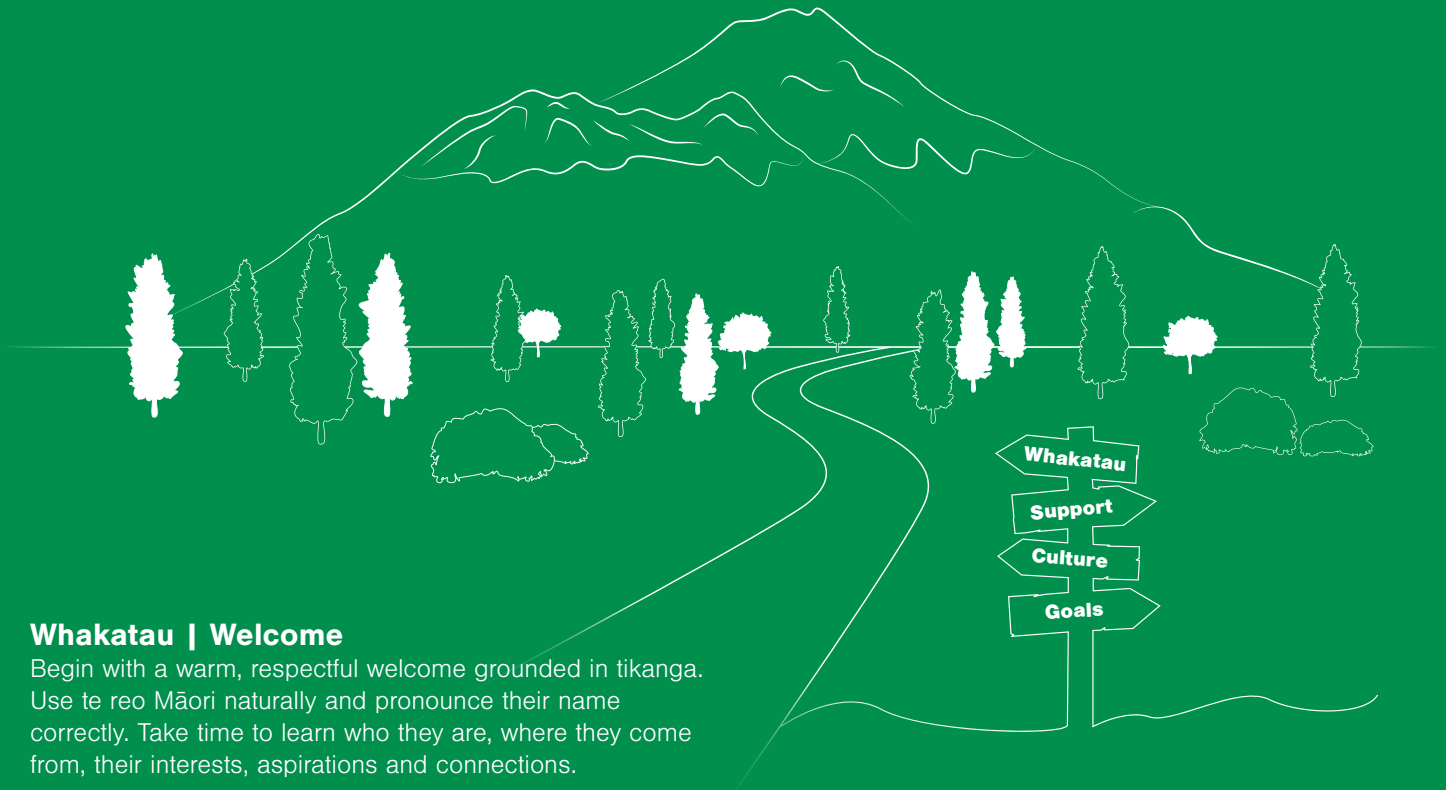
Read the full interview:

<https://hangaarorau.nz/maori-profiles-steve/>



Creating positive experiences when inducting rangatahi Māori

A strong induction honours whakapapa, supports belonging and reflects values of manaakitanga, whanaungatanga and kotahitanga. Below are some practical ways to help guide your organisation.



Whakatau | Welcome

Begin with a warm, respectful welcome grounded in tikanga. Use te reo Māori naturally and pronounce their name correctly. Take time to learn who they are, where they come from, their interests, aspirations and connections.

Whanaungatanga | Introductions

Provide guided introductions that focus on building relationships. Walk with them through key spaces, introduce them to important people and allow time for relaxed kōrero with their manager and peers. Relationship building cannot be rushed.

Tuakana-Teina | Support

Pair the rangatahi with a tuakana who can support them culturally, socially and professionally. This relationship should be intentional, reciprocal and founded on care, trust and responsibility.

Health & Safety | Site access

Ensure the rangatahi understands safety procedures, equipment, access cards and responsibilities. Deliver this guidance patiently and supportively.

Workplace expectations

Explain expectations in a clear and mana-enhancing way – daily routines, communication practices, protocols, and organisational structure. Recognise that rangatahi bring different strengths and experiences, and avoid deficit assumptions.

Organisational culture

Describe the organisation's values, tikanga and ways of relating. Share how cultural identity is supported, and encourage Māori employees to bring their full selves to work and contribute their own ideas and perspectives.

Mātauranga Māori | Te Tiriti o Waitangi commitments

Explain how the organisation honours mātauranga Māori, tikanga Māori and Te Tiriti o Waitangi in everyday practice. Clarify what this means for them – their rights, protections, support and opportunities.

Learning goals & future pathways

Discuss their interests, strengths, career goals and potential study pathways. Identify opportunities for qualifications, growth and Māori-led mentoring.

