



04 July 2022

[REDACTED]
[REDACTED]
[REDACTED]

Ref: OIA-2021/22-1428

Dear [REDACTED]

Official Information Act request for guidance documentation on the use of te reo Māori

Thank you for your Official Information Act 1982 (the Act) request received on 20 June 2022. You requested:

- *Any documents containing the department's policy/templates on the use of te reo Māori in external and internal communications, briefings, and documents*
- *Any correspondence or directives from the Prime Minister or her representatives about the use of te reo Māori in external and internal communications, briefings, and documents (...)*

I note you have also submitted this request to the National Emergency Management Agency (NEMA). As a departmental agency of the Department of the Prime Minister and Cabinet (DPMC) this response acts to respond to your request to both agencies.

I will respond to your questions in turn.

Any documents containing the department's policy/templates on the use of te reo Māori in external and internal communications, briefings, and documents

Please find enclosed the document *Te Reo Māori Plan 2021/22*. This document is DPMC and NEMA's first formal te reo Māori plan as required by Cabinet which directed all public service departments to develop a Māori language plan by 30 June 2021.

DPMC's *Style Guide* also includes references to the correct use of te reo in external and internal documents. The purpose of this document is to provide staff with a set of guidelines to ensure the way in which DPMC and NEMA communicates is consistent and accessible to the general public. For your reference, I have provided the relevant extract from this guidance below:

"Plain English

We write our content in plain English that is clear and simple to understand. Plain English means that something can be instantly understood and meets the needs of its audience. It is achieved by using language, structure and design so clearly and effectively that the audience has the best possible chance of readily finding what they need, understanding it and using it. Avoid language that is bureaucratic, academic, wordy or imprecise.

We use:

- *plain, familiar language*
- *short sentences*

- *active voice (mostly)*
- *'you' and 'your' when talking to you*
- *use contractions when appropriate like 'you're' or 'you'll*
- *Māori words correctly, including macrons."*

Any correspondence or directives from the Prime Minister or her representatives about the use of te reo Māori in external and internal communications, briefings, and documents

Following a search for information relevant to this part of your request, no correspondence or directives from the Prime Minister or her representatives about the use of te reo Māori were found within scope. This part of your request is therefore refused under section 18(e) of the Act, that the information requested does not exist, or despite reasonable efforts to locate it, cannot be found.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Chris Gianos
Acting Executive Director
Strategy, Governance and Engagement



**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**
TE TARI O TE PIRIMIA ME TE KOMITI MATUA



**National Emergency
Management Agency**
Te Rākau Whakamarumarū

Te Reo Māori Plan 2021/22

Version	1.0	Contact	Principal Adviser, Māori
Status	Draft <input type="checkbox"/> Final <input checked="" type="checkbox"/>	Approved by	Chief Executive
Date for review	30/06/2022	iManage	4348185

Purpose

This is the Department of the Prime Minister and Cabinet's (DPMC) and the National Emergency Management Agency's (NEMA) te reo Māori plan. Te reo Māori is a taonga in te ao Māori and for our Māori staff, and understanding tikanga is part of our learning journey. For this reason, this plan does not stand alone and needs to be read and understood in the context of other initiatives designed to improve our te ao Māori capability and our cultural competency.

This is the first formal plan, as required by Cabinet which directed all public service departments to develop a Māori language plan by 30 June 2021. These are to be reflected in the departments' accountability documents, including Annual Reports and Strategic Intentions [[MCR-18-MIN-0012](#)].

This plan is a start not an end. Our aspiration will continue to grow as we take our first steps together with a shared kaupapa. This plan represents our base expectations for all staff. We acknowledge that many of our staff are well ahead in their personal te reo Māori learning. This plan welcomes that commitment, acknowledges that expertise and encourages further growth. It reflects actions broader than individual language learning and encourages our people and teams to look for ways their mahi can enhance the status of te reo Māori.

The Structure of our Plan

[Maihi Karauna](#) is the Crown's Strategy for Māori Language Revitalisation 2019–2023. Its vision is *Kia māhorahora – every day, by everyone, every way, everywhere*. It aims to achieve this vision by focusing on three outcomes:

- | | |
|-------------------------------------|--|
| • Aotearoatanga – Nationhood | Te reo Māori is valued as a central part of national identity |
| • Mātauranga – Knowledge and Skills | We have increased levels of knowledge, skill and proficiency in te reo Māori |
| • Hononga – Engagement | We are able to engage with te reo Māori |

We have structured our Plan around these three outcomes.

Aotearoatanga – Nationhood

Outcome sought

Te reo Māori is an inherent part of New Zealand's national identity, to be valued and used by wider Aotearoa New Zealand. *Kia māhorahora te reo* is the Crown's vision where te reo is used by everyone, every day, every way and everywhere.

Our levers

DPMC and NEMA play key leadership roles and deliver important public services that provide opportunities to influence others, as well as specific services related to national identity.

