

OIA-2018-3261

16 October 2018

Alanah T

fyi-request-8709-ecd5f53a@requests.fyi.org.nz

Dear Alanah

I refer to your request of 18 September 2018, under the Official Information Act 1982 (OIA), for the following, in support of your current research related to Te Reo Māori:

- a. *Does your organisation have legal responsibilities under the Treaty of Waitangi?*
- b. *Does your organisation have legal responsibilities to engage with te reo Maori in some way or another? Does your organisation have a duty (such as in its charter, or its empowering legislation) to reflect New Zealand's cultural identity?*
- c. *Does your organisation have a formal policy, strategy, or commitment, relating to te reo Maori ability and proficiency for staff? (If so, can you please provide a copy of it)?*

The New Zealand Defence Force (NZDF) has various legal obligations, express and implied, under the Treaty of Waitangi and associated law. In responding to this request under the OIA, the NZDF cannot provide a legal analysis of its legal obligations. If there is a specific document or information you are requesting, I invite you to clarify this part of your request.

The Defence Act 1990¹ requires the Chief of Defence Force, in respect of members of the Civil Staff, to operate a personnel policy that recognises the aims and aspirations of Māori, employment requirements of Māori, and the need for greater involvement of Maori in the public sector.

Defence Force Order 3, Part 5, Chapter 5 sets out the NZDF bicultural policy. A copy of this is enclosed. The NZDF's implementation of this policy is undertaken largely at the Service level (within the Royal New Zealand Navy, Royal New Zealand Air Force (RNZAF) and New Zealand Army), and the Services draft supporting policy which is specific to their own requirements. As an example of this, a copy of the RNZAF Bicultural Policy is enclosed. This Service-specific approach means some of the information you have requested is not centrally recorded, or readily retrievable.

- d. *Does your organisation have a policy on diversity and inclusion? (If so, can you please provide a copy of it)?*

Defence Force Order 3, Part 5, Chapter 2 sets out the NZDF diversity and inclusion policy. A copy of this is also enclosed.

- e. *How many staff in your organisation are recorded as being fluent in te reo Maori?*

Language skills are recorded voluntarily in personnel files, and work is underway to determine what information can be collated. This will be provided once this work is complete.

- f. *Has your organisation provided any te reo Maori lessons or education to staff in the past 12 months? (If so, how many staff has it provided those to, and what was the format of the lessons?)*

¹ www.legislation.govt.nz

As of September 2018, eight weeks of Te Reo classes have been organised through an external provider at HQNZDF in Wellington. It should also be noted that NZDF personnel have education assistance programmes available to them, and may have utilised these to support Te Reo education externally, however this will not be centrally reported or retrievable.

The RNZAF conducts informal Te Reo lessons weekly at Base Ohakea, which are available to base personnel and their families free of charge. The format of these lessons is basic sentence structure incorporating the basics of mihimihi and pepeha. The RNZAF approach also includes enabling personnel to attend external institutions to attain a basic 'working level Te Reo' and reinforcing this with the opportunity to attend a full year total-immersion training programme (also conducted by external providers).

The NZ Army has run four Te Reo Wananga in 2018, with 40 Army personnel attending. All NZ Army recruit, officer, and junior and senior non-commissioned officer courses attend the Army Marae, covering the basics of Te Reo.

- g. Does your organisation have any te reo Maori lessons or education scheduled to be provided to staff in upcoming 12 months? (If so, how many staff does it intend to provide those to?)*

The NZ Army will again run four Te Reo Wananga in 2019, and all courses will continue to have a Te Reo component.

The RNZAF plans to send two personnel on the one-year total immersion programme in 2019.

- h. How many personnel does your organisation currently engage? (Please include full-time staff, part-time, employees, and volunteers)*

As at 30 June 2018, there were a total of 14,770 personnel employed in the NZDF (this number includes personnel in regular and reserve uniformed roles, as well as civilian roles).

- i. Does your organisation have any personnel who manage the relationships between your organisation and Maori communities? (If so, how many personnel are engaged for that purpose?)*

The NZDF employs a central Māori cultural advisor at HQNZDF, as well as at the Service and base or camp level.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review my response to your request.

Yours sincerely



A.J. WOODS
Air Commodore
Chief of Staff HQNZDF

Enclosures:

1. DFO 3, Part 5, Chapter 5: Bicultural Policy
2. DFOs(F) Part 1 Personnel, Chapter 5: RNZAF Bicultural Policy
2. DFO 3, Part 5, Chapter 2: Diversity and Inclusion

Chapter 5: Bicultural Policy

Overview

Introduction 5.5.1.

This Order provides guidance for the use of Tikanga Māori in the NZDF and sets out how the NZDF will achieve a bicultural status that recognises Māori cultural interests, and the special place Māori culture has within the NZDF.