Strengths-based feedback

Provide regular, affirming feedback that recognises their achievements and contributions. Formal reviews should be mana-enhancing, supporting confidence, capability and growth.

Manaakitanga & pastoral support

Have holistic kōrero about their responsibilities outside work – whānau, sport, transport, community roles. Approach this with care and empathy.

Regular check-ins

Stay connected during the first weeks and months. Seek feedback, address any needs and adjust support as required. Prioritise rangatahi wellbeing and sense of belonging.



Template: Cultural inclusivity self-reflection

FIELD		CHECKLIST
HUMAN RESOURCES		
Workforce Representation & Equity		<ul style="list-style-type: none"> • What proportion of your workforce identifies as Māori (and other priority groups), and how does this reflect your community and industry? • How is representation reported to uphold Mana Ōrite and Te Tiriti o Waitangi obligations? • What strategies actively strengthen Māori participation, retention and progression? • How do diversity goals reflect partnerships with mana whenua and local Māori communities?
Recruitment		<ul style="list-style-type: none"> • Do job advertisements reflect Māori values, local identity, te reo Māori and inclusive language authentically? • Are recruitment processes mana-enhancing, culturally safe and supportive of whānau involvement? • Do first impressions of your organisation demonstrate tikanga, cultural safety and a living commitment to Te Tiriti o Waitangi? • Are cultural responsibilities and pastoral supports openly discussed and understood?
Retention & Belonging		<ul style="list-style-type: none"> • How are Māori cultural identities affirmed, normalised and upheld in daily workplace life? • Do rangatahi Māori have access to tuakana-teina support, Māori mentors and relational guidance? • What systems ensure the workplace is culturally safe and free from bias or harmful assumptions? • Are there anonymous and culturally safe avenues for kaimahi Māori staff to raise concerns, provide feedback and influence improvements?
Professional Development & Upskilling		<ul style="list-style-type: none"> • Do new rangatahi have learning plans grounded in their strengths, aspirations and cultural values? • Are kaimahi Māori staff supported to study toward qualifications (including flexible hours, mentoring and culturally safe learning conditions)? • Is access to PD opportunities equitable for Māori at all levels - including leadership, technical training and digital skills? • Are Māori models of learning and mātauranga integrated into PD design?
Progression & Succession Planning		<ul style="list-style-type: none"> • Are rangatahi Māori supported to meet with leaders to explore long-term career pathways? • Are job-shadowing, tuakana-teina and guided learning built into career progression? • Are internal opportunities offered equitably, with clear pathways into senior roles? • Is Māori leadership actively recognised, nurtured and elevated?
Performance Hui		<ul style="list-style-type: none"> • Are performance conversations strengths-based, mana-enhancing and future-focused? • Are hui conducted in ways that reflect tikanga and whakawhanaungatanga, with whānau involvement if appropriate? • Are cultural contributions recognised and valued - such as supporting tikanga, uplifting reo Māori, strengthening iwi/hapū relationships or guiding cultural practice?



FIELD		CHECKLIST
WORKPLACE CULTURE		
Cultural Identity & Everyday Practice		<ul style="list-style-type: none"> • How is Māori identity made visible, valued and normalised across the workplace and in social spaces? • Are there regular opportunities for whanaungatanga, connection across departments and shared learning? • Are tikanga, karakia, waiata and te reo Māori authentically embedded across formal and informal workplace life? • Are there occasions when whānau can be invited?
MĀTAURANGA MĀORI & RELATIONSHIPS		
Partnerships with Māori Communities		<ul style="list-style-type: none"> • Do you know your local iwi and hapū? Do they know you; have they visited the worksite? • Have you explored opportunities to partner with them, to progress rangatahi employment?
Mātauranga Māori, Te Reo & Te Tiriti o Waitangi Capability		<ul style="list-style-type: none"> • Do you offer staff learning in Kaupapa Māori, tikanga, te reo Māori, Te Tiriti o Waitangi and cultural safety? • Do you use local marae or Māori-led spaces for wānanga and development opportunities? • Are tikanga, karakia, waiata, and te reo Māori natural features of your workplace environment and practice? • Are policies on equity, cultural safety, inclusivity and Te Tiriti o Waitangi visible, understood and consistently practised across the organisation?



FIND OUT MORE

[Good Employer Matrix - Uptempo](#)

[Groundwork. Rauemi / Resources](#)

[Hanga-Aro-Rau. Mātauranga Māori Guidelines](#)

[Hanga-Aro-Rau White Paper: Redesigning the Vocational Education and Training system to unlock the potential of Māori and the Māori economy through workforce development](#)

[Massive Collective: Mātauranga Māori: Integrating Traditional Knowledge into Modern Business Practices](#)

[Te Pūkenga. Te Pae Tawhiri: Tiriti o Waitangi excellence framework](#)

[Wolfgang Holdings. Honouring Te Tiriti in your workplace](#)

TERE WAKA

GUIDELINES FOR RANGATAHI

Preparing for the world of work

Your first job after school can feel big, but you already carry many strengths from your whānau, hapū, iwi, kura, marae, community and teams. When you recognise these strengths, you step confidently into the world of work.

Four things every rangatahi can build to step confidently into the world of work:

WHO YOU ARE (IDENTITY, STRENGTHS, VALUES)

Your strengths show in how you move, how you kōrero, and how you handle challenges.

Your core strengths

- **Communication:** listening properly, speaking clearly, asking smart questions
- **Teamwork:** supporting the kaupapa and working together like a whānau
- **Self-management:** turning up, being reliable, staying prepared
- **Problem-solving:** using initiative, being creative, knowing when to ask for help
- **Resilience:** staying grounded when things get hard, learning from the experience
- **Positive attitude:** showing curiosity, energy and willingness to learn

Keep your stories — from kura, home, marae, kapa haka, sport or whānau events — these become your interview examples.