We can contribute to building a national sense of value for te reo Māori where appropriate through:

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Lever	Examples of things we can do
Leading and influencing others in the public sector	<ul style="list-style-type: none"> Seeking opportunities to role model and reinforce te reo Māori usage across public service and system leaders
Policy advice	<ul style="list-style-type: none"> Recognising the Crown's aspirations and te reo Māori as taonga
Public-facing communications and correspondence	<ul style="list-style-type: none"> Using te reo Māori in our greetings and referring to Aotearoa New Zealand Referring to our organisations, Ministers and staff using te reo Māori Including speakers and written words that are inclusive of te reo Māori Ensuring visual identity, name and actions are consistent with te reo Māori usage
Seeking expert advice and assistance for the use of te reo Māori	<ul style="list-style-type: none"> For external events and ceremonies Using licensed translators Consulting with Te Taura Whiri i te Reo Māori for translations of new concepts
Seeking feedback and reviewing our progress and impact.	<ul style="list-style-type: none"> Engaging regularly with staff networks, business groups and reporting to our Executive Leadership Team on progress and proposed adjustments

Our success indicators

We will develop minimum expectations for all external advertising, design, public relations and other relevant suppliers to ensure our te reo Māori plan aspirations are reflected in our externally-contracted work	By 30 September 2021
We will review our procurement practices to ensure we value and where appropriate require te reo Māori skill in our external communications work	By 30 December 2021
We review our technology products and support to ensure appropriate use of Māori macrons is enabled where possible	By 30 March 2022
All our external publications and events use te reo Māori appropriately with visual identity and name reviewed	By 30 June 2022
Our job descriptions have an introductory paragraph in te reo Māori and job titles reflect te reo Māori and these form part of the DPMC and NEMA branding template for email signatures and correspondence	By 1 July 2021 All new job descriptions By 30 June 2022 All job descriptions

Mātauranga – Knowledge and Skills

Outcome sought

The goal here is to increase knowledge, skills and proficiency in te reo Māori. We want to increase the ability and confidence to talk about at least basic things in te reo Māori.

Our levers

DPMC and NEMA have a combined workforce of around 500 people who can increase their levels of knowledge, skill and proficiency in te reo Māori.

We can contribute to improving mātauranga by ensuring that all employees are at least “comfortable” with te reo Māori¹. Our te reo Māori plan is the mechanism through which we will rise to this challenge, as well as provide the platform through which staff with higher levels of learning and aspiration can continue to grow and develop.

When we identify and value te reo Māori skill as part of our recruitment processes it contributes to recognition that knowledge and use of te reo Māori is a good career investment across the public service. This in turn assists in growing te reo usage in Aotearoa. We recognise that specific roles, including leadership roles, will require a higher skill level to be developed.

Our success indicators

We enable Individual Development Plan (IDP) templates to reflect te reo Māori aspiration	By 1 July 2021
We provide self-assessment tools to enable employees to set their own development goal and ensure all learning and development opportunities cater for employees at all stages of their te reo Māori journey	By 30 September 2021
We improve reference guides and other tools and support for common vocabulary and update and refresh regularly	By 30 December 2021
<p>We can say, pronounce and understand in te reo Māori:</p> <ul style="list-style-type: none"> ○ our organisations’ names: Te Tari o te Pirimia me te Komiti Matua/ Te Rākau Whakamarumaru ○ the Prime Minister’s title: Pirimia; ○ our values: kia māia, kia honohono, kia manawanui and kia taute); ○ our whakatauki: Mahia i runga i te rangimārie me te ngākau māhaki (with a calm mind and a respectful heart we will always get the best results); and ○ the names of any of our programmes in te reo; ○ the te reo Māori names of organisations we frequently work with; ○ the te reo Māori titles of our Ministers; ○ place names of Aotearoa ○ standard greetings. 	<p>By 30 December 2021 all people leaders and external engagement staff</p> <p>By 30 June 2022 all employees²</p>
We support those wishing to develop higher levels of skill in mihi whakatau, pōwhiri and other tikanga practices	By 30 December 2021

¹ This is pitched as the minimum requirement for all public servants by Te Arawhiti, the Office for Māori Crown Relations, in its Whāinga Amorangi Individual Capability Component of the [Māori Crown Relations Capability Framework](#).

² All employees refers to any employee who has been employed for six months or more.

Our leaders, internal communications and forums increase usage of te reo Māori both orally and in writing	Ongoing
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Hononga – Engagement

Outcome sought

We are able to engage with te reo Māori speaking environments.

Our levers

DPMC and NEMA deliver important public services that engage with Māori communities as well as more broadly within Aotearoa New Zealand. Our high-profile operations provide a meaningful way to demonstrate our commitment to te reo Māori.

Our success indicators

Our people leaders will prioritise their support and encourage staff engaging with Māori to access to te reo Māori learning and development opportunities	By 30 October 2021
Our induction for new staff will be refreshed to ensure those engaging with Māori are aware of the te reo Māori plan's aspirations, tools and resources	By 30 September 2021
We can open and close a hui in te reo, recite our pepeha and sing a basic waiata	By 30 June 2022 all people and business leaders, principal advisers and external engagement staff By 30 June 2023 all employees ²
We provide development opportunities for our engagement staff to integrate their understanding of te reo Māori with tikanga	By 30 June 2023

Review

We will measure our progress by:

- assessing our capability in *Te Taunaki* the Public Service Census, bespoke employee surveys, through our progress on Whāinga Amorangi, and using Te Arawhiti's resources.
- reviewing and refreshing this Plan annually to ensure our aspiration continues to develop alongside employees.

Responsibilities

Role	Responsibilities
Executive Director, Strategy Governance and Engagement, DPMC and Chief Executive NEMA	Executive Leadership Team sponsors, oversight and support
Organisation, Direction and Development, DPMC and Office of Strategic Enablement, NEMA	Administration and reporting
Pou Tangata	Implementation advice and support
Senior Advisor, Organisation Development, DPMC	Implementation advice and support
Human Resources Manager	Implementation advice and support
Principal Adviser, Māori, DPMC	Activation and implementation oversight
People leaders	Encouragement and support for teams, leading with demonstration of personal learning, active discussion on individual development plans and prioritising learning opportunities for those engaging with Māori
Employees	Individual development planning and implementation