The NZDF is a professional military organisation that draws its people from the wider New Zealand society, which is founded on a bicultural partnership between the Crown and Māori.

This policy recognises the special relationship that exists between Māori and the Crown, however it is not meant to exclude multiculturalism which is addressed in [DFO 3, Part 5, Chapter 2 Equity and Diversity](#).

Contents 5.5.2.

This chapter contains the following sections:

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Section A: Background of the Order

Overview

Introduction 5.5.3.

This section provides the background and intent for this Order.

Contents 5.5.4.

This section contains the following topics:

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Scope of the Order

Delegation
5.5.5. Delegations, where required, are identified within the Order.

Application
5.5.6. This Order applies to all members of the NZDF.

Cancellation
5.5.7. This Order cancels DFO 03/2006, NZDF Māori Cultural Activities with effect from the date this Order is approved.

Effective date
5.5.8. This Order is effective from 26 July 2010.

Point of contact
5.5.9. The Director of Diversity and Inclusion, Defence Organisational Development, HQNZDF is the point of contact for this Order.

References
5.5.10. The following references apply to this Order:

- (1) [DFO 3, Part 5, Chapter 2 Diversity and Inclusion](#).
- (2) *Valuing Diversity: Leadership in Action* – A Diversity Strategy for the NZDF.
- (3) Defence Act 1990.
- (4) Te Tiriti o Waitangi (the Treaty of Waitangi).

Intent of the Order

Intent 5.5.11.

The intent of this Order is to encourage and support the use of Tikanga Māori within the NZDF and set up a framework for its application.

The impacts sought by this Order are:

- (1) Māori cultural interests and the special place of Māori within NZDF are recognised
- (2) NZDF obligations to recognise the aims and aspirations of Māori people are met
- (3) Māori language, customs and items of cultural significance are respected and honoured within NZDF, and
- (4) military ethos, fighting spirit and camaraderie is enhanced.

Principles to apply 5.5.12.

Te Tiriti o Waitangi is accepted as the basis of the relationship between NZDF and Māori. It is based on mutual good faith, cooperation, tolerance, honesty and respect.

The following principles, which are linked to the key principles of Te Tiriti o Waitangi, apply to this Order.

Principle	Definition
Partnership	Partnership recognises the obligations and entitlements of both parties in all deliberations, and that there is a shared responsibility for bicultural development Partnership strengthens the links between NZDF and Māori external to NZDF
Participation	Māori members of the NZDF, where appropriate, have an active and equitable role in policy development and decision-making, as it relates to the use of Te Reo, customs and culture
Protection	NZDF recognises that it has a responsibility to protect Te Reo, customs and culture. Te Reo, customs, culture and items of cultural significance will be respected and honoured within NZDF

Definitions

Definition table 5.5.13. The following definitions apply to this Order.

Term	Definition
Biculturalism	The formal recognition of the partnership between the NZDF and Māori. This is reflected in a culture which recognises the mutual obligations and responsibilities arising from the principles of Te Tiriti o Waitangi.
Kaumātua	A Māori elder.
Kawa	Ceremonial protocols.
Pōwhiri	Traditional Māori welcome.
Rūnanga	An advisory structure to enable Māori to participate in and influence the leadership of the NZDF in a coordinated manner, so that the principles of partnership, participation and protection can be applied.
Tikanga	Māori customs and traditions.
Tangata Whenua o Aotearoa	Translates as 'people of the land' and describes Māori as the indigenous people of New Zealand.
Tangihanga	Māori process of mourning and burial.
Te Reo	The Māori language.
Iwi	Tribe.
Hapū	Sub-tribe.

Section B: The Policy

Overview

Introduction
5.5.14. This section provides the framework for the application of Tikanga Māori within NZDF.

Contents
5.5.15. This section contains the following topics.

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Introduction

Recognition of Māori as Tangata Whenua
5.5.16.

The bicultural partnership between the Crown and Māori was established by Te Tiriti o Waitangi which:

- recognises Māori as the Tangata Whenua o Aotearoa, and
- accords Māori special status.

CDF as a good employer
5.5.17.

The Chief of Defence Force (CDF) is required by s.59 of the Defence Act to comply with the principle of being a 'good employer' in respect of the Civil Staff. This principle includes recognition of:

- (1) the aims and aspirations of Māori (this means the interests of Māori are valued and represented);
- (2) the employment requirements of Māori (this means Māori customs and protocols are considered in employment situations, e.g. Tangihanga); and
- (3) the need for greater involvement of Māori in NZDF.

Enhanced operational effectiveness
5.5.18.

NZDF recognises that operational effectiveness is enhanced by accepting its military and bicultural heritage and applying Māori practices and customs. This bicultural approach enhances the NZDF's:

- (1) military ethos,
- (2) fighting spirit,
- (3) camaraderie and behaviours,
- (4) unique ability to accept and engage with diverse cultures in operational settings, and
- (5) ability to attract, recruit and retain Māori members of the Armed Forces.