HOW YOU SHOW UP (ATTITUDE, RELIABILITY, WORK HABITS)

Employers notice your mauri, not just your CV.

- Turn up on time
- Show you're keen to learn
- Be helpful, respectful, and engaged
- Leave a good impression — people remember how you made them feel
- Sometimes the person you meet today becomes the referee or employer who backs you later.

Learn from what has worked for others

Explore the journeys of Māori in Manufacturing, Engineering and Logistics - how they started, what inspired them, and the pathways they followed. Their stories show the many ways Māori succeed and lead in these industries.

<https://hangaarorau.nz/maori-profiles/>



Paris Mitchell,
Boat building

<https://hangaarorau.nz/maori-profiles/>

WHAT YOU CAN DO (SKILLS, LEARNING, QUALIFICATIONS)

You don't need every skill on day one — you just need to show you're willing.

- Go to career expos, guest speakers and school guidance events
- Follow up with people you meet — initiative shows you're serious
- Volunteer or do work experience; keep short notes on what you did
- If you can, ask someone to take photos of you in "work mode" — great for a portfolio
- Know the basics about the job and the company before you apply.



WHO YOU KNOW (RELATIONSHIPS, MENTORS, NETWORKS)

Your whānau, kura, iwi, community and online networks are part of your superpower.

- Talk to people already in the industries you like
- Ask for advice — most adults love helping rangatahi
- Build relationships early; stay connected
- Let people know you're keen — opportunities often travel through people.

BACK YOURSELF!

You already come from strength.
Your whakapapa, your experiences, your voice — all of that is value in the workplace.

PREPARE WELL

Keep your CV and Cover Letter tidy and error-free

Get someone you trust to look over it

Practice interviews with a friend, whānau, mentor or careers advisor

Practice eye contact, respectful language and giving examples from your life

Prepare a couple of questions: training, growth, new technology, leadership pathways

Leave the interview letting them know you're interested

Ask when you'll hear back

Celebrate every step — every interview, every kōrero, every attempt grows your confidence and your future.



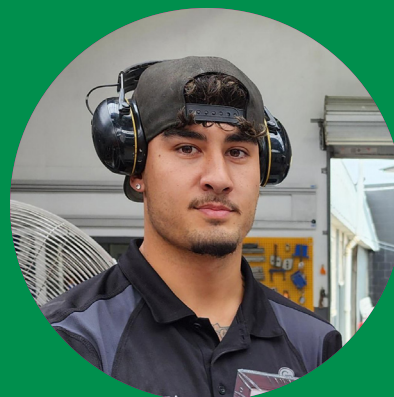
Eli Tilyard,
Qualified Automotive
Refinisher

<https://hangaarorau.nz/maori-profiles/>



Jet Te Aho,
Apprentice Collision Repairer

<https://hangaarorau.nz/maori-profiles/>



Cuba Te Aho,
Apprentice Collision Repairer

<https://hangaarorau.nz/maori-profiles/>



Research your options

Explore Māori training organisations, iwi-led programmes and kaupapa Māori pathways that align with your values, strengths and future goals.

Many young people don't feel heard these days

"Here at Whatukura, we're a whānau-oriented culture. Manaakitanga, whanaungatanga – we do it naturally, everyday. The culture is important; they feel welcome, comfortable. They keep coming back; whānau too. We understand where our taura are coming from, how to have a conversation with them, and we can be a shoulder to lean on.

An apprentice will get what an apprentice gets. I completed my trade a few years back, and it's not always flowers and rainbows! Being young, sharing my story I think I can be relatable, walking the path alongside our rangatahi and helping them to build confidence and resilience. We can also be a bit of a mediator, preparing our young people for a job, setting up appointments, going along to the interview with them, helping the transition."



Cwyntin Taiapa
Programme Manager
Whatukura Ltd.

FIND OUT MORE

[Hanga-Aro-Rau. Employer guide to building career pathways with young people.](#)
[Tahatū Career Navigator](#)

Template: Demonstrating your strengths

Use this template to reflect on your strengths and prepare confident kōrero for interviews.

Transferable skill	Questions you may be asked	Examples
Positive attitude and work ethic <ul style="list-style-type: none"> • Brings positive energy and good wairua • Is reliable, prepared and follows through • Shows commitment to the kaupapa and the team 	<p>“Tell me about a time you kept going even when things were challenging.”</p> <p>“How do you stay motivated when you have a big task ahead?”</p>	<ul style="list-style-type: none"> • “I helped my whānau host a hui at our marae and stayed until all the pack-down was finished - I don’t leave things half done.” • “I volunteered in our community kai programme outside of school hours. I stayed until every whānau had what they needed.” • “I committed to early morning kapa haka practices twice a week to improve my bracket.”
Communication <ul style="list-style-type: none"> • Communicates clearly and respectfully • Listens deeply and asks thoughtful questions • Shares ideas in a way that supports the kaupapa 	<p>“Tell me about a time you had to explain something clearly.”</p> <p>“How do you make sure you understand what’s expected of you?”</p>	<ul style="list-style-type: none"> • “Kapa haka taught me how to communicate clearly, listen to instructions and work as one group.” • “I helped guide new students around school, answering questions and making them feel welcome.” • “I organised a project with my classmates and made sure everyone understood their roles.”
Teamwork and cultural awareness <ul style="list-style-type: none"> • Works well with others to achieve shared goals • Respects cultural difference and diversity • Contributes to an inclusive, positive team environment 	<p>“Tell me about a time you worked with others to complete something important.”</p> <p>“What have you learned from people with different backgrounds?”</p>	<ul style="list-style-type: none"> • “I played in my school’s sports team where players from different year groups and cultures worked together to win games.” • “I joined our school’s environmental rōpū and helped organise a clean-up with students from different cultures.” • “I performed in Pasifika and Māori groups for shared events – it taught me how to honour different cultures.”
Self-management and responsibility <ul style="list-style-type: none"> • Manages time and commitments well • Looks after own wellbeing • Takes responsibility for completing tasks 	<p>“How do you stay organised for school, sport or community commitments?”</p> <p>“How do you manage your time to meet deadlines?”</p>	<ul style="list-style-type: none"> • “I organised my own transport and gear for Gateway, always arriving prepared.” • “I planned my study schedule during NCEA to stay ready and focused.” • “I prepared the correct uniform and equipment each week for refereeing junior sports.”
Willingness to learn and adaptability <ul style="list-style-type: none"> • Open to trying new things • Asks for help when needed • Adapts in changing situations 	<p>“Tell me about something new you learned and how you learned it.”</p> <p>“What do you do when you’re unsure how to complete something?”</p>	<ul style="list-style-type: none"> • “During work experience I didn’t know the booking system at first, so I asked for āwhina (help) and learned it by the end of the day.” • “When our school event location changed suddenly, I helped adjust the setup and kept things moving.”

