
**KEI MUA I TE AROARO O TE RŌPŪ WHAKAMANA
I TE TIRITI O WAITANGI**

BEFORE THE WAITANGI TRIBUNAL

WAI 3327

IN THE MATTER OF

the Treaty of Waitangi Act 1975

AND

IN THE MATTER OF

**the Te Reo in the Public Sector Urgent
Inquiry**

BRIEF OF EVIDENCE OF HEATHER JANE BAGGOTT

29 May 2024



**Te Tari Ture
o te Karauna**
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Introduction

1. My full name is Heather Jane Baggott (Ngati Maniapoto, Te Atiawa).
2. My current role is Te Tumu Whakarae mō Te Kawa Mataaho Public Service Commissioner. I am the acting Public Service Commissioner, pending a permanent appointment being made to the role.¹ I have been acting in the role since 1 March 2024, following the resignation of the previous Commissioner, Peter Hughes.
3. I am also:
 - 3.1 the Head of Service. In this role I provide leadership of the Public Service; and
 - 3.2 the Chief Executive of Te Kawa Mataaho Public Service Commission (**the Commission**).
4. My substantive role is Deputy Public Service Commissioner, which is a statutory role under the Public Service Act 2020 (the Act), appointed by the Governor-General on the recommendation of the Prime Minister. I have held this office since 5 October 2021. In my substantive role I work closely with the permanent Public Service Commissioner to provide leadership and oversight of the Public Service, with a particular focus on areas delegated to me by the Commissioner, including the Māori-Crown relations area.
5. I joined the Commission in May 2018 and since that time I have held the portfolio of Māori-Crown relations in support of the Commissioner, and I led the advice on this aspect of the Public Sector reforms for the 2020 Act and its implementation. Prior to my appointment as Deputy Public Service Commissioner, I was the Deputy Commissioner, Leadership, Diversity and Inclusion (from July 2020) and Assistant Commissioner (from May 2018) at the Public Service Commission. In those roles I was responsible for supporting the establishment and implementation of a Diversity and Inclusion work programme for the Public Service (called Papa Pounamu),

¹Public Service Act 2020, s 47(5).

leadership development for the Public Sector (including the Leadership Development Centre) as well as advising and supporting the Commissioner with the recruitment, development and performance management of a portfolio of chief executives.

6. Most of my work with the Commission – including in my Māori Crown portfolio - can be characterised as working closely with Public Service leaders to lead and steward system-wide impact. That is, to establish clearly defined priorities for our collective focus, set expectations, promote and support delivery of those priorities, as well as monitor and report on progress.
7. Previous relevant roles I have undertaken include:
 - 7.1 Group Manager, Delivery at the Ministry for Culture and Heritage where I was responsible for leading a range of regulatory functions, management of cultural assets, nationally significant programmes and contestable funding for the protection and promotion of New Zealand's cultural heritage and history, including national commemorations (e.g. the World War One Centenary), protected objects, taonga tūturu, national memorials, war graves, research and publishing (2016-18).
 - 7.2 I held several senior leadership roles in the Ministry of Justice, including as General Manager of the Special Jurisdictions Group where I was responsible for leading service delivery and judicial support for all the specialist courts and tribunals administered by the Ministry (including the Waitangi Tribunal and Māori Land Court) (2010-16).
 - 7.3 Deputy Director, and various other roles, at the Office of Treaty Settlements, where I was responsible for policy and negotiations advice to advance the settlement of historical Treaty of Waitangi claims (1999-2010).
8. I hold a Bachelor of Management Studies (First Class Honours) from the University of Waikato.

9. A copy of my CV is annexed to this brief.

Scope of evidence

10. I am giving this evidence not only because of my role and responsibilities as the leader of the Public Service, but because I respect the significant role of the Tribunal and the important work it undertakes. As the Head of Service, I believe it would be helpful for the Tribunal to receive the information in this brief of evidence to assist it in discharging its duties. I also respect the importance of the forum the Tribunal provides, allowing Māori to bring claims, for those concerns to be aired in a structured way, and for the Crown's actions (or omissions) to be examined so that we can understand, learn and improve how the Crown can uphold its responsibilities under the Treaty. I also wish to acknowledge the claimants and the inquiry panel members and the mana, knowledge and expertise they bring to this inquiry.
11. I am conscious that I am the first Māori, and the first wahine Māori, to hold the role as Public Service Commissioner. That carries additional expectations for me.
12. This brief of evidence will cover:
- 12.1 My role, and the Commission's role, in leadership of the Public Service, how that relates to the Crown's Treaty obligations, and how the Crown's approach to those Treaty obligations has developed in the last decade.
 - 12.2 The development of Māori Crown leadership and cultural capability in the Public Service.
 - 12.3 The institutions that support and implement that mahi, and the structures and groups involved.
 - 12.4 The data and challenges around building cultural capability in the Public Service.
 - 12.5 How the Coalition Government has affected the above (and specifically the developments in relation to te reo Māori

allowances and agency and department names).

Role of the Public Service Commissioner

13. As set out above, my role as the Head of Service means that I provide leadership of the Public Service, including of its agencies and workforce and by oversight of the performance and integrity of the system.
14. The Act states that my functions include to:²
- 14.1 establish and lead a Public Service leadership team so that Public Service agencies work as a system to deliver better services to, and achieve better outcomes for, the public; and
- 14.2 promote integrity, accountability, and transparency throughout agencies in the State services, including by setting standards and issuing guidance; and
- 14.3 work with Public Service leaders to develop a highly capable workforce that reflects the diversity of the society it serves and to ensure fair and equitable employment, including by promoting the good employer requirements in this Act; and
- 14.4 act as the employer of Public Service chief executives, including by—
- appointing chief executives and reviewing their performance, including how they carry out their responsibilities and functions under this Act or another enactment; and
 - to the extent relevant in each case, reviewing the performance of the Public Service agency that the chief executive leads or carries out some functions within; and
- 14.5 review the design and operation of the system of government agencies in order to advise the Minister for the Public Service or the appropriate Minister on the following matters:

² Public Service Act 2020, s 44.

- possible improvements to delivery of services and inter-agency cohesion:
- agency establishments, disestablishments, and amalgamations:
- the governance and allocation of functions, and the transfer of functions to and between agencies; and

14.6 carry out any other administrative and management functions in relation to the Public Service that the Prime Minister from time to time directs (not being functions conferred by this Act or another enactment on a chief executive appointed by the Commissioner).

15. The Commission is responsible for administering the Public Service Act, as well as other legislation. Aspects of the Act are relevant to the scope of this inquiry and I discuss this further on in my evidence.