Enhanced organisational pride
5.5.19.

Members of the NZDF take pride in incorporating New Zealand's military heritage and Māori practices and customs into the way NZDF operates. This projects a distinctly New Zealand perspective that is unique, strengthens cohesion and enhances New Zealand's international reputation.

Advisory Structure

- NZDF Rūnanga**
5.5.20.
- The NZDF Rūnanga (council) consists of:
- (1) CDF as Chair,
 - (2) Service Māori Cultural Advisers,
 - (3) HQNZDF Māori Cultural Adviser,
 - (4) WODF, and
 - (5) selected Kaumātua.
-

- Advisory
Kaumātua**
5.5.21.
- The NZDF Rūnanga may on occasion request assistance from Kaumātua (male or female). Advisory Kaumātua will:
- (1) have mana (standing) with Māori,
 - (2) have extensive knowledge of Tikanga Māori and Kawa, and
 - (3) have an affinity for the NZDF.
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Continued on next page

Advisory Structure, Continued

**Function of
NZDF Rūnanga**
5.5.22.

The NZDF Rūnanga will:

- (1) provide advice on Tikanga Māori to CDF
 - (2) hold six-monthly Rūnanga meetings to monitor the Cultural Skills Framework
 - (3) provide overarching cultural advice to the NZDF with each single Service having autonomy in matters that pertain to that Service
 - (4) ensure that the voice of Māori is consistent, relevant and significant at all levels of the NZDF
 - (5) ensure that the interests of both the NZDF and Māori within the NZDF are represented and protected
 - (6) ensure resources and appropriate support is provided for NZDF cultural activities and events; and
 - (7) develop an Awareness Education Plan to help all members of the NZDF to:
 - a understand historical and contemporary Māori and non-Māori perspectives on Te Tiriti o Waitangi, and
 - b understand Tikanga Māori, in particular protocols of the Pōwhiri and Tangihanga.
-

Cultural Skills Framework

The framework 5.5.23.

The Cultural Skills Framework is intended to develop the cultural skills and knowledge of both Māori and non-Māori members of the NZDF. This will be achieved by the development of Te Reo, Kawa, Tikanga and Te Tiriti o Waitangi awareness in members of the NZDF by the following actions.

Competency	Rationale	Action
Te Reo (1) (2) (3)	Te Reo Māori is: an official language of New Zealand an important signal of biculturalism, an essential ingredient of Māori culture, and key to cultural identity.	The single Services, HQNZDF and HQ JFNZ will: use Māori Language programmes that meet their requirements, and provide opportunities for all members of the NZDF to learn Te Reo Māori.
Kawa (4)	Recognition of Kawa by incorporating it into the way the NZDF operates is pivotal to biculturalism.	CDF, the single Service Chiefs and COMJFNZ are to ensure that sufficient resources are provided to the NZDF and single Service Māori Cultural Groups in order to enhance the mana and professional standard of NZDF ceremonial outputs.
Tikanga (1) (2)	Tikanga is: an important expression of Māori identity, and pivotal to biculturalism.	The NZDF Rūnanga is to develop a Tikanga Māori Awareness Education Plan to cover as a minimum the protocols of Pōwhiri and Tangihanga. Single Services, HQNZDF and HQ JFNZ are to incorporate this plan into their cultural skills programmes.
Te Tiriti o Waitangi	An understanding of Te Tiriti o Waitangi is key to understanding biculturalism	The NZDF Rūnanga is to develop a Treaty Awareness Education Plan. Single Services, HQNZDF and HQ JFNZ are to incorporate this plan into their cultural skills programmes.

Māori Cultural Activities

Māori Liaison Officers 5.5.24.

As part of NZDF's commitment to 'participation', Māori Liaison Officers (or a Service equivalent) are to be appointed at camps, ships and bases to provide advice on tikanga Māori and assist commanders and managers by providing proactive liaison between:

- (1) local Māori iwi
 - (2) hapū, and
 - (3) the NZDF.
-

Culture Group release for official duties 5.5.25.

Where there will be no impact on operational outputs Commanders and managers are to release Members of Māori Cultural Group (MCG) to prepare for and attend MCG activities deemed official by HQNZDF, Service Headquarters or HQ JFNZ.

Resources to support NZDF MCG groups are to be funded by NZDF, as their performances are required to meet NZDF and government outputs.

HQNZDF or HQ JFNZ to coordinate 5.5.26.

When an NZDF MCG is required to perform (either internally or externally), HQNZDF, through the Services and HQ JFNZ, will coordinate the establishment and management of the group for the specific task.