TERE WAKA

GUIDELINES FOR IWI AND COMMUNITY AGENCIES

Building meaningful relationships grounded in place and people

Iwi involvement in education is an expression of tino rangatiratanga and the intergenerational responsibility iwi hold for the wellbeing of their people and their whenua. Iwi bring deep regional knowledge, whakapapa-based relationships, and long-term workforce aspirations shaped by local context. When education systems honour iwi leadership – rather than seeing iwi as stakeholders – pathways become more relevant, future-focused and grounded in mātauranga Māori. This strengthens whānau, hapū and communities, while contributing to a thriving Māori workforce across Aotearoa.

Māori organisations bring deep expertise, whakapapa-based relationships, and a commitment to strengthening Māori enterprise, employment and regional development. These groups play vital roles in supporting Māori workforce aspirations, fostering collaboration, and advancing opportunities for rangatahi, whānau and communities. The list below is not exhaustive, but provides a helpful starting point for those wanting to engage authentically with Māori business networks grounded in mana whenua and local priorities

A broad network of regional and national Māori organisations and associations are interested in mahi that advances the Māori workforce. While not exhaustive, this list serves as a useful reference point for those looking to strengthen connections, foster collaboration, and engage more meaningfully with Māori business networks across Aotearoa.

Te Ika-a-Māui (North Island)

- Te Tai Tokerau – [Whāriki Māori Business Network](#)
- Tāmaki Makaurau – [Whāriki Māori Business Network](#)
- Hamilton – [Te Hūmekā](#)
- Rotorua – [Takiwāi](#)
- Tauranga – [Tauranga Māori Business Association](#)
- Taranaki – [He Toronga Pakihi ki Taranaki](#)
- Whanganui – [Te Manu Atatū](#)
- Kāpiti & Horowhenua – [Te Rōpū Pakihi](#)
- Wellington – [Te Awe](#)

Te Waipounamu (South Island)

- Otago/Southland – [Te Kupeka Umaka Māori ki Araiteuru \(KUMA\)](#)

National

- [Amotai Supplier Diversity Aotearoa](#)

Māori education organisations

- [Mātauranga Iwi Leaders Group \(MILG\)](#)
- [Iwi Chairs Forum](#)
- [New Zealand Qualifications Authority: Māori and Equity](#)

Māori employer support

- [Good Employer Matrix \(GEM\)](#)

Government ministries with resources / funding to support Māori education and employment

- [Te Puni Kokiri – Ministry of Māori Development](#)
- [Ministry of Business, Innovation & Employment](#)
- [Ministry of Social Development](#)
- [Ministry of Education](#)
- [Tertiary Education Commission Fund Finder](#)
- [Careers.govt.nz](#)

Coordinating Holistic Support for Rangatahi Māori

Schools, training providers, employers and government agencies all play important roles in the educational journey – from qualifications and jobs, to funding and policy. For rangatahi Māori, however, success is also deeply shaped by whānau, hapū, iwi and community. This approach acknowledges their whakapapa, responsibilities, aspirations and hauora – and ensures that support is culturally grounded, and responsive to the realities they face.

Rangatahi Māori are strong, resourceful and capable. At the same time, many are navigating complex social and systemic pressures that can affect their access to employment, education and training. For example:

- For some whānau, urbanisation and past Crown policies have disrupted connections with iwi and hapū. This can make it harder for rangatahi to access traditional support networks when navigating complex, intergenerational challenges.
- Some rangatahi grow up in whānau and communities impacted by intergenerational trauma, unemployment, poverty and mental distress – often linked to the ongoing impacts of colonisation and inequitable systems. These pressures can affect confidence, stability and access to opportunities.
- Many Māori live with impairments or disabilities, yet continue to navigate systems that were not created with them in mind. Interactions with agencies, complex forms, and rigid processes can create unnecessary barriers – highlighting why responsive, inclusive design with them and their whānau at the centre is essential.
- Many rangatahi carry significant responsibilities – such as caregiving, helping with finances, or supporting siblings and kaumātua. These roles show leadership and whānau commitments but can also limit the time and energy available for study, training or work.



Iwi, hapū and Māori communities know their rangatahi best – their strengths, their whakapapa, their dreams and the challenges they face. They provide support and services in ways grounded in tikanga, as well as advocating for rangatahi and helping them access resources, funding and opportunities.