Public Service reforms

16. The Act repealed and replaced the State Sector Act 1988. The new Act reformed the previous public management system to enable a modern, agile and adaptive Public Service that delivers better outcomes and services for all New Zealanders. This includes stronger recognition of the role of the Public Service in supporting the relationships between Māori and the Crown, which I will cover in more detail below.

17. The Act affirms and clarifies the foundational principles and values for all public servants, regardless of their agency:

17.1 Principles:³

- Politically neutral: to act in a politically neutral manner; and
- Free and frank advice: when giving advice to Ministers, to do so in a free and frank manner; and

³ Public Service Act, s 12(1).

- Merit-based appointments: to make merit-based appointments (unless an exception applies under this Act); and
- Open government: to foster a culture of open government; and
- Stewardship: to proactively promote stewardship of the Public Service, including of—
 - (a) its long-term capability and its people; and
 - (b) its institutional knowledge and information; and
 - (c) its systems and processes; and
 - (d) its assets; and
 - (e) the legislation administered by agencies.

17.2 Values:⁴

- Impartial: to treat all people fairly, without personal favour or bias:
- Accountable: to take responsibility and answer for its work, actions, and decisions:
- Trustworthy: to act with integrity and be open and transparent:
- Respectful: to treat all people with dignity and compassion and act with humility:
- Responsive: to understand and meet people's needs and aspirations.

18. The Act highlights acting with a spirit of service to the community as the fundamental characteristic of the Public Service and requires Public Service chief executives to nurture the spirit of service that their staff bring to their

⁴ Public Service Act 2020, s 16(1). The Public Service values are given effect through the minimum standards set under section 17(1).

work.⁵

19. The Act also requires Public Service leaders to be guided by the principle that our workforce reflects the makeup of society.⁶ We must ensure our employment policies and practices help to create a working environment that is inclusive of all groups. As noted above, one of my statutory functions is to work with those leaders to meet these requirements.

Role of the Public Service in supporting Māori-Crown Relationship – the Treaty of Waitangi | te Tiriti o Waitangi

20. The Public Service has always had an important role in supporting the Crown as a Treaty partner as well as fulfilling its responsibilities to Māori citizens. The context for how this has rapidly evolved in the past few decades is relevant to how the Public Service has kept pace with these changes and adapted its approach across successive governments. Looking back to look forward, we have come a long way and there is still much to improve on.
21. From the 1990s onwards, a significant part of this role included supporting the Crown to negotiate the settlement of historical Treaty claims. As well as the return of significant assets, land and resources, many of these settlements created new arrangements between Māori and the Crown to share decision-making as well as support the advancement of iwi and hapu aspirations for improved environmental, cultural, social and economic outcomes.
22. As more and more settlements were achieved, the Public Service was increasingly challenged in its capability and understanding of the Crown's Treaty settlement commitments and the Crown's general Treaty obligations, and slow to respond to the opportunities (and increased expectations) for engaging Māori in policy, service design and delivery of public services.
23. The work of the Office of Treaty Settlements and the Waitangi Tribunal

⁵ Public Service Act 2020, s 13.

⁶ Public Service Act 2020, s 75.

(and those involved in that work) created a whole new corpus of knowledge and capability. This included a significant and valuable body of research and reports about the impacts of the Crown's Treaty breaches, in-depth understanding of the relationships between tribes and their histories and cultural connections with place. New Treaty clauses were included in legislation, jurisprudence in the courts developed apace, affecting many more spheres of policy development, public administration and management. Alongside this the Tribunal has advanced its examination of contemporary claims and kaupapa inquiries. All of this underscores the rapidly evolving nature and complexity of Treaty matters that the Public Service needs to respond to, and build its capability in.

A confluence of opportunity that has led a step-change across the Public Service

24. In October 2017, the then Government established a new Māori Crown Relations portfolio and in early 2018 the new Minister embarked on a national engagement process with Māori to establish the scope and priorities for the portfolio.
25. A key driver for this was to recognise a need to shift the relationship between Māori and the Crown from “one focussed on historical grievance to one focussed on partnerships”.⁷ The feedback from the hui (over 30 in total) and the thousands of submissions received highlighted significant gaps in public service capability to understand and value Māori perspectives and engage effectively with Māori, a need for more Māori in our workforce and in senior decision-making roles, and a desire for greater accountability for chief executives on these matters.
26. Around the same time, the then Minister of State Services decided to initiate a process to reform the State Sector Act 1988, which was silent on the Treaty relationship between Māori and the Crown, the role of the Public Service and the responsibilities that flowed from that. The feedback from the national hui on Māori Crown portfolio priorities informed those

⁷ Cabinet Paper “Establishment of the Office for Māori Crown Relations Te Arawhiti” <<https://www.tearawhiti.govt.nz/assets/Publications/Proactive-release-Establishment-of-the-Office-for-Maori-Crown-Relations-Cabinet-paper-7-May-2020.pdf>>.

reforms.

27. Policy proposals were developed during 2018, informed by dedicated chief executive governance groups to advise the Commissioner and Ministers, as well as structured engagement with senior Māori public servants. Consultation on the policy proposals in 2018, including targeted engagement with Māori public servants (national and regional hui), an external Māori reference group and Māori organisations, resulted in over 300 submissions that generally supported the direction of the reforms (although many advocated for the reform to go further) with specific feedback taken on board. This resulted in the statutory provisions now embodied in the Public Service Act 2020.
28. The Public Service Act contains the first reference to the Treaty in core legislation for the Public Service. It is also the first legislation to recognise the constitutional role of the Public Service in supporting New Zealand's democratic form of government.
29. The Act states explicitly that the role of the Public Service includes supporting the Crown in its relationships with Māori under Te Tiriti o Waitangi | the Treaty of Waitangi. This is set out in section 14 of the Act. It is a stand-alone prominent provision within the Act.
30. The Act also now includes explicit responsibilities on the Public Service Commissioner and Public Service chief executives⁸ to develop and maintain the capability of the Public Service to engage with Māori and to understand Māori perspectives.⁹
31. There are also explicit responsibilities in the employment area,¹⁰ and the Act carries over previous requirements from the State Sector Act that Public Service chief executives are responsible for operating an employment policy that meets the aims, aspirations and employment requirements of Māori as well as the need for greater involvement of

⁸ These responsibilities also apply to the other Public Service agencies: interdepartmental executive boards and boards of interdepartmental ventures.

⁹ Public Service Act 2020, s 14.

¹⁰ Public Service Act 2020, s 14(2)(b).

Māori in the Public Service.

