NZ State Services Commission, Institute for Governance and Policy Studies & the Australia and New Zealand School of Government present:

Leading from between: challenges and opportunities of Indigenous public servant leadership

Speaker
A/Professor Catherine Althaus
Associate Dean
ANZSOG

Speaker
Di Grennell
Deputy Chief Executive
Regional Partnerships
Te Puni Kōkiri

Moderator
Dr Michael Macaulay
Director
IGPS

Do you have a question for today’s speakers?
Send this through to: 021 0268 5305 to be answered at the end of the presentation

Slides from today’s presentation will be available on the ANZSOG website
Leading from Between: Challenges and Opportunities of Indigenous Public Service Leadership

Catherine Althaus
Questions

• Do public services and Indigenous cultures share common or conflicting notions of leadership?

• What possibilities and challenges exist for Indigenous peoples to exercise leadership within western bureaucracies?
Acknowledgements

• Participants

• Ciaran O’Faircheallaigh, Gerda van Dijk, Bill Ryan, Daryn Bean, Te Aroha Hohaia, Fiona Main, Mike Phillips, Heather Johnston, Rebecca Middleton, Robina Thomas, Anthony Corbett, and Lyndon Murphy

• SSHRC, ANZSOG
Comparison Population (Millions)

- New Zealand
- British Columbia
- Queensland
- North West

- Population
- Indigenous Population
Comparison Indigenous Public Servants (%)
Existing Literature

Publicly available documents indicate Aboriginal bureaucrats exist but there is very little information beyond that’.
Statistics - Queensland

Proportion of Indigenous employees in the QPS

- 1993/94
- 1994/95
- 1995/96
- 1996/97
- 1997/98
- 1998/99
- 1999/00
- 2000/01
- 2001/02
- 2002/03
- 2003/04
- 2004/05
- 2005/06
- 2006/07
- 2007/08
- 2008/09
- 2009/10
- 2010/11
- 2011/12
- 2012/13
- 2013/14
- 2014/15
### Indigenous Employment in QPS, % at each Salary Level, 1993/94 and 2014/15

<table>
<thead>
<tr>
<th>Salary level</th>
<th>1993/94</th>
<th>2012/13</th>
<th>2014/15</th>
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<tr>
<td></td>
<td>Number</td>
<td>%</td>
<td>Number</td>
</tr>
<tr>
<td>+ A08</td>
<td>4</td>
<td>0.2</td>
<td>136</td>
</tr>
<tr>
<td>AO8</td>
<td>4</td>
<td>0.2</td>
<td>133</td>
</tr>
<tr>
<td>AO7</td>
<td>16</td>
<td>0.9</td>
<td>167</td>
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<tr>
<td>AO6</td>
<td>42</td>
<td>2.3</td>
<td>684</td>
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<tr>
<td>AO5</td>
<td>99</td>
<td>4.5</td>
<td>582</td>
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<tr>
<td>AO4</td>
<td>147</td>
<td>8.1</td>
<td>758</td>
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<td>AO3</td>
<td>314</td>
<td>17.4</td>
<td>1107</td>
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<td>AO1/2</td>
<td>1146</td>
<td>63.3</td>
<td>1659</td>
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Percentage of Aboriginal Peoples by Ministry

Ministry

Aboriginal Relations and Reconciliation
Children and Family Development
Natural Resources & Environment
Transportation and Infrastructure
Education
Labour
Energy
Environment
Agriculture
Citizens' Services
Health Services
Attorney General
Forest, Mines, and Lands
BC Public Service Agency
Community, Sport, and Cultural Development
Regional Economic and Skills Development
Environmental Assessment Office
Office of the Premier
Public Affairs Bureau
Tourism, Trade and Investment

Percentage of Employees who are Aboriginal

6.6
4.9
3.7
3.5
3.4
3.3
3.2
3.2
3.1
3.0
2.9
2.7
2.4
2.2
2.2
2.2
2.1
2.0
1.8
1.7
1.5
1.3
Preliminary Findings