Examples of kaupapa to uplift and support rangatahi:

- Fostering a sense of belonging through values such as whanaungatanga, kotahitanga and manaakitanga, and ensuring rangatahi have trusted people they can talk to
- Supporting cultural learning and helping rangatahi recognise how marae, whānau and community activities build transferable skills for work
- Strengthening understanding of holistic hauora – including wairua, hinengaro, tinana and whānau – and the importance of balance
- Providing culturally safe spaces to address challenges such as alcohol or drug use, and to restore wellbeing and balance
- Offering mentoring and work-readiness support – including interview preparation, building confidence, and fostering a sense of purpose and aspiration
- Using whakapapa and community networks to connect rangatahi with voluntary work experience, job shadowing and local employers
- Providing references and endorsements that recognise rangatahi strengths and contributions
- Supporting practical life skills such as gaining a driver licence
- Helping with practical tasks such as setting up bank accounts, IRD numbers, KiwiSaver, budgeting and accessing social services
- Identifying Māori scholarships and other funding opportunities, and supporting rangatahi with applications.

No expiry date.

Delivering to our people, for our people, by our people.

A coordinated, people-centred approach to supporting rangatahi is often described as a ‘wraparound’ model, where services work together, stay connected, and adapt to the needs of the young person. This ensures that support is continuous, flexible and responsive to the realities of their life, whānau and community.



FIND OUT MORE

[Hanga-Aro-Rau White Paper: Redesigning the Vocational Education and Training system to unlock the potential of Māori and the Māori economy through workforce development](#)



Case study: From Te Waharoa to Ka Hao Te Rangatahi. Success in supporting rangatahi into industry

Te Waharoa – Gateway to the Trades is a transformative 10-week programme designed to prepare selected Waikato-Tainui rangatahi for meaningful and sustainable careers in the trades. The programme combines cultural education with practical employment skills, helping rangatahi Māori understand their identity and heritage while navigating the world of work. The placement success rate to date has been over 90%.

The backstory

2017

Waikato-Tainui iwi were investing successfully in economic development and wanted their own people to be able to take up the resulting economic opportunities. Using a members' register to identify those not in employment, education or training (NEET), the iwi started working with BCITO in trades and construction sectors, then with others: MITO, Connexis and Competenz. They created a short pre-employment programme as a transition into the workforce – they called this programme Te Waharoa – The Gateway.

2020-2023

Waikato-Tainui continue to build Te Waharoa partnerships in the South Auckland region, including the successful employability skills development course with Māori Education and Training provider Te Whatukura. Listen to Managing Director Stuart Lawrence describe the programme's genesis and partnerships here: <https://www.whatukuraltd.co.nz/>

2024

Waikato-Tainui start working with Hanga-Aro-Rau to extend the programme into Tāmaki Makaurau. A pilot programme in the collision repairs industry is developed with MITO, and for the first time Te Waharoa includes a level 2 qualification, as a pathway to a L3 apprenticeship. Key event: a breakfast hui to explain and launch Te Waharoa in Auckland, attended by VET stakeholders, government ministries, and 26 industry employers invited from H-A-R's database – based on prior knowledge of numbers of jobs available, what types and levels of jobs.

2025

Te Waharoa partners continue to explore new trade pathways and partnerships with industry.

Key enablers include:

- Inter-agency relationship building and partnerships: the “village” approach
- A whānau-centric model
- Cultural connectedness
- Ongoing pastoral care
- The brokering, connecting and championing role, linking iwi, MSD, employers and providers



FIND OUT MORE

Ngaa Ara Umanga | Career Pathways Team at Waikato-Tainui:

<https://waikatotainui.com/hapori/careers-and-pathways/>

Why Te Waharoa works so well

STUART LAWRENCE

Executive Director
Whatukura Ltd.

**When we're in the trenches, we're
all in the trenches; when we're
celebrating, we're all waving the flags!**



"We've been delivering Te Waharoa for four years now, with over 140 graduates, entering a whole range of trades.

The biggest part to working with our whānau, particularly in an iwi space, is helping our people to look through a different lens. A lot of our young people, and their whānau, don't get the opportunity to learn about the workplace, or some of the business models we have in Aotearoa. We take them out to worksites, we start at half past six every morning and work through till four every afternoon. We're introducing the world of work, and we're allowing change, intergenerational change, to happen.

Iwi are clear, they want rangatahi to connect back to their whānau. So we have a week where this is the focus, at Rangiriri Pā, at the marae and at the urupā, to ensure they understand that we are walking where our forefathers set the ground for us to go. We speak to all the family before we take someone on, working alongside them. We understand the challenges, we've shared them ourselves, but we want to help people get on the front foot. To work in a Eurocentric model, but understand and retain our own Māori culture, and find the middle ground.

As an organisation, we work with industry – we design, deliver and decision-make together. We have a bit of a flip model. Employers ask us for the right person: someone who can turn up on time, ask questions, work as a team. Then we find them the right person."



TERE WAKA

GUIDELINES FOR THE PUBLIC SECTOR – LOCAL AND NATIONAL GOVERNMENT

The Crown's role in partnerships with Māori

The Crown has constitutional obligations under Te Tiriti o Waitangi to uphold tino rangatiratanga, ensure equitable outcomes, and work in genuine partnership with Māori. Public sector agencies must build the capability to honour these responsibilities – not simply through cultural competence, but through structural change, shared decision-making with iwi and hapū, and embedding Te Tiriti o Waitangi in governance, policy, and everyday practice. This includes ongoing professional learning in Te Tiriti o Waitangi, Te Ao Māori, te reo Māori, and understanding the impacts of colonisation.