32. The Commissioner and chief executives are accountable to their respective Ministers for upholding their responsibilities to support the Crown's relationships with Māori.¹¹
33. The responsibilities in the Public Service Act should be read alongside other relevant legislation, such as Te Ture mō Te Reo Māori 2016, and applicable policies, such as the Maihi Karauna, which I discuss in further detail below.
34. A key point I wish to highlight here, is that the Public Service not only has a role to support the Crown to protect and promote te reo Māori for its revitalisation, but we also need to acquire, understand and use te reo Māori in order to do our job. This includes our responsibilities to attract, retain and develop Māori public servants and to support them to thrive in the Public Service. Those are the responsibilities of the Public Service chief executives as employers, and my role as the Commissioner.

System leadership to build capability across the Public Service

35. Increasing public service capability is central to building effective, and respectful, Māori-Crown relationships that support and enable better outcomes for Māori. Through our engagement on the reforms, it was clear that we needed a plan for unified system-wide change. There was evidence and anecdote of “pockets” of good and best practice within the Public Service, but this was not consistent across all agencies. Some were cynical that things would change, that not all agencies would do what was expected of them.
36. Our mantra for this change was “think big, start small, scale quickly”. The philosophy for this is based on three key things:
 - 36.1 Create a movement of collective action, everyone working together, with visible leadership commitment from the top.
 - 36.2 Start with getting the foundations right, identify a few achievable

¹¹ Public Service Act 2020, s 15.

things that everyone can do and make it easy for them to do it tailored to their own circumstances.

- 36.3 Plan to learn as we go, and share that learning so everyone benefits, recognise achievements and progressively build on our progress each year.
37. While the legislative reform provided the impetus and focus, it was, and continues to be, this whole-of-system approach of agencies working together on progressive improvement that has become the critical success factor to tangible progress across the whole Public Service in recent years. The legislative requirement alone is not sufficient.
38. The Commission has, and continues to, provide leadership to the Public Service working closely with chief executives who have all willingly signed up to their collective and individual commitment to build Māori-Crown capability. Necessarily, we have worked closely with Te Arawhiti and Te Puni Kōkiri in particular to reinforce and support our respective leadership roles.
39. We have put in place new institutional arrangements, and over the past few years have methodically integrated these commitments into everything we do at the Commission including how we set, review, and measure the performance of chief executives and their agencies.
40. The Commission worked with Te Arawhiti to design and implement Whāinga Amorangi: Transforming Leadership framework (issued in 2021), a capability framework which guides the Public Service in taking a coordinated approach to strengthening Māori-Crown relations and helps Public Service chief executives meet their responsibilities under the Public Service Act. Whāinga Amorangi has been a key foundation for our work. I discuss this in further detail later in my evidence.
41. It is not insignificant that for the first time in Public Service history, every agency has a plan in place, endorsed by Te Arawhiti, to actively and progressively build their Māori Crown capability.

42. Progress is not always uniform. Sometimes, the speed of our progress creates its own problems, as I discuss below. At other times there are other policy priorities that consume resources and attention. The period immediately after the enactment of the Public Service Act, when New Zealand's Public Service was dealing with the management of the COVID-19 epidemic, is an example of this. While the pandemic response and recovery was all-consuming for many agencies, most did not lose their focus on advancing their stewardship responsibilities.
43. In my view there has been steady overall progress in developing the Public Service's cultural capability. The Commission has an important role in keeping the momentum of that progress, and in advising when the Crown's actions will affect that momentum; but also in ensuring that the advice it gives sits in context and reflects the Government's priorities at the time.
44. Regardless of the policies adopted by the Government, the role of the Public Service is to give Ministers our best free and frank advice while maintaining political neutrality to support them in their relationships with Māori under the Treaty, in the manner they deem fit.
45. The work undertaken by the Commission, alongside other agencies, covers:
- i. Institutional arrangements
 - ii. System leadership
 - iii. Leadership expectations and capability
 - iv. System guidance and support
 - v. Workforce matters
46. While my evidence sets out the broader work done to support the Māori-Crown capability, where relevant I identify where this work specifically relates to te reo Māori. I have described the wider policy framework because in my view, te reo Māori and the policy initiatives that sit around that are not able to be seen in isolation. They are an inextricable part of the wider picture, and work in support of each other, and need to be

situated in the proper and full context.

Institutional arrangements

47. In 2018, the Government created Te Arawhiti | the Office for Māori Crown Relations. As a new Departmental Agency, it was mandated by Cabinet to take on new functions including leadership for building capability of the Public Service to support Māori-Crown relationships. It also consolidated the functions previously performed by the Office of Treaty Settlements, and the Ministry of Justice's post-settlement Treaty commitments unit.
48. The establishment of Te Arawhiti – with a dedicated focus on building the Crown's capability – itself strengthened system leadership in this area. It allowed Te Puni Kōkiri to focus on its system leadership role in being the principal policy advisor to Government on Māori development with influence across the public sector, and statutory responsibility for monitoring the delivery of services to and outcomes for Māori by the Public Service generally.

System leadership

49. As I mentioned above, the Commissioner has put in place new measures and has systematically integrated a focus on Māori Crown capability in everything we do. Key actions undertaken by the Commission to support system leadership include:

- 49.1 **Māori-Crown relationship chief executives group:** The Commission, Te Arawhiti and Te Puni Kōkiri have worked together to lead the whole of system approach to support organisations and leaders to fulfil their obligations under the Public Service Act. During 2020 the Commissioner formalised this arrangement by having regular monthly meetings with the chief executives of Te Arawhiti and Te Puni Kōkiri to discuss and align system priorities through our respective roles.
- 49.2 **Te Hāpai Ō, a Māori Advisory Committee:** In December 2020 the Commissioner appointed Te Hāpai Ō, a statutory Māori Advisory

Committee (established under the Public Service Act) to advise on implementing the Public Service Act, in particular, the provisions regarding the Crown's obligations to and relations with Māori.

Te Hāpai Ō is currently chaired by the Chair of Te Taura Whiri i te Reo Māori, the Māori Language Commission, Professor Rawinia Higgins and meets approximately every 3-4 months. This is the first advisory committee to the Head of the Public Service, of its kind. Its membership includes four external Māori leaders, (Prof Higgins, Ms Traci Houpapa, Mr Jamie Tuuta and Mr Anaru Mill) the two system lead Chief Executives (Te Puni Kōkiri and Te Arawhiti), the Commissioner and me as the statutory Deputy lead for the Māori Crown portfolio.