• No, there is not one specific understanding of leadership across diverse Aboriginal Public Servants. Differences emerging between Canada and Australia

• There was a common personal approach to the way work that is undertaken by Indigenous Public Servants, one focused on community

• Walking in two worlds, building bridges, ham in the sandwich, acting as an interface may be an outcome for some Indigenous Public Servants that comes from the personal desire to make an impact for their peoples

• Challenges are a by-product of this approach – churn, pre-choice, token, burden

• Non-Indigenous public servants and people need to ‘unsettle’ the status quo
## Comparison

<table>
<thead>
<tr>
<th>New Zealand</th>
<th>Canada</th>
<th>Australia</th>
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<tbody>
<tr>
<td>Co-created path Ceremonies</td>
<td>Recognize need but no clarity (will?) to do</td>
<td>State funding to Indigenous organizations but no mainstreaming</td>
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<tr>
<td>Personalization</td>
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Weberian bureaucracy

- Rational-Legal
- Traditional
- Charismatic
Discussion Questions

1. What would it look like to have a State sector which fully acknowledged Māori values and culture, in policy making and in public service structure and processes?

2. What would need to change in the State sector to bring this about?

3. How might that fit with the underlying idea of a bureaucracy which still exists today— one with rules about neutrality, authority, hierarchy, merit and so on, which are deliberately designed to ‘iron out’ different cultural understandings and practice?
Shared Voices (Dylan Thomas)
Leading from Between: the Challenges and Opportunities of Indigenous Public Servant Leadership

Te Wharewaka o Pōneke,
Taranaki Wharf, Wellington
09 Poutū-te-rangi 2017
Te kai a te rangatira, he kōrero
The food of a rangatira is conversation

Te tohu o te rangatira, he manaaki
The sign of a rangatira is generosity

Te mahi o te rangatira, he whakatira te iwi
The work of a rangatira is to unite the people
But for a very long time now the Māori people have been subject to a bombardment of statements such as the following -

“Maoris must adopt the modern way of life.”

“The opportunity is already there for any Māori with the intelligence and the application.”

“The Māori people should be capable of better things than at present.”

“There is not a sufficient number of Māori leaders setting an example to their people in the various professions.”

They have also been quoted as a problem from every possible angle.
Value proposition or values proposition?

- Educator of non-Māori
- Visual representation of diversity
- Role model
- Bridge & broker
- Expert (on what?)
- Relationship rescue service
- Culturally fluent
- Networked
- Solving for pattern
- Innovative
- Intergenerational
- Integrated development perspective
- Whānau lens
Whānau at the centre

...remedies from above imposed upon the excluded..

OR

...solutions that address multiple problems instead of one...

(it started with a piece of wall paper & some crayons)
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## Upcoming Applied Learning Seminars

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<td><strong>All in this together? Can citizens help improve public outcomes through co-production?</strong></td>
<td>Auckland</td>
<td>20 March</td>
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<td>Speaker: Professor Tony Bovaird and Dr Elke Loeffler</td>
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<td><strong>All in this together? Can citizens help improve public outcomes through co-production?</strong></td>
<td>Wellington</td>
<td>22 March</td>
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<td>Speaker: Professor Tony Bovaird and Dr Elke Loeffler</td>
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<td><strong>Lean Thinking</strong></td>
<td>Wellington</td>
<td>21 August</td>
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**Enquiries**

Applied Learning
T +61 3 8344 1900
appliedlearning@anzsog.edu.au

Details online at [anzsog.edu.au](http://anzsog.edu.au)
## Upcoming Executive Education Workshops

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<td><strong>Recognising Public Value</strong></td>
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<td>Course leader: Mark Moore</td>
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<td>1-2 May 2017</td>
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<td><strong>Communicate for Impact and Influence</strong></td>
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<td>Course leader: Dr Zina O’Leary</td>
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