Some guiding principles for achieving better Māori engagement:

- Engagement begins with whanaungatanga – building authentic, whakapapa-informed relationships with iwi and hapū. Understanding local histories, aspirations and priorities ensures engagement is meaningful and not transactional or tokenistic.
- Authentic partnerships require a deep understanding of mātauranga Māori and visible actions that demonstrate commitment to Māori worldviews. Crown partners must show this kaupapa is lived within their own organisation – not only when working with Māori stakeholders.
- Tikanga and kawa must be upheld consistently – guided by mana whenua. Protocols before, during and after hui should reflect respect for the local iwi, their roles, their language, and their leadership.
- Government agencies carry the responsibility to build their own Te Tiriti o Waitangi and cultural capability. It is not the role of Māori organisations to educate or correct Crown partners. Preparing appropriately demonstrates respect and reduces cultural burden on Māori.
- Te Ao Māori decision-making is grounded in collective processes such as kōrero, wānanga, consensus-building and relationship-based dialogue. Timeframes must allow for these tikanga-led processes to occur meaningfully with whānau, hapū and iwi.
- Meeting with iwi and Māori organisations in their own spaces - especially marae – upholds mana whenua, demonstrates respect, and creates opportunities for government staff to deepen their cultural understanding as Tangata Tiriti.
- Reciprocity (utu) is essential. Engagement must create balance, mutual benefit and enduring value for Māori, not just for the Crown. The purpose, outcomes and benefits must be transparent and agreed in advance.

“Ngāi Te Rangi ‘Ko Rauru Kītahi e’: Our word is our bond. When we commit to honouring hapū and iwi values, there is no back-tracking, and no deviation”

Turi Ngatai, interim ISG Chair and advisor, Hanga-Aro-Rau

Strengthening Māori leadership and representation across all levels

- Aotearoa continues to experience deep inequities in social and economic outcomes for Māori – inequities rooted in colonisation, systemic bias, and the Crown's failure to uphold tino rangatiratanga. One of the key drivers of these inequities is that Māori are too often excluded from decision-making and design processes that directly affect them.
- To transform education, Māori leadership, perspectives and priorities must be embedded at every level – from policy and qualification development, to workforce planning, transitions, and industry decision-making. This is not an optional addition; it is central to honouring Te Tiriti o Waitangi and creating a system that works for Māori learners, whānau, employers and communities.



Growing Māori Leadership and Influence Across the Education Ecosystem

- Ensure recruitment and selection processes uphold Te Tiriti o Waitangi, value mana whenua authority, and prioritise Māori leadership from the earliest stages of design – not after decisions have already been shaped.
- Selection panels must include appropriate Māori representation, reflect regional diversity, and be empowered to influence final decisions. Panel membership, criteria and processes should be transparent and grounded in equity.
- Māori representatives must hold genuine decision-making authority, be visibly connected to their communities, and be supported to advocate for iwi, hapū, whānau and Māori industry aspirations. Their roles, responsibilities and channels of accountability should be clear to all stakeholders.
- Prioritise Māori leaders, expertise in mātauranga Māori, and strong connections to iwi and regional contexts. Their leadership should shape educational design across all sectors – schools, wānanga, universities, workplaces and industry.

Cross-sector hui and wānanga help grow Māori leadership, strengthen networks, and expand the pool of potential candidates. This ensures representation is not limited to the same individuals, but creates opportunities for emerging voices and new perspectives across the motu.

“It’s the follow-through.
They will always say they
are consulting, but who are
they talking to and are they
representative of the entire
sector and what are they doing
after hearing the feedback?”

Iwi leader, 2024

“We want to select our
own representatives, iwi-
endorsed, not Crown
appointed.”

Māori industry representative, 2024





There are some good models around to build from

- **Whanake Māori - Hanga-Aro-Rau:** A kaupapa-led approach to strengthening Māori workforce development and regional engagement.
<https://hangaarorau.nz/whanake-maori-kaupapa/>
- **Kāhui Ahumahi:** A collective Māori leadership group supporting Māori-Crown relationships and sector transformation.
<https://ohuahumahi.nz/te-kahui-ahumahi/>
- **Te Au Awenga - Industry Stakeholder Group (ISG):**
Demonstrates intentional representation from Māori and Pacific organisations, iwi networks and regional partners.
<https://hangaarorau.nz/for-industry/our-industry-stakeholder-group/>
- Hanga-Aro-Rau's nine National Industry Advisory Groups are also strong examples of equitable Māori and Māori employer representation, representing Automotive, Commercial Transport, Engineering, Extractives, Food and beverage manufacturing, General manufacturing, Marine, Ports and maritime transport, Supply chain and distribution:
<https://hangaarorau.nz/national-industry-advisory-groups/>

“We remain committed to supporting our industries, honouring the voices of Māori and Pacific Peoples, and contributing to a vocational education system that is future-focused, equitable, and enduring.”