49.3 Engagement and relationships:

- The Commission engaged with Te Taura Whiri i te Reo Māori on a monthly basis during the Public Service reforms and during initial implementation in 2020 and 2021. We meet on a fairly regular basis on shared initiatives, and we recently engaged with Te Taura Whiri i te Reo Māori on the Government Workforce Policy Statement (GWPS), which is discussed further in the evidence of Ms Chadwick.¹²
- As Deputy Public Service Commissioner, I undertake frequent, ad-hoc, engagement with the Chief Executive of Te Mātāwai, the independent statutory entity established by Te Ture mō Te Reo Māori 2016 to provide leadership on behalf of iwi and Māori in their role as kaitiaki of the Māori language. Our discussions focus on sharing context, mutual areas of interest, and offering my support to the Chief Executive in their leadership role. I discuss the engagement I recently had with Te Mātāwai in relation to the GWPS later in my evidence.

49.4 Baseline and data collection: The actions I have outlined above

¹² TKM.001.1098

are driving changes in the Public Service and we are building a clearer picture of how we are doing. In 2021, the Commission undertook the first ever Public Service Census, Te Taunaki, to collect data about public servants. We explicitly included questions about Māori Crown (and te reo Māori) capability and worked closely with Te Puni Kōkiri, Te Arawhiti and Te Taura Whiri i te Reo Māori on the design of those questions.

- Forty thousand public servants responded. This enabled us to create a baseline for measuring progress across the Public Service relating to te reo Māori, Māori-Crown relationship and the Treaty. These results were encouraging.
- Sixty-five percent of respondents said they were encouraged and supported to engage with Māori to ensure Māori views and perspectives are considered. Seventy-three percent of respondents value their knowledge of te reo Māori and want to grow it. The results showed the majority of public servants are committed and feel supported to build their understanding of te reo Māori, but that there are relatively low levels of proficiency.
- 65 percent of public servants said staff at their agency are encouraged to use te reo Māori; 59 percent are supported to develop their skills in te reo Māori; and 58 percent use at least some te reo Māori at work.
- however, only six percent can have a conversation about a lot of everyday things in te reo Māori, with this jumping to 26 percent for Māori public servants.¹³
- Continuing to build these capabilities in the Public Service

¹³ Public Service Commission "Workforce Data Māori-Crown" <www.publicservice.govt.nz/research-and-data/workforce-data-maori-crown>.

is a long-term journey. While we don't yet have further census results to measure progress against the 2021 census results, agencies continue to progress their commitments under their action plans relating to Whāinga Amorangi and Papa Pounamu.

- 49.5 **Briefings on the State of the Public Service:** In December 2022, the Commissioner provided the first 3-yearly briefing to the Minister for the Public Service on the Commissioner's assessment of the state of the Public Service as required under the Public Service Act.¹⁴ This included an assessment of the current state of the role of the Public Service in supporting the Māori-Crown relationship and in relation to te reo Māori. This briefing was provided to the House of Representatives, as required under the Public Service Act.
- 49.6 **Second statutory Deputy Public Service Commissioner:** Under the Public Service Act, there was a new requirement to appoint a second Deputy Public Service Commissioner. I was appointed to this role in October 2021 and was assigned by the then Commissioner responsibility for leading the Commission's work on Māori-Crown Relations (a continuation of a role I had performed since 2018 but formalised with my statutory appointment).
- 49.7 **Papa Pounamu:** While the Public Service Act provides legislative backing for expectations of Public Service leaders in relation to diversity and inclusion, in 2017 Public Service chief executives established a programme of work, called Papa Pounamu, that brings together diversity and inclusion practices and initiatives across the Public Service.¹⁵ Papa Pounamu covers five priority areas, including cultural competence, which reflects the

¹⁴ Public Service Act 2020, schs 3, cl 14, ; Public Service Commission "State of the Public Service" <<https://www.publicservice.govt.nz/assets/DirectoryFile/State-of-the-Public-Service-Digital.pdf>>.

¹⁵ Public Service Commission "Papa Pounamu Public Service work programme" <www.publicservice.govt.nz/guidance/papa-pounamu>.

significance of Māori Crown relationships and building our cultural competence and confidence across a broad range of cultures is integral to ensuring inclusion. This programme of work also has a focus on supporting more Māori into senior leadership roles, supporting Tuhono (the Māori Public Service network) and creating inclusive work environments for Māori.

50. The Commission leads by example:

50.1 **Cultural identity:** In 2017, Professor Pou Temara, working with Te Taura Whiri i te Reo Māori, gave advice on a new te reo Māori name for the Commission, Te Kawa Mataaho (previously Te Komihana o Nga Tari Kawanatanga). The foundation of this name comes from several related concepts that reflect our role and purpose: Te Hou Mataaho – the place where leaders stand; the authority for maintaining kawa | protocols; and Te Manu Ariki who serves the wider flock.¹⁶ The Commission’s internal style guide sets out how we use our agency name: *“Our full name is Te Kawa Mataaho Public Service Commission. The shortened version of our name is Te Kawa Mataaho. In text we use ‘the Commission’ rather than TKM or PSC, as these are abbreviations already in use with other organisations”*.¹⁷ Our approach to naming is in alignment with the Māori-English Bilingual Signage guide issued by Te Puni Kōkiri. In 2020/21, we worked with an external kaupapa Māori designer and, through wānanga, with Māori public servants to develop a visual identity for the Commission including branding and visual design elements that reflect our name, role and purpose in our communications.¹⁸ This has been integrated into all our communication products, templates and publications.

50.2 **Māori Capability Strategy and language plan:** In 2020 the Commission implemented its own Māori strategy (Te Angitū) and

¹⁶ TKM.001.0056

¹⁷ TKM.002.0001

¹⁸ TKM.002.0047

a Māori language plan. In 2021 the strategy and the language plan were refreshed and combined to create an integrated Māori capability strategy and action plan. The goal of this was to ensure staff in our organisation can confidently understand, value and participate in te ao Māori in a way that enables us to support the Māori-Crown relationship. The refresh of Te Angitū sought to draw together our obligations under the Public Service Act, Whāinga Amorangi and Maihi Karauna into a single integrated plan, which included te reo Māori as key focus.¹⁹ Our action plan for 2021-22 remains current, with work underway to produce an updated action plan.

50.3 **Kaihautū mō Te Kawa Mataaho:** In December 2020, the Commissioner appointed a Kaihautū mō Te Kawa Mataaho to support them and the work of the Commission by advising on how te ao Māori is and can be incorporated into our work, leading and guiding us to partner effectively and appropriately with Māori, and advising on common standards for tikanga and kawa across the Public Service as well as te reo Māori support for the Commissioner. Since mid-2021, Rauru Kirikiri has held this role.