Members of the NZDF selected for MCG activities overseas are to meet the same standard deployment criteria that apply to the entire group, as designated by the deployment controlling authority. Members of the Civil Staff selected for activities overseas will not be required to pass service fitness tests, but are to meet designated standards for non-operational deployment of civilians, in addition to any medical requirements.

The costs for meeting the required medical clearances for members of the Civil Staff will be met by NZDF.

Koha (offerings) 5.5.27.

Members of the NZDF carrying out official duties may be required to present koha at marae. All koha payments are to comply with NZDF accounting procedures for public funds.

Members of the NZDF utilising marae facilities where koha is appropriate should consider the provision of staff support, rations, or a gift in the form of a plaque or similar, in lieu of presenting money.

Chapter 5 Bicultural Policy

Section 1 General Policy

1.241 Background Statement

- a. Māori are recognised by the government as the tangata whenua o Aotearoa (indigenous people of New Zealand) and as such have a special status as acknowledged by te Tiriti o Waitangi (the Treaty of Waitangi). In accepting the Treaty of Waitangi and the tangata whenua status of Māori, the right of the Crown to govern and the right of tauwiwi (non-Māori) to identify as New Zealanders is validated.
- b. While many different cultures are now represented in New Zealand, the dominant culture in New Zealand, and the RNZAF remains heavily influenced by our British customs and traditions. Those customs and traditions are an important part of our heritage, but it is also appropriate that our Māori customs and traditions are acknowledged. The unique bicultural partnership between the Crown and Māori upon which New Zealand is founded, warrants its own special recognition and protection within what many New Zealanders would now regard as an emerging multicultural society. Logically, by adopting a more bicultural perspective, a greater appreciation of diversity and a willingness to accept other cultures will evolve.
- c. The RNZAF is committed to serving the Government of New Zealand and to reflect New Zealand society. The purpose of this document is to provide a policy that will guide the RNZAF and Māori towards achieving a bicultural partnership that represents and respects both the RNZAF and Māori cultural interests.
- d. NZDF policy regarding the benefits that can be achieved through the acceptance of diversity, and the rights of other minority groups is contained in Defence Force Orders for Personnel Administration (DFO 4).

1.242 Foundation for the RNZAF Policy

The RNZAF Bicultural policy is founded on two principal policy drivers. These are operational effectiveness and organisational pride.

1.243 Operational Effectiveness

Our most important resource is our people. We have seen on operations that the Māori component of the RNZAF provides us with a unique ability to engage with different cultures and is a vital part of what makes us an effective force. The Māori population in New Zealand is increasing, and we need to actively compete for this human resource in the employment market if we are to survive. By making the effort to truly acknowledge and understand our bicultural heritage we will be better able to recruit and retain our personnel of the future.

1.244 Organisational Pride

- a. Both in New Zealand and overseas our personnel take great pride in incorporating Māori protocols into the way we do business. We project a distinctly New Zealand image that no other Air Force can match. This policy will assist in capitalising on our unique heritage and national pride to strengthen our cohesion and enhance the way that both we, and the public, view the RNZAF.
- b. Notwithstanding the principal internal policy drivers contained in paragraphs 1.243–1.244, the RNZAF Bicultural policy is also linked to three external keystone policy drivers. These are, the Treaty of Waitangi, Government Policy and the NZDF commitment to the Principles of the Treaty of Waitangi.

1.245 The Treaty of Waitangi

The Treaty of Waitangi sets the terms for the relationship between the Crown and Māori in New Zealand. It underpins the Government's Māori policy objectives by acknowledging the reciprocal obligations and duties inherent in a continuing relationship between the Crown and Māori people, based upon their pledges to one another.

1.246 New Zealand Government Policy

A key goal of the Government of New Zealand is to strengthen National Identity and Uphold the Principles of the Treaty of Waitangi (the Principles). This goal underpins the outcome of this policy.

1.247 NZDF Commitment

The CDF, the three Chiefs of Service, and the Commander Joint Forces (COMJFNZ) have issued a joint statement confirming that they are committed to ensuring that the NZDF recognises the principles of the Treaty of Waitangi. Also the NZDF Competency Framework requires all level three managers (Majors +W/Os/Managers +) to demonstrate a commitment to the Principles by protecting both NZDF and Māori interests within the NZDF as part of Competency 7 – Providing Inspiring and Visionary Leadership.

1.248 Policy Statement

- a. The RNZAF commits to the Principles of the Treaty of Waitangi as the basis of a partnership between the RNZAF, as a representative of the Crown, and Māori.
- b. The RNZAF acknowledges the status of Māori people as tangata whenua o Aotearoa, and that all later settlers have come under the umbrella of the Treaty of Waitangi.
- c. The RNZAF recognises the importance of Māori culture to Māori and to all New Zealanders, including the RNZAF, and expects that the culture of the RNZAF will come to include elements of Māori language, custom and traditions.

The RNZAF will promote Māori culture and ensure that it is accessible to all RNZAF personnel.