Renata Hakiwai, Hanga-Aro Rau
Council Chair



Glossary

Māori	English
Ākonga	Apprentice, learner
Hapū	A kinship collective bound by whakapapa, whenua and shared identity. Hapū are the core political and social unit in te ao Māori, exercising authority, decision-making and guardianship within their rohe
Haerenga	Journey
Hanga-Aro-Rau	The Māori name gifted to the Workforce Development Council responsible for Manufacturing, Engineering and Logistics (2020–2025), denoting focus, intent and collective attention toward building industry pathways
Iwi	A large kinship collective descended from a common ancestor, connected to specific whenua, hapū and whakapapa narratives. Iwi embody identity, land, authority and social structure
Ka Hao Te Rangatahi	Hanga-Aro-Rau name for the Waikato-Tainui partnership initiative in Auckland, 2024-2025. Inspired by the whakatauki “Ka Pū te Ruha – Ka Hao te Rangatahi – when the old net is cast aside, the new net goes fishing”, reflecting intergenerational succession, renewal and the rising leadership of rangatahi, continuing the work of those who came before
Kaiārahi	Leader, guide
Kaitiakitanga; kaitiaki	A responsibility of care, protection and stewardship grounded in whakapapa. Kaitiaki are those with inherited obligations to look after people, whenua, wai, taonga and spiritual wellbeing
Karakia	Incantation, spiritual expression or affirmation used to invoke protection, guidance, connection or intention
Kaupapa Māori	A Māori-centred theory, philosophy and practice grounded in tikanga, whakapapa and Māori ways of knowing, being and doing
Kōrero	Spoken or shared knowledge – includes stories, discussions, discourse and narratives passed down through generations
Mahi	Work, job, employment, trade (work), practice, occupation, activity, exercise, operation, function
Manini waka; tere waka	The Whanake Māori team adopted this metaphor to describe two types of engagement: Manini Waka: Strengthen connections across the education ecosystem to enhance workforce development for industry and employers; Tere Waka: Create pathways for rangatahi Māori into higher-skilled, future-focused employment.
Manaakitanga	Showing care, respect and generosity to others, uplifting their mana through how we host, support and relate
Mātauranga Māori	Contextually relevant knowledge, values and principles of significance to iwi, hapū, whānau, and their relationship to the environment which are expressed, demonstrated and reflected through national, regional and local variances and narratives.
Pōwhiri	Welcome ceremonies
Pou	Pillars
Pūrākau	Stories, oral histories, legends
Rangatahi	Young people, the younger generation
Rohe	Region – based on traditional iwi lands



Māori	English
Tangata whenua; Tangata Tiriti	The two partners in Te Tiriti o Waitangi: tangata whenua are people of the land, i.e. Māori; tangata Tiriti are those who belong to Aotearoa through Te Tiriti o Waitangi
Tauira	Student, apprentice, learner
Te Ao Māori	The Māori world view which acknowledges the interconnectedness and interrelationship of all living things and the natural world
Te Ōhanga Māori	The Māori economy
Te reo Māori	The Māori language
Te Tiriti o Waitangi (Te Tiriti)	The Treaty of Waitangi
Te Waharoa	The Gateway. The original Waikato-Tainui name for the pre-employment skills development course run in the Waikato region for youth.
Te Whare Tapa Whā	A Māori health model developed by Sir Mason Durie using the wharenui (meeting house) as a symbol for the four cornerstones of Māori health: whānau (family), tinana (physical), hinengaro (mental) and wairua (spiritual) health.
Te Wheke	A concept developed by Dr Rangimarie Turuki Rose Pere to define family health. The head of the octopus represents the whānau, the eyes of the octopus as waiora (total wellbeing for the individual and family) and each of the eight tentacles representing a specific, but interwoven dimension of health
Tikanga Māori	Customs and practices that guide how we relate to people, places and situations – upholding respect, balance and the right way of doing things
Tūpuna	Ancestor
Tuakana-teina	A reciprocal learning relationship where the experienced guide the emerging, and both grow through shared support, knowledge and connection. The tuakana offers experience, reassurance and leadership; the teina brings fresh perspectives, curiosity and new energy
Urupā	Burial ground, cemetery, graveyard
Wairua	Spirit, soul
Wānanga	A workshop, conference, forum, educational seminar; to meet and discuss, deliberate, consider
Whakapapa	Genealogy
Whanake Māori	Translated means Māori development – in context to Tima Whanake Māori it means Māori Workforce Development team
Whānau	An extended family, family group, a familiar term of address to a number of people – the primary economic unit of traditional Māori society
Whanaungatanga (whaka)	Building and nurturing meaningful relationships – grounded in whakapapa, shared experiences, collective responsibility and deep connection to people and place. The process of establishing relationships, relating well to others