50.4 **Visibility and use of te reo Māori:** The Commission has increased the use and visibility of te reo Māori across the Public Service, working with Te Taura Whiri i te Reo Māori, including in the refresh of jobs.govt.nz to include te reo Māori for headings, job titles, job descriptions, chief executive designations, agency names, as well as a preamble on the Public Service.

50.5 **Championing excellence:** Since 2019, the Commission has included a specific category for Māori-Crown relationships in the annual Te Hāpai Hāpori | Spirit of Service Awards, which is an awards programme coordinated by the Commission to celebrate excellence in public service. 2019 was also the year of the

¹⁹ TKM.002.0031

inaugural Awards. In 2020, Betty Hauraki of Te Taura Whiri i te Reo Māori received the Spirit of Service Lifetime Achievement Award for her work in te reo Māori revitalisation.

- 50.6 **Supporting cultural practices:** by establishing Ko Tāu Rourou, the Public Service waiata rōpū, comprising a group of kaiwaiata from across the Public Service who have gathered since 2021 to tautoko Minita and kaimahi at official Public Service events. The name Ko Tāu Rourou, which references the bringing together of collective knowledge and talents across the Public Service, was selected by the Commission's (then) Kaihautū Doug Hauraki in 2021.

Leadership expectations and capability

51. The Commission has taken a number of active steps to ensure that the Māori-Crown relationship is at the forefront of Public Service leadership:

- 51.1 **Chief executive recruitment and performance:** Capabilities required to meet Māori-Crown responsibilities under the Public Service Act are now reflected in the recruitment and performance of Public Service chief executives by incorporating these into position descriptions, performance expectations and development plans. Recruitment processes also now include having our Kaihautū mō Te Kawa Mataaho (or another Kaihautū) on appointment panels and engaging with iwi/Maori leaders as part of reference checking for most roles, to assess their credibility and capability appropriate to the role.

- 51.2 **Succession planning and development boards:**

- The Commission actively maintains succession plans for the chief executive positions of all Public Service agencies, and a handful of statutory officer roles. Māori-Crown relations is a specific capability profiled for, and features in many chief executive position descriptions as a core component of the leadership role. Our succession planning also takes into

consideration diversity across the future chief executive cohort, including gender and ethnicity.

- The Commission supports development boards (previously known as career boards), Te Pae Aramahi, to build system-wide leadership capability needs, and to grow our succession pipeline, by working with a cohort of leaders who are ready for cross-agency development. There are four Boards, each chaired by a chief executive with colleagues and deputies who volunteer their time to support development of leaders across the public service. Cohort criteria have a specific focus on priority areas agreed by the Public Service Leadership Team. The priority for the past few years has been the development of leaders from underrepresented groups to increase Māori, Pacific, Asian and Middle Eastern/Latin American/African representation at senior leadership levels. In 2023, 45 percent of the active cohort were Māori.²⁰

51.3 Leadership training:

- The Commission, through its Leadership Development Centre, provides development for Public Service leaders. For example, Whakaaro Rangatira pilot programme for senior leaders (Māori leadership practices working at the Māori Crown interface), and new Māori-Crown relationship modules introduced in recent years to support common core development of Public Service leaders at all levels (from emerging leaders through to senior system leaders). Over 1000 leaders have taken part in this development as they transition into a new leadership role, since 2019.
- Supporting the Public Service Leadership Team (comprised of all Public Service chief executives) with facilitated workshops

²⁰ Public Service Commission “System Leadership Dashboard September 2023”
<https://www.publicservice.govt.nz/assets/DirectoryFile/System-Leadership-Dashboard-September-2023.pdf>.

to build collective capability, including three in relation to Treaty history (delivered by Professor Peter Addis of the School of Māori Studies, Victoria University of Wellington Te Herenga Waka and Hon Justice Sir Joe Williams) and Te Puni Kōkiri Treaty policy framework, Te Tautuhi o Rongo (delivered by Hon. Hekia Parata).

51.4 **Agency performance:** In 2022, the Commission refreshed its approach for Performance Improvement Reviews, designed to lift system and agency performance (formerly known as the “PIF” Reviews). The refreshed framework now includes an assessment of Māori-Crown relations capability. This involves an independent assessment of how the agency is lifting the capability of its staff to engage with Māori (including te reo Māori), better recognising the skills Māori public servants bring, as well as how the agency is developing new and innovative approaches for Māori participation in developing policy, service design, and delivery that provide better services and lead to improved outcomes for Māori.²¹

51.5 **Leadership Strategy for New Zealand’s Public Service:** In July 2023 the Commission, after consultation with senior leaders, implemented a leadership strategy under the Public Service Act for the development of senior leadership and management capability in the Public Service. The strategy identifies the evolving Māori-Crown relations as one of the key challenges facing the Public Service and highlights that there is still a lot of work for Public Service leaders to do in this area.²² The Strategy includes four themes to progress that reflect, through various engagement, the aims and aspirations of Māori public servants:

²¹ Public Service Commission “Performance improvement review programme” <www.publicservice.govt.nz/system/system-architecture-and-design/performance-improvement-review-programme>.

²² <https://www.publicservice.govt.nz/assets/DirectoryFile/The-Leadership-Strategy-for-New-Zealands-Public-Service-July-2023.pdf>

- Desire for greater recognition of the unique aspects of Māori leadership brought to the Public Service by Māori leaders that are not currently reflected in the Leadership Success Profile.
- Need for more Māori to be visible at senior leadership levels to show other Māori that aspiring to leadership roles is both achievable and desirable.
- Development of a workplace culture that is positive, safe and inclusive for Māori, both for current and aspiring Public Service leaders.
- Importance of Māori leaders leading out work to ground public services in te ao Māori and recognition for individuals who do this.

System guidance and support - Whāinga Amorangi and the Maihi Karauna

Whāinga Amorangi

52. As set out earlier in my evidence, in 2021 Te Arawhiti issued Whāinga Amorangi, which sets common expectations for how all Public Service agencies should build their Māori Crown capabilities over time.
53. The Commission supported Te Arawhiti to develop and implement Whāinga Amorangi.
54. All Public Service agencies now have a Whāinga Amorangi plan, endorsed by Te Arawhiti. The plans set out how agencies will build their Māori Crown capabilities. This includes building the confidence of leaders and all staff in te reo Māori, tikanga Māori, New Zealand history, understanding and applying the Treaty and engaging with Māori. Under each plan agencies have selected at least two key areas of focus from the six focus areas identified in the framework.²³ Most, if not all, agencies selected te reo

²³ The six focus areas under Whāinga Amorangi are: Understanding racial equity and institutional racism; Aotearoa New Zealand history and Te Tiriti o Waitangi/Treaty of Waitangi; Worldview knowledge; Tikanga/kawa; Te reo Māori; Engagement with Māori

Māori as one of those.