- d. The RNZAF will uphold the guiding principles, as defined in paragraphs 1.251–1.254, of partnership, participation, and protection.

1.249 Aim

The aim of this policy is to provide a framework to:

- (1) strengthen the organisational identity of the RNZAF;
- (2) enhance cohesion within the RNZAF;
- (3) enhance the relationship between the RNZAF and Māori, both within the RNZAF and the wider community; and
- (4) develop an environment within the RNZAF that reflects the indigenous culture of New Zealand, and allows for other cultural expressions.

1.250 Guiding Principles

The State Services Commission (SSC) has provided guidance regarding the Treaty of Waitangi. The Commission states that references to the Treaty of Waitangi in legislation, and the Waitangi Tribunal's jurisdiction, are expressed in terms of Treaty Principles rather than the Treaty's literal terms. The SSC also advises while it can be expected that at least some of the principles of the Treaty will have universal or standard expression, these principles are evolving and their application, and or relevance, will depend on the subject matter to which they are applied. For the purpose of this policy the guiding principles of partnership, participation, and protection apply. In this context, the principles are defined in paragraphs 1.251–1.254.

1.251 Partnership

The broad principle used to drive implementation of the RNZAF Bicultural Policy is that of partnership. Partnership is aimed at strengthening links between the RNZAF and Māori, both in the wider community, and within the RNZAF. Partnership is based on mutual good faith, cooperation, tolerance, honesty and respect. Partnership also includes recognising the obligations and entitlements of both parties in all deliberations.

1.252 Participation

Participation enables stakeholders to share and take part. The RNZAF will encourage active and equitable participation at all levels with equity of input, to ensure that RNZAF and Māori interests are represented. For Māori the issue of participation is not simply about gaining comparable levels of participation with the RNZAF, but being able to participate in the RNZAF while retaining a Māori identity.

1.253 Protection

The interests of both parties must be protected. We will protect RNZAF culture, and Māori Taonga (treasures i.e. language, customs and culture). RNZAF and Māori customs will be respected and honoured.

1.254 Command Relationship

An important counterbalance to these principles is the acknowledgement that within this framework the CAF retains overall command of the RNZAF and must be able to exercise that responsibility.

1.255 Consultation

In order to apply this policy, in particular the guiding principles of partnership, participation and protection, and acknowledging that Māori are not a homogenous group, the RNZAF will consult broadly with Māori both internally and externally.

1.256 Internal

The RNZAF organisational structures and appointments contained in paragraphs 1.257–1.260 will be formed to support the implementation of this policy.

1.257 Māori Advisory Group

The Māori Advisory Group (MAG) is the principal Māori representative body within the RNZAF that will provide internal advice to the RNZAF on Māori matters and assist in the coordination and development of strategies and plans as a result of this policy. The MAG is to represent Māori service persons and civilians throughout the RNZAF. Acknowledging that expertise regarding tikanga Māori (Māori customs) is not necessarily vested in rank, all ranks may hold appointments on the MAG. The MAG is to meet at least once every three months.

1.258 Māori Cultural Advisor (MCA(F))

The Māori Cultural Advisor MCA(F) is responsible to the CAF for the implementation and coordination of matters directly relating to the RNZAF Bicultural Policy. He or she is to have a working knowledge of te reo Māori me ōna tikanga (Māori language and customs). The MCA(F) is appointed as chairperson of the MAG and will provide the primary communication conduit between the MAG and CAF. Additionally the MCA(F) will assist base Māori Liaison Officers (MLO) with the execution of their duties. The MCA(F) position is a fulltime position of Warrant Officer or Flight Lieutenant (+) rank.

1.259 Māori Liaison Officer (MLO)

Base MLOs are responsible to Base senior Command for the coordination and supervision of matters regarding Māori issues at base level, and the promotion of understanding and acceptance of tikanga Māori among all RNZAF personnel at their location. Additionally MLOs are responsible to assist commanders or managers by providing proactive liaison between local Māori iwi (tribes), hapū (sub-tribes) and the RNZAF. The MLO is a secondary appointment identified by the MCA(F). The MLO is responsible to Base Command for addressing Base Māori cultural issues and to the MCA(F) for the integrity of the Māori culture. The MLO is Base's representative on the Māori Advisory Group (MAG).

1.260 Kaumātua

Kaumātua are Māori elders (male or female) with an extensive knowledge of tikanga Māori. In order to access quality external advice on Māori issues one or more kaumātua are to be identified by the MAG, for ratification and appointment by the CAF, to provide advice to the CAF and MAG regarding ceremonial, spiritual and tikanga related issues. The level of expertise provided by the kaumātua to the CAF should be commensurate with what is provided to similar senior appointments within the public sector such as the Governor-General, the Prime Minister, and the Commissioner of Police.

