



Te Puni Kōkiri  
MINISTRY OF MĀORI DEVELOPMENT



New Zealand  
**DEFENCE  
FORCE**  
Te Kaitiaki Take Kōwhiri



Te Kawa Mataaho  
Public Service Commission

# Ngā Ara Whakatupuranga New Frontiers

Strengthening Māori leadership in the public service





## Ngā Rārangi Upoko | Contents

- 02 Introduction**
- 05 About the Programme**
- 05 Application, Selection, and Pre-Programme Preparation
- 06 Induction and Regional Placement with Te Puni Kōkiri
- 07 Placement at another public service Agency
- 07 After the programme
- 08 Who should apply?**
- 08 How to apply**
- 08 More information**



## Introduction

The New Zealand public service needs to deliver outcomes for Māori, ensuring that whānau Māori have access to all the things they need to be able to thrive in Aotearoa, such as housing, health and education services, and economic opportunities.

In order to be effective, the public service requires strong and effective leadership, including Māori leaders to assist in the design and delivery of services to Māori citizens. There is a paucity of Māori in leadership positions across the public service which hinders the public service's ability to better deliver outcomes to all New Zealanders, including Māori.

The passing of the Public Service Act in 2021 has reinforced the need for leadership in this area. Among other things, that Act specifically places the responsibility on public service leaders to improve the services and outcomes for Māori; and strengthen the Crown's relationships with Māori.

Put simply, the public service requires Māori leaders to assist them in the delivery of their obligations and services to Māori citizens.

Historically, the Defence Force has been an incubator for Māori Leadership, such as during World War 1, in the Māori (28<sup>th</sup>) Battalion of World War 2, and through to modern times.

In more recent times, former military officers have led the Ministry of Māori Affairs/Ministry of Māori Development. Leaders include the late Sir Wira Gardiner, Leith Comer, and current Secretary Dave Samuels.

In 2021, the Secretary for Māori Development in conjunction with the Chief of Defence Force and the Public Service Commissioner collectively endorsed the development of a course pilot.

The aim of that pilot was to:

- develop a programme that will assist Māori staff to transition from the Defence Force to the public service to strengthen their Māori capability and
- provide a rewarding second career path for participants.

The Pilot was a success.

With Ngā Ara Whakatupuranga, jointly sponsored by the Public Service Commission, the New Zealand Defence Force, and Te Puni Kōkiri, Māori leaders will receive more support while transitioning into the public service and will be placed in roles across different government agencies, strengthening the public service as a whole.



## Our Values

*Te Wero*

We pursue excellence.

*Hei Teao Te*

We are a collective



## About the Programme

The Defence Force has a wealth of Māori leaders, and each year a number leave to pursue a second career in the civilian world, with many having little knowledge of the employment opportunities and leadership roles available within the public service, and their suitability for these roles.

Many of the values and skillsets that members of the Defence Force have are similar to those that define working in the public service, making leaders a great fit for the public service.

Ngā Ara Whakatupuranga aims to support Māori service people to transition to a career in the public service, seeking to make this a viable career path for Māori leaders leaving the Defence Force.

The programme consists of three main phases, application and selection, induction and regional placement with Te Puni Kōkiri, and then placement at another public service agency.

### Application, Selection, and Pre-Programme Preparation

Candidates apply for selection into the programme through either the normal Defence Force chain of command or directly to Te Puni Kōkiri.

The Public Service Commission, the Defence Force and Te Puni Kōkiri, will jointly consider the applications which have been received and select the best candidates to take part in the programme.

For some applicants the timing may not be right and so they may be deferred to commence in a later programme.

## Induction and Regional Placement with Te Puni Kōkiri

Participants will be welcomed to Te Puni Kōkiri to begin their placement on the programme. They will work at the Te Puni Kōkiri National Office for approximately four weeks.

A whakatau will be held to formally welcome the participants into the Te Puni Kōkiri whānau.

Participants will receive an introduction to Te Puni Kōkiri, covering the organisational vision, purpose and role, and strategic priorities and focus areas.

During the rest of their time at the Te Puni Kōkiri National Office, participants will complete the People, Culture & Capability online training modules covering the Privacy Act, Health and Safety, Integrity and Conduct and the prevention of bullying and harassment.

They may also be able to attend core training programmes such as an overview of the Machinery of Government, Business Writing, Formulating Policy Advice and Critical Thinking.

This training will take place alongside their work on a range of other Te Puni Kōkiri kaupapa.

After their time at National Office, participants will then begin placement in one of the Te Puni Kōkiri regional offices for approximately four weeks.

This regional placement will help them to build further networks and relationships and to experience first-hand the range of mahi that is done in the regions.

## Placement at another public service Agency

After spending an initial period working at Te Puni Kōkiri, participants will then begin a placement at another public service agency.

The agency will assign the participant a role and a project or assignment for them to immerse themselves in during their time there.

The training and development that the participants received during their time at Te Puni Kōkiri will mean they are ready to take on the wero of entering another public service agency, feeling confident to utilise their leadership skills in this environment and show their value.

## After the programme

After a poroporoaki, programme participants will have the chance to evaluate Ngā Ara Whakatupuranga.

The results of these evaluations will be used to make improvements to the programme, so that future participants have an even better experience of Ngā Ara Whakatupuranga.

## Who should apply?

We are looking for Māori leaders who are seeking to expand their career into the public service and are passionate about working towards a better Aotearoa New Zealand for all. A degree of comfort working in a kaupapa Māori environment is essential.

Candidates should have submitted their resignation (717) and be seeking to transition from the Defence Force within 12 months of commencing the programme.

## How to apply

Māori leaders in the Defence Force can apply by requesting an application form through their careers managers.

Alternatively, potential candidates can register their interest for selection into the programme by emailing: [NZDFtransition@tpk.govt.nz](mailto:NZDFtransition@tpk.govt.nz). An application form will then be provided to them.

Consideration and selection of applicants will occur via a panel of staff from the Defence Force, Te Puni Kōkiri and Te Kawa Mataaho.

Regardless of how they apply, applicants should submit the following:

- A completed application form
- A service biography or Curriculum Vitae

## More Information

For more information on Ngā Ara Whakatupuranga, please email [NZDFtransition@tpk.govt.nz](mailto:NZDFtransition@tpk.govt.nz).





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