55. Agencies need to track their progress in their focus areas and make the organisational changes needed to address longstanding institutional barriers to partnership. Agencies are also required to report their progress in their annual reports to Parliament. This provides transparency and accountability.
56. The Commission participated in the inaugural review of all agency Whāinga Amorangi plans and provides ongoing support to agencies to meet the minimum expectations.

The Maihi Karauna

57. In 2019, the Crown launched the Maihi Karauna, its strategy for Māori Language Revitalisation 2019–2023. The purpose and scope of the Maihi Karauna is set out in more detail in the evidence of Ms Rawiri, of Te Puni Kōkiri. The Maihi Karauna is the Crown's Māori Language Revitalisation Strategy that outlines a vision for the future of te reo Māori in New Zealand. The Maihi Karauna is for all New Zealanders, it focuses on creating the right conditions across government and New Zealand society for the revitalisation of te reo Māori. The strategy identifies three priority groups that are critical to the revitalisation of te reo Māori. These three groups are young people (tamariki/rangatahi), proficient speakers (tangata matatau ki te reo) and the public sector (rāngai tūmatanui).
58. The Public Service reforms that I have outlined complement the work of the Maihi Karauna by extending beyond language revitalisation and broadly setting out both system and agency baseline capability expectations.
59. In the development of the Maihi Karauna, the Commission supported Te Puni Kōkiri to ensure there was sufficient clarity on accountability for agencies under the Strategy and adequate monitoring of progress.
60. Working alongside Te Taura Whiri i te Reo Māori, the Commission has encouraged all Public Service agencies to fulfil their responsibilities under

the Maihi Karauna.

Workforce matters

61. The Commission has maintained a focus on workforce matters especially as they pertain to:
- 61.1 Ensuring that the public service has the skills and capabilities to support the Crown in its relationship with Māori; and
 - 61.2 Supporting our kaimahi Māori to thrive within the Public Service.
62. While much of the effort has been at the agency level, specific programmes of work from the Commission to support the whole Public Service include establishing Te Ara ki Matangireia Māori – a Māori Emerging leaders Programme. This is a 10-month program run by the Leadership Development Centre (part of the Commission) - in partnership with Tukaha Global Consulting - that is wananga based, grounded in te ao Māori and supports early in career Māori public servants to thrive as Māori in the public service. Notably, every participant is supported by a senior public service mentor. Now in its third year, the programme has been a success. There have been 102 young Māori emerging leaders attend three cohorts of the programme. Evaluation ratings from participants in the second cohort show they were satisfied with the content and delivery of the programme, appreciated the mentoring relationship, and believed the programme had strengthened their leadership skills and assisted them to express their identity, language and cultural values more confidently. The programme received a rating of +85 which places it into the ‘excellent’ category.²⁴
63. Our data, including insights from the 2021 inaugural Te Taunaki Public Service Census help to provide insights and to help us track trends for Māori in our workforce.²⁵ We made notable gains in increasing the number

²⁴ The Net Promoter Score (NPS) assesses ‘customer’ sentiment by measuring the likelihood that a participant would recommend a product or service (in this case the Te Ara ki Matangireia Programme) to a peer or colleague. The NPS rating scale runs from –100 to +100. A rating of less than 0 means the service ‘needs improvement’, between 0 and 30 is ‘good’, 30 and 70 is ‘great’, 70 and 90 is ‘excellent’, and 90 and 100 is ‘world-class’).

²⁵ Public Service Commission “Workforce Data – Ethnicity in the Public Service” <<https://www.publicservice.govt.nz/research->

of Māori in our workforce and our senior leadership roles over the past six years. For instance, 2023 data indicates that Māori make up 16.8 percent of the Public Service Workforce (compared to the overall New Zealand working age population of 15.1 percent in June 2023). The 2023 data also shows that the number of Public Service leaders (chief executive level) who identify as Māori has doubled in the last five years. As at 30 June 2023, 15 percent of Public Service leaders identified as Māori. We currently have 16.6 percent of our chief executives who whakapapa Māori, the highest ever.

64. Pay gaps for Māori have also been a focus for the Public Sector's Kia Toipoto – Public Service Pay Gaps Action Plan. Through deliberate planning and action from all agencies, the pay gap for Māori public servants has steadily reduced year on year (from 11.2 percent in 2018 to 5.4 percent in 2023).²⁶

Challenges with developing Public Service capability

65. Notwithstanding the work being undertaken by Public Service leadership as described above to develop Public Service Māori Crown capability, including relating to te reo Māori, and the momentum being made, there are ongoing challenges that we need to manage.
66. One such challenge that has been identified by Te Taura Whiri I Te Reo in a recent report on the Maihi Karauna²⁷ is the limited capacity and capability to support learning and the highly competitive market for recruitment of te reo Māori capability. Perhaps the most critical challenge is the lack of te reo Māori teaching/training relative to the high demand, in the current workforce, which has been identified by Te Papa Kōrero (governance forum comprised of chief executives from the convening Maihi Karauna agencies).

[and-data/workforce-data-diversity-and-inclusion/workforce-data-ethnicity-in-the-public-service?>](#); Public Service Commission "Te Taunaki Public Service Census" <www.publicservice.govt.nz/research-and-data/te-taunaki-public-service-census-2021>.

²⁶ Public Service Commission "Workforce data - pay gaps" <<https://www.publicservice.govt.nz/research-and-data/workforce-data-remunerationpay/workforce-data-pay-gaps>>.

²⁷ Te Taura Whiri I Te Reo Māori "Annual Report on the Maihi Karauna 2022/2023" <[Maihi Karauna Annual Report \(nationbuilder.com\)](http://nationbuilder.com)>.

67. We must ensure that what we are doing to lift capability in the Public Service doesn't have an adverse impact on Māori in the community. We don't want to pull all their talent into the Public Service. Iwi and hapū and communities need to be able to thrive and need their people to help them do so. For example, we don't want all Māori language teachers to be focused on teaching public servants to speak te reo Māori. We need to support Te Mātāwai whose role it is to support revitalisation in communities – particularly given the majority of Māori do not speak te reo Māori. We need to be careful how much we lean on and ask of Māori leaders. We want their expertise and insights, but they also have significant responsibilities to their whānau, hapū and iwi.
68. Another challenge relates to the potential consequences of reliance on Māori public servants to build the capability of their colleagues. This is an often-unrecognised weight on individuals, usually additional to their substantive roles. We need to ensure that we are lifting Māori Crown capability across the Public Service in an appropriate and sustainable way. One of the ways to address this challenge is to ensure that Māori public servants who provide this resource and expertise are appropriately remunerated, and where there is a clear need and demand, that dedicated roles and resources are put in place to meet that demand. I comment on this further in the context of allowances for te reo Māori proficiency below.