1.261 External

The RNZAF will consult with other Government agencies, such as the Human Rights Commission, Te Puni Kōkiri (The Ministry of Māori Development) and Te Taura Whiri i te Reo Māori (The Māori Language Commission) in conjunction with Māori iwi, hapū, and individuals as required.

1.262 Outcome

- a. The desired outcome as a result of this policy is a cohesive RNZAF with a strong organisational identity, which actively endorses the place of the Treaty of Waitangi in New Zealand society.
- b. Specific objectives that are to be achieved as a result of this policy are to:
 - (1) develop an awareness training programme regarding the Treaty of Waitangi, tikanga Māori and New Zealand history;
 - (2) enhance the relationship between the RNZAF and Māori both within the RNZAF and the wider community;
 - (3) promote Māori culture and ensure that it is accessible to all RNZAF personnel;
 - (4) project a bicultural image that reflects the RNZAF acknowledgement of the Treaty of Waitangi;

DFOs(F) **Part 1 Personnel**
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- (5) support the operation of the RNZAF Tūrangawaewae; and
 - (6) develop and implement a reo Māori (Māori language) plan.
- c. Separate implementation plans will be developed to achieve each policy objectives.

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OFFICIAL INFORMATION ACT 1982

Chapter 2: Diversity and Inclusion

Introduction 5.2.1.

This Order outlines the NZDF policy and principles for diversity and inclusion.

The long-term success of the NZDF as a modern military organisation requires an understanding of and commitment to diversity and inclusion. NZDF commanders and managers operate in an increasingly diverse and integrated environment. The growing diversity in our society means that they need to be familiar with diversity and inclusion policies and objectives in order to ensure long-term effectiveness is achieved.

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Section A: Background of the Order

Overview

Introduction
5.2.3. This Section provides the background and intent of this Order.

Contents
5.2.4. This section contains the following topics:

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Scope of the Order

Application
5.2.5. This Order applies to all members of NZDF.

Effective date
5.2.6. This Order is effective from 07 April 2010.

Point of Contact
5.2.7. The Director of Diversity and Inclusion, Defence Organisational Development, HQNZDF is the point of contact for this Order.

References
5.2.8. The following references apply to this Order:

- (1) Human Rights Act 1993.
- (2) Employment Relations Act 2000.
- (3) Defence Act 1990.
- (4) *Diversity and Inclusion in the NZDF: A Blueprint for Change: 2017–2025.*

Cancellation
5.2.9. This Order cancels [DFO 4 Defence Force Orders for Personnel Administration, Chapter 1 Equal Employment Opportunity](#).

Intent of the Order

Intent 5.2.10.

The intent of this Order is to ensure that NZDF has a strong and inclusive workforce and that all NZDF members are able to participate, compete and be rewarded fairly regardless of their gender, ethnicity, disability, sexual orientation, age, beliefs or family circumstances.

The impacts sought by this Order are:

- (1) the NZDF is a good employer,
 - (2) the NZDF attracts and retains the right people,
 - (3) inclusive and equitable principles guide the NZDF resource strategies, policies, processes and practices,
 - (4) compliance with legislation, and
 - (5) the NZDF has a culture where individuals are appointed and promoted on merit.
-

Principles to apply 5.2.11.

The following principles are to apply to this Order:

Principle	Definition
Fairness	Decision-making about individuals is transparent, fair and based on a person's merit and performance. Fairness must feature in all HR strategies, systems and practices.
Valuing Diversity	Differences are recognised, valued and respected. These differences help build a better workforce and contribute to organisational effectiveness.
Inclusiveness	All members of NZDF are encouraged to contribute their full range of skills and experience. A respectful and responsive culture is maintained that enables equitable access to work, career opportunities and maximum participation. Particular attention is given to gender integration and members of the designated affinity groups.

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Intent of the Order, Continued

Principles to apply
5.2.11.
continued

Principle	Definition
Commitment	All members of NZDF are to behave according to the NZDF values and standards, particularly those related to fairness and non-discriminatory behaviour. This applies at all times and in all places.
Operational Effectiveness	Service and employment in the NZDF is focussed on achieving and maintaining operational effectiveness. The application of equity and diversity principles enables the NZDF to operate optimally in all environments.

Definitions

Definition table 5.2.12. The following definitions apply to this Order in order of importance.