Bibliography of Sources for Further Reading

<p><i>Building a Strong New Zealand Economy by Working with Māori Industry</i> Hanga-Aro-Rau https://hangaarorau.nz/building-a-strong-new-zealand-economy-by-working-with-maori-industry/</p>	<p>An article from the Hanga-Aro-Rau team about the importance of working with Māori stakeholders across the New Zealand economy and government. November 22nd, 2023</p>
<p><i>Callaghan Innovation 2025 Industry4 Insights Survey</i> Callaghan Innovation https://www.callaghaninnovation.govt.nz/about-us/?q=Industry+4+survey</p>	<p>Callaghan Innovation is a government agency created to support innovation and entrepreneurship, The Insights survey reports on employers' uptake of technology.</p>
<p><i>Employer guide to building career pathways with young people</i> Hanga-Aro-Rau Available from https://hangaarorau.nz/attraction-and-retention-pathways/</p>	<p>This guide offers practical, research-informed strategies and actions for employers to engage effectively with schools and communities, to strengthen career readiness and future workforce capabilities.</p>
<p><i>Goalposts: a professional development resource for new tertiary teachers in their first year</i> Ako Aotearoa https://ako.ac.nz/knowledge-centre/goalposts-adult-learning-resource</p>	<p>A series of one-page primers introducing the key theories and current understandings about adult learning.</p>
<p><i>Good Employer Matrix</i> Uptempo https://www.goodemployermatrix.nz/</p>	<p>An evidence-based tool for organisations to assess performance against the indicators in creating equitable outcomes to see more Māori and Pacific peoples progress into senior, well-paid, resilient jobs. The website includes a range of tools and resources.</p>
<p><i>Hanga-Aro-Rau: Post COVID-19 workforce development needs in New Zealand's Manufacturing and Engineering sectors</i> Deloitte & Hanga-Aro-Rau Available from: https://hangaarorau.nz/publications/</p>	<p>Current and future workforce development needs of New Zealand's Manufacturing and Engineering sectors (MEL). Hanga-Aro-Rau commissioned this research to investigate how COVID-19 has impacted these industries.</p>
<p><i>He Mahere Moana – Statement of Strategic Direction 2023-2028</i> Hanga-Aro-Rau Available from: https://hangaarorau.nz/publications/</p>	<p>This document was developed to form the foundation of Hanga-Aro-Rau mahi 2023-28. With significant cultural guidance, the document adopts the metaphor of a voyaging waka to draw on traditional skills, stories and aspirations to influence how we, much like many other cultures before us, can seek out greater horizons and better opportunities.</p>
<p><i>Honouring Te Tiriti in Your Workplace Wolfgramm Holdings</i> https://www.wgholdings.co.nz/blog/honouring-te-tiriti-in-your-workplace</p>	<p>Strategic actions for organisations to develop a Te Tiriti o Waitangi policy</p>
<p><i>Inspiring the Future</i> Tertiary Education Commission https://www.inspiringthefuture.org.nz/#/</p>	<p>The programme connects school students with role models from the world of work in events designed to broaden students' horizons about future work possibilities.</p>
<p><i>Mātauranga Māori Engagement Guidelines</i> Hanga-Aro-Rau Available from: https://hangaarorau.nz/matauranga-maori-guidelines/</p>	<p>Guidelines co-created over three years (2022–2025) by kaimahi Māori / Māori subject matter experts across all Workforce Development Councils, guided by the collective wisdom of Te Kāhui Mātauranga Māori. They represent a living kaupapa, a taonga tuku iho designed to support the embedding of mātauranga Māori across engagement, research, data, quality assurance, and qualification development.</p>
<p><i>Mātauranga Māori: Integrating Traditional Knowledge into Modern Business Practices</i> Massive Collective https://themassivecollective.com/blog/matauranga-maori-integrating-traditional-knowledge-into-modern-business-practices/</p>	<p>The Massive Collective consults to organisations seeking to align with Te Ao Māori principles, empowering businesses to integrate Mātauranga Māori into their operational frameworks.</p>
<p><i>Pacific Pay Gap Inquiry</i> Human Rights Commission & NZ Policy Research Institute https://nzpri.aut.ac.nz/research/the-pacific-pay-gap-inquiry</p>	<p>A research note that explores the factors that contribute to ethnic pay gaps in New Zealand relative to NZ Europeans. Key finding: gaps between average hourly wages for the European Workforce relative to Māori and Pacific workers is substantial, and mostly unexplained.</p>



Rauemi Resources Groundwork https://groundwork.org.nz/resources/	Resources support organisations and individuals to embed Te Tiriti o Waitangi in daily action.
Skills and Workforce Leadership Plan 2022/23 Hanga-Aro-Rau Available from: https://hangaarorau.nz/publications/	The Skills and Workforce Leadership Plan (SWLP) for the Manufacturing, Engineering and Logistics industries formed part of the blueprint for Hanga-Aro-Rau mahi: the opportunities in the sectors we serve, ideas for what is needed to meet the national and regional skill requirements – both currently and for the future.
Tahatū Career Navigator Tertiary Education Commission https://tahatu.govt.nz/	TEC's new career planning website: career ideas, qualifications and courses.
Te Ōhanga Māori: The Māori economy Berl https://berl.co.nz/te-ohanga-maori	Data and reports on Te Ōhanga Māori, including the latest research and a comprehensive dashboard
Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework Te Pūkenga https://www.xn--tepkenga-szb.ac.nz/archive/tiriti-excellence	A self-reflective tool developed as part of the Review of Vocational Education (RoVE) for use in the tertiary sector.
The growing potential of the Māori workforce and economy in Aotearoa Hanga-Aro-Rau https://hangaarorau.nz/the-growing-potential-of-the-maori-workforce/	Statistics and analysis about the Māori workforce and economy, and resultant opportunities.
The Te Kotahitanga Effective Teaching Profile Russell Bishop and Mere Berryman https://www.nzcer.org.nz/nzcerpress/set/articles/te-kotahitanga-effective-teaching-profile	A project that seeks to improve the educational achievement of Māori students in mainstream schools, through delivery based on Māori values.
Whanake Māori Hanga-Aro-Rau https://hangaarorau.nz/maori-workforce-development-2/	Webpage with data and links to work by the Hanga-Aro-Rau team related to growing the Māori workforce.
White Paper: Strengthening the Vocational Education and Training System to improve workforce transitions Hanga-Aro-Rau Available from: https://hangaarorau.nz/publications/	This legacy document brings together four years of learning with industry and education partners, offering practical ideas to support the shift from school to work.
White Paper: Unlocking the potential of Māori and the Māori economy Hanga-Aro-Rau Available from: https://hangaarorau.nz/publications/	Our vision is He pūke tāngata, he pikinga taumata hei oranga mahi – more Māori with higher skills in higher paid jobs and improved employment opportunities. This white paper is a legacy guide in the context of the redesign of the Vocational Education and Training (VET) system including a transition to Industry Skills Boards (ISBs).
Workforce development needs in New Zealand's Logistics sector Deloitte & Hanga-Aro-Rau Available from: https://hangaarorau.nz/publications/	The Logistics sector is highly fragmented and faces a number of challenges, including attracting and retaining workers. Hanga-Aro-Rau commissioned this research to shine a light on the challenges and successes of an industry that underpins the growth of every sector of our economy.



Phil
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HANGA-ARO-RAU

**Manufacturing, Engineering
and Logistics**

Workforce Development Council

He reo ahumahi, he oranga mahi
He oranga ōhanga, he whenua taurikura
Industry voice for employment productivity
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