Current state and recent events

69. All of the measures I have described above relating to system leadership and the development of Public Service capability in the Māori-Crown relationship, including as they relate to te reo Māori, remain in place and none have been paused or stopped as a consequence of any policies of the Government or Ministerial direction.
70. I expect that as coalition commitments make their way into government policy, there will be some adjustments to our approach. Understandably, some agencies have been tentative while they await clarity on policy decisions, and/or are putting their focus and attention into delivering on the new Government's priorities.

71. The Government has directed all agencies to find savings and decisions for these reductions will be made as part of Budget 2024. This will no doubt have some impact on “discretionary” spend, including in learning and development of public servants. How that will pan out remains to be seen. But it will require the Public Service to be more deliberate about the interventions and programmes we undertake, and that we can prove they are effective and provide value for money.
72. What is absolutely clear to me is the Government is ambitious for turning around outcomes in critical areas by setting targets and key priorities to re-direct the focus, the effort and resources of the Public Service to achieve them. This includes being bolder and more innovative in how we do that, being more evidence based, including actively looking at ways in which decisions and resources can be devolved to iwi and Māori organisations who know their communities best. In that context, it is important that the focus on the Public Service building its own capability is targeted to support those priorities and does not work against those objectives (especially locally-led solutions).

Te reo allowances

73. In terms of the efforts of the Public Service in its overarching strategy relating to the revitalisation of te reo Māori, including under the Maihi Karauna, there has been no deliberate system-wide approach of using allowances for te reo Māori proficiency as a mechanism for lifting Public Service capability. Those allowances have evolved and expanded through collective bargaining of employment terms and conditions with unions.
74. The evidence of Alex Chadwick, Deputy Commissioner, Workforce, sets out the Commission’s understanding of how these allowances have developed over time.
75. Our future ambition for te reo Māori capability in the Public Service (which we have tested and discussed with Te Hāpai Ō) is for all public servants to have a minimum level of proficiency to work in the Public Service. While this objective is aspirational in nature, growing our capability incrementally

will get us closer to this every year. As part of this, the Commission has spent the past few years focussed on how we support our senior leaders to develop the capability they need, including to create the conditions to develop the capability within their agencies.

76. There will always be an important place for expert speakers of te reo Māori in the Public Service, and increasingly so. Those roles must be appropriately sized and remunerated. I am very clear that public servants who are called upon for their te reo Māori proficiency and expertise (as well as related expertise in te reo Māori, tikanga and Te Tiriti matters) should be appropriately remunerated. The use of allowances can help achieve that but should not be the only way. Where agencies require dedicated expertise to support the build of cultural and te reo Māori capability, dedicated roles or resources should be created for that purpose rather than relying on the discretionary effort of those willing and able to help their colleagues.
77. I can't say whether the availability of allowances is having a material impact on capability and use of te reo Māori in the Public Service or whether it is only marginal. We do not currently measure the uplift of allowances at a system level. However, I do acknowledge that, as a tool it has likely acted as an incentive to gain and recognise proficiency. In the future, however, the increasing use of these allowances is likely to be an inhibitor because it is a reward for proficiency instead of an expectation that is part of a role. Moreover, the "add-on" approach works against the objective for mātauranga Māori capabilities to be fully integrated into broader recruitment, remuneration and recognition policies across the public service. Until we achieve our ambition, the expansion of the use of allowances should be carefully and clearly considered and articulated. Ms Chadwick's evidence sets out in more detail the formulation of the Government's position on allowances, including relating to te reo Māori, under the draft Government Workforce Policy Statement (GWPS).²⁸

²⁸ Public Service Act 2020, s 97.

78. As part of the process of consultation on the draft GWPS, I met with the Tumu Whakarae Chief Executive of Te Mātāwai on 24 May 2024 to advise him of its intent and to offer the opportunity to provide feedback on the draft statement. While the Chief Executive provided his initial observations, he reserved the right of his Co-Chairs to decline to provide formal feedback on matters that are subject to this Tribunal inquiry. By email dated 28 May 2024 I followed up with the Chief Executive to confirm my offer for Te Mātāwai to consider providing feedback.²⁹ Any feedback I do receive, I will provide to the Minister for the Public Service to support her decision-making on the GWPS.
79. I have also engaged further with Te Taura Whiri i te Reo Māori on the GWPS. By email sent today, 29 May 2024, I provided Mr Apanui-Barr with an updated version of the draft GWPS and invited Te Taura Whiri i te Reo Māori to provide further formal feedback on the statement (and the allowances clause) which I confirmed we would share with the Minister.³⁰

Commission advice on agency names

80. The evidence of Hannah Cameron, Deputy Commissioner, Strategy and Policy, at the Commission, sets out the actions undertaken and advice provided in relation to the Coalition commitment relating to agency names and I refer to her brief in this regard.

Whaikaha - Ministry of Disabled People

81. During the week of 7 May 2024 there were a number of media reports relating to the approach of Whaikaha - Ministry of Disabled People to its agency name.³¹ This reporting was prompted by a response from the Ministry to an Official Information Act request and referenced a communication the Chief Executive provided to her staff in November 2023 as an interim response to queries she received, while awaiting

²⁹ TKM.002.0038

³⁰ TKM.002.0097

³¹Stuff "Government's English name edict runs into trouble at Whaikaha" <www.stuff.co.nz/politics/350268739/governments-english-name-edict-runs-trouble-whaikaha>; "New disability issues minister Louise Upston insists Whaikaha will re-brand" <<https://www.stuff.co.nz/politics/350271270/new-disability-issues-minister-louise-upston-insists-whaikaha-will-re-brand>>.

direction from Ministers or other decision from the Government on how to give effect to the commitment in the New Zealand National Party and New Zealand First Coalition Agreement.³²

82. The media reporting does not reflect the full picture. I am aware that Ms Tesoriero is currently working with her Minister regarding the Minister's expectations about the Ministry's name, including when and how its te reo Māori name is used in communications from the agency. When there is clarity on the approach that the Ministry will take, this will be provided to the Tribunal.