Term	Definition
Equal Employment Opportunities	<p>Equal Employment Opportunities (EEO) describes both the strategy for change and the outcome of that change. The result is a workplace in which everyone is able to compete equitably, to develop to their full potential and be rewarded fairly for their contribution based on merit. EEO assists in identifying and eliminating unfair discriminatory practices and attracting and retaining a diverse range of personnel.</p> <p>Refer: SSC EEO policy 2010</p>
Equity	<p>Equity recognises that people are different and that different approaches may be needed to produce outcomes that are fair and right. This includes accommodating individual differences so that individuals can perform to their best within operational constraints. Equity is not equality. Equality treats people in the same way and fails to recognise that equal treatment will not always produce a fair result.</p>
Diversity	<p>People differ in many ways including gender, age, physical appearance, thought styles, religion and sexual orientation. Harnessing this diversity brings strength to NZDF and is an organisational priority.</p>
Inclusiveness	<p>All members of NZDF feel they belong, are valued and encouraged to contribute their full range of skills and experience. Members of NZDF are included in decision-making processes that take into account the needs of the NZDF and the individual.</p>
Designated Equal Employment Opportunity Group	<p>The Defence Act 1990 recognises the following groups as designated equal employment opportunity groups:</p> <ol style="list-style-type: none"> (1) Māori. (2) Women. (3) Ethnic or minority groups. (4) People with disabilities. <p>Government policy continues to focus on these designated groups as there has not been sufficient change or development in their employment position to consider that they no longer need a specific focus.</p> <p>Refer: SSC EEO policy 2010</p>

Continued on next page

Definitions, Continued

Definition table

5.2.12
continued

Term	Definition
Affirmative Action	<p>Affirmative action is aimed at:</p> <ol style="list-style-type: none"> (1) removing or compensating for barriers to employment opportunities for members of designated equity and diversity groups, and (2) developing strategies to address their employment needs. <p>This includes developing the skills of members of designated equity and diversity groups so that these individuals can compete on an equal footing with those from 'mainstream' groups.</p> <p>Affirmative action is not preferential treatment and does not require NZDF to hire or promote unqualified people.</p>

Section B: The Policy

Overview

Introduction
5.2.13. This section provides the framework for the application of equal equity and diversity opportunities in the NZDF.

Contents
5.2.14. This section contains the following topics:

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Planning, Monitoring and Evaluation	15

Leadership Responsibilities

Introduction 5.2.15.

This topic outlines the specific responsibilities different positions have for delivering equity, diversity and inclusion within the NZDF.

CDF 5.2.16.

CDF is accountable for ensuring the NZDF workplace is equitable and inclusive, and that diversity and inclusion are valued for all members of the NZDF. This accountability is shared with the VCDF, Service Chiefs and Heads of Portfolios, and devolved to all commanders and managers in the NZDF.

VCDF and Service Chiefs 5.2.17.

VCDF and Heads of Portfolios are accountable for the implementation of the NZDF diversity and inclusion policy and are to:

- (1) apply and implement the NZDF diversity and inclusion policy;
 - (2) conduct an audit of personnel management practices to ensure diversity and inclusion policies are adhered to, including provision and delivery of diversity and inclusion training in all Service promotion courses;
 - (3) ensure that a support infrastructure is in place to assist members of the NZDF with diversity- and inclusion-related issues; and
 - (4) provide diversity and inclusion annual reports to monitor the effectiveness of this policy and related procedures.
-

Command Guidance 5.2.18.

Commanders and managers are to note that responsibilities around diversity and inclusion apply at all times and in all places.

Refer: Guidance in the [HR Toolkit](#), Diversity and Inclusion section.

Continued on next page

Overview, Continued

Commanders and managers 5.2.19.

All commanders and managers at every level are responsible for creating an inclusive, diverse workplace, and are to ensure that:

- (1) the principles of diversity and inclusion are applied in all areas of HR management within their command or management;
- (2) all members of the NZDF under their command are aware of the diversity and inclusion policies, together with resources such as advice, counselling and information regarding complaint procedures;
- (3) appropriate standards of behaviour are set by example, and are expected of all personnel;
- (4) members of the NZDF under their command or management are supported and encouraged to reach their full potential and contribute their full range of skills and experiences;
- (5) appropriate diversity and inclusion training programmes are implemented and support is provided; and
- (6) the Diversity and Inclusion Network is promoted within their area of responsibility.

Refer: Equity network contacts in the [HR Toolkit](#) Diversity and Inclusion section.

Coordination of Diversity and Inclusion

VCDF and Service Chiefs 5.2.20.

VCDF, Service Chiefs and COMJFNZ are responsible for developing and coordinating the HQNZDF and their Service/JFNZ diversity and inclusion activities to support NZDF diversity and inclusion objectives.

VCDF, Service Chiefs and COMJFNZ are responsible for liaising with the Director of Diversity and Inclusion.

Equity Coordinators 5.2.21.

Service Chiefs and DHR, HQNZDF are to appoint an Equity Coordinator to support command in its efforts to implement the principles of diversity and inclusion within the Service and Headquarters environments.

The coordinators, in consultation with their Service Chief or the VCDF, are to contribute to the development of strategic initiatives sponsored by DHR, HQNZDF.

The strategic initiatives are for the benefit of the organisation as a whole. Services should also identify Service specific needs and develop initiatives to address those needs.