Minister's statement

83. By letter dated 27 May 2024, the Minister for the Public Service wrote to me setting out her position on the matters before the Tribunal in this inquiry and confirming the steps taken in relation to the relevant issues that have arisen in her portfolio as Minister for the Public Service.³³ In summary, the Minister advised:

83.1 She is committed to the Commission's ongoing leadership role in relation to the Māori-Crown relationship and the promotion of te reo Māori in the Public Service in a way that is consistent with the Crown's obligations under Te Tiriti o Waitangi | the Treaty of Waitangi, the Public Service Act and Te Ture mō Te Reo Māori 2016.

83.2 In relation to implementation of the matters in the Coalition Agreement:

- She supports the promotion and protection of te reo Māori and is aware of the Crown's obligations set out in Te Ture mō Te Reo Māori 2016. The coalition government believes that public services and information should be made accessible to New Zealanders with communication in

³² WKH.001.0002

³³ TKM.002.0035

language they understand. She does not consider these two obligations are incompatible.

- Regarding the Commission's advice provided on 5 December 2023, on receiving that advice she did not see it as a high priority for further action.
- She has agreed with her Ministerial colleagues that there is no intention to issue a directive across the Public Service relating to names or communication used by government departments. Individual ministers and agencies have responded to the coalition commitment on a case-by-case basis and will continue to do so. She has recommended that where doing so, Ministers are very clear about their expectations, are aware of their obligations to protect and promote te reo Māori and seek advice from the Commission and the Attorney-General where appropriate.

83.3 In relation to allowances relating to te reo Māori:

- She has taken advice from the Commission on the purpose and nature of these allowances.
- She has progressed the allowances issue in the context of the new Government Workforce Policy Statement. Through the policy development process, she has been able to clarify her view that departments must ensure that the remuneration paid to public servants is appropriate but also reflects their valuable skills and contributions. Her general view is that agencies should adequately plan for and recognise specific skills – including te reo Māori – within their base salary, and that allowances in addition to base salary should be used in limited circumstances.
- She has asked Commission officials to ensure that the wording of the GWPS affirms the Government's expectation that the Public Service be able to continue to

support the Crown in its relationships with Māori and to uphold Te Ture mō Te Reo Māori 2016. She also notes that a focus on agencies ensuring that remuneration for employees reflects the skills brought to any role where the staff member is asked to use te reo Māori elevates the importance of the language in the workplace.

- She expects to take into account any feedback received from Te Taura Whiri i te Reo Māori and Te Mātāwai on the use of allowances in relation to te reo Māori.
- Any final decision on the GWPS will reflect the Crown's commitment to protect and promote te reo Māori.

84. In short, the speculation around how the government might implement these coalition commitments has now been largely resolved.

Treaty compliance

85. The courts and the Tribunal have described the Crown's Treaty obligations in relation to te reo Māori in terms of active protection and partnership.³⁴ In Wai 262 the Waitangi Tribunal described the Crown's duty of active protection to te reo Māori as extending to the need for a Māori-speaking government. It found that "If the Crown is serious about preserving and promoting the language it must also endeavour to speak te reo itself. This not only leads by example but provides symbolic as well as tangible support to keeping the language alive".³⁵ These obligations align with the statutory obligations of the Crown set out in Te Ture mō Te Reo Māori 2016. That Act includes a principle of consultation with Māori on matters relating to te reo Māori.

86. In conclusion, I respectfully submit to the Tribunal that the Public Service in support of the Crown has taken, and continues to take, active steps to

³⁴ *New Zealand Māori Council v Attorney-General* [1994] 1 NZLR 513, 517, 518 (PC); Waitangi Tribunal, *Report of the Waitangi Tribunal on the te reo Māori claim* (Wai 11, 1986) at 1; Waitangi Tribunal, *Ko Aotearoa Tēnei: A report into claims concerning New Zealand law and policy affecting Māori culture and identity* (Wai 262, 2011) vol 2 at 451.

³⁵ Waitangi Tribunal, *Ko Aotearoa Tēnei: A report into claims concerning New Zealand law and policy affecting Māori culture and identity* (Wai 262, 2011) vol 2 at 451.

protect and promote the revitalisation of te reo Māori. It is also relevant to consider these steps in the light of the demonstrable progress the Public Service has made on our broader responsibilities to build Māori Crown capability and to support Māori aims and aspirations in our workforce, including greater representation of Māori in our workforce and in senior leadership roles. The collective and measured approach being taken by the Public Service as a whole, is evidence of the commitment of all Public Service chief executives to genuinely meet our responsibilities in law including to be good employers and to support the government of the day and successive governments to fulfil their Treaty obligations, and in the development and implementation of their policy aspirations for the benefit of all New Zealanders. These responsibilities also include supporting the Crown in its obligations to protect and promote te reo Māori.



Signed: _____
Heather Jane Baggott

Date: 29 May 2024 _____

Released under the Official Information Act 1982

CURRICULUM VITAE
HEATHER JANE BAGGOTT

Employment History

Te Kawa Mataaho Public Service Commission

2024 - Acting Public Service Commissioner
 2021 - present Statutory Deputy Public Service Commissioner
 2020 - 2021 Deputy Commissioner, Leadership, Diversity and Inclusion
 2018 - 2021 Assistant Commissioner

Ministry for Culture and Heritage

2016 - 2018 Group Manager Delivery

Ministry of Justice

2016 Acting General Manager, District Courts
 2013 – 2016 General Manager, Special Jurisdictions
 2012 – 2013 Director, Service Transformation
 2011 – 2012 Acting Deputy Secretary
 2009 – 2011 Acting General Manager, Special Jurisdictions
 2009 Acting General Manager, District Courts
 2006 – 2009 Deputy Director, Office of Treaty Settlements
 2008 – 2009 Business Development Manager, Office of Treaty Settlements
 1999 – 2007 Various roles (manager, senior advisor, advisor, private secretary),
 Office of Treaty Settlements

Ministry for the Environment

1998 – 1999 Advisor, Maruwhenua

Academic Qualifications and Leadership Training

2017 Global Women's Breakthrough Leadership Programme
 2015 Leading through Change, Melbourne Business School
 2011 Senior Leadership Programme, Melbourne Business School
 1993 – 1997 University of Waikato, Business Management Degree, First Class
 Honours, in Strategic Management and Environmental Management

Other

2022 - 2024 Director, Board of Australia and New Zealand School of Government
 2022 - current Board member, New Zealand Harkness Fellowship Trust Board
 2021 - 2024 Chair, State Sector Retirement Savings Scheme
 2018 - 2021 Board member, Wellington Sexual Abuse HELP Foundation