Equity Advisory Officers 5.2.22.

Equity Advisory Officers are to provide advice to commanders and managers regarding diversity and inclusion issues. They may also be a point of contact for diversity- and inclusion-related matters.

Equity Advisory Officers are to be drawn from within current personnel numbers and may be any member of the NZDF. The duties of Equity Advisory Officers are to be undertaken in conjunction with current job responsibilities.

Equity Advisory Officers are to be trained in:

- (1) diversity and inclusion legislation;
 - (2) discrimination, harassment and bullying resolution procedures; and
 - (3) the principles of natural justice relating to procedural fairness.
-

Coordination of Diversity and Inclusion Training

Responsibility 5.2.23.

Commanders and managers are to use existing diversity and inclusion training materials and promote new training programmes. AC DHR through DHR, HQNZDF, together with Defence Corporate Training School (DCTS), is to provide assistance with diversity and inclusion training and resources.

Equity training 5.2.24.

Training needs related to diversity and inclusion will change as individuals advance through the NZDF command/management structure to support the different responsibility levels of groups within NZDF. The following training and resources will be provided by DHR in consultation with the Equity Coordinators, to meet these needs:

NZDF diversity and inclusion training modules for Service promotion courses that are relevant to each level of professional development, ranging from new recruits to senior command level.

- (1) Briefings for members of Civil Staff.
 - (2) Instructor guides and lesson plans for Service promotion course diversity and inclusion modules.
 - (3) Train-the-trainer courses in new or revised diversity and inclusion modules.
 - (4) Other diversity- and inclusion-related courses such as anti-harassment adviser induction and refresher courses, and investigator courses.
 - (5) Diversity and inclusion education, tailored to meet the needs and perspectives of the individual Service, are to occur regularly.
-

Services utilise courses 5.2.25.

Services are required to support and implement the use of the NZDF diversity and inclusion training modules exclusively at all levels, although these may be customised to their Service.

Service equity trainers 5.2.26.

Services are responsible for ensuring that they train sufficient trainers to enable delivery of NZDF diversity and inclusion module training.

HQNZDF moderation role 5.2.27.

The DHR, HQNZDF is responsible for moderating the continuing relevance, content, national consistency and quality of the diversity and inclusion modules. Moderation should be conducted on an annual basis.

Continued on next page

Coordination of Diversity and Inclusion Training, Continued

Training and education programme communication
5.2.28.

Commanders and managers are to ensure that this policy is communicated to all members of the NZDF through available media including:

- (1) Service briefings,
 - (2) information sheets,
 - (3) articles in Service magazines, and
 - (4) Routine Orders.
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The Use of Inclusive Language within NZDF Communications

Introduction 5.2.29.

Language used within the NZDF is to reflect NZDF values. All communications need to support the message that we are a diverse team with different backgrounds, personal values and beliefs.

The use of appropriate language will result in more effective and efficient communication by removing distractions and ambiguity.

Standards to apply 5.2.30.

All NZDF communications are to use non-discriminatory, gender neutral, non-abusive and inoffensive language. This includes but is not limited to all:

- (1) Service writing;
 - (2) new and revised Orders;
 - (3) policies;
 - (4) administrative practices;
 - (5) guidelines;
 - (6) job descriptions;
 - (7) visual material;
 - (8) presentations;
 - (9) verbal communications;
 - (10) trade names;
 - (11) occupational titles and civilian designations (this excludes rank titles that are legislated for in the Defence Act 1990); and
 - (12) visual material, where appropriate, is to include images of men and women and those of different ethnic origin in a variety of roles, at all levels.
-

Responsibility 5.2.31.

Service Chiefs, COMJFNZ and the Director of Diversity and Inclusion (DDI) are to ensure all communications comply with the principles outlined in this chapter.

Style books 5.2.32.

Guidance on the use of non-sexist language is set out in the style book titled *A Guide for New Zealand Writers and Editors: Style Book*.

Planning, Monitoring and Evaluation

Introduction
5.2.33.

The NZDF needs to be able to clearly articulate, monitor, measure and evaluate its contribution to the achievement of government policy and its progress towards achieving government equity objectives that are set and monitored through the State Services Commission.

Requirement
5.2.34.

Single Services and HQNZDF are to:

- (1) ensure their diversity and inclusion programmes are designed to meet NZDF human resource management strategic outcomes;
 - (2) develop and implement individual Service diversity and inclusion annual plans that outline intended Service outcomes;
 - (3) produce diversity and inclusion annual reports that measure planned outcomes against actual achievements. These report are to include all training conducted and new diversity and inclusion initiatives; and
 - (4) report on specific diversity and inclusion programmes and progress within the agreed reporting framework.
-

Command action
5.2.35.

Commanders and managers are required to review progress, revise goals or set new goals during the life of this policy.
