

Service IQ
SMARTER PEOPLE FOR
SMARTER BUSINESSES



**Pasifika
Action Plan
2017**

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Warm Pacific Greetings

Talofa lava (*Samoa*) Halo olgeta (*Solomon Islands*)

Kia orana (*Cook Islands*) Taloha ni (*Tokelauan*)

Ni sa bula vinaka (*Fijian*) Fakaalofa lahi atu (*Niuean*)

Talofa (*Tuvaluan*) Malo e lelei (*Tongan*)

Ia orana (*Tahiti*) Ko na Maui (*Kiribati*)

Contents

- Overview 1
- Government direction for Pasifika..... 2
- A vision for Pasifika success in the service sector 3
- Factors impacting on demand and supply of Pasifika workers in the service sector..... 4
- Critical success factors for Pasifika..... 6
- Action Plan – Timeframe for the service sector 8**
 - 1. Exploring and enhancing opportunities for Pasifika in the service sector ... 9**
 - 2. Helping to build a confident and competent Pasifika workforce 10**
 - 3. Celebrating Pasifika success in the service sector 12**
- Pasifika trends and patterns in the workplace and training 13
 - Pasifika in New Zealand..... 13
 - Pasifika within the service sector workforce 14
 - ServiceIQ Pasifika trainees..... 15
 - Secondary school transitions..... 16
- Acknowledgements..... 17

Overview

ServiceIQ is the industry training organisation for the aviation, hospitality, retail and retail supply chain, travel, tourism and museums sectors – the service sector. We are recognised by government to set skill standards in the service sector and to arrange training in the workplace.

ServiceIQ is owned by industry. We work to empower and motivate people to provide great service to help businesses remain competitive, and for New Zealand to be internationally recognised as a great place to live or visit.

ServiceIQ advocates on behalf of industry for workforce development, and provides a national perspective and leadership for the service sector.

Service Sector Workforce Development Plan

ServiceIQ's Service Sector Workforce Development Plan was launched in 2015 following extensive industry consultation over a two-year period. The Plan, which is owned by industry, articulates a shared vision for the sector to respond to the challenges and changes it is facing, and a framework for workforce development.

The framework encapsulates the three primary levers a sector can use to develop the skills of the workforce; these are: attraction and retention, skill development, and skill utilisation. This framework has six priority actions and these underpin our workforce development activities.

The priority actions are:

- ▶ Attract and retain people with the right attitude and aptitude
- ▶ Increase the number of able school leavers transitioning into the sector
- ▶ Increase access to and engagement with training
- ▶ Develop and maintain high quality qualifications and programmes that meet the needs of industry
- ▶ Increase productivity by developing core skills
- ▶ Improve business and management capability.

These priorities have been chosen because they are the most likely to have a significant impact on increasing business productivity and growth, and closely align to the primary levers.

The service sector recognises that if it is to attract and retain people in the service sector with the right attitude and aptitude, it needs to better engage with Pasifika communities on issues relating to participation in workplace training, achievement, and progression through to higher levels of training. ServiceIQ's Workforce Development Plan needs an approach specifically designed to meet the needs of Pasifika and the businesses they work for, or will work for, and the Pasifika Action Plan provides the basis for this.



Government direction for Pasifika

The New Zealand Government has a number of different education strategies focused on raising the participation of Pasifika in education or training, and increasing the levels of engagement and achievement in tertiary education. ServiceIQ has close ties with the key education agencies: the Ministry of Education, the Tertiary Education Commission (TEC) and the New Zealand Qualifications Authority (NZQA), and the Ministry for Pacific Peoples. The government's *Tertiary Education Strategy 2014–19*, the TEC's *Pasifika Operational Strategy 2017–20*, and NZQA's *Pasifika Plan 2015–17*, have all influenced the development of ServiceIQ's Pasifika Action Plan. The TEC has a requirement that training organisations focus on Pasifika trainees gaining parity of achievement alongside non-Pasifika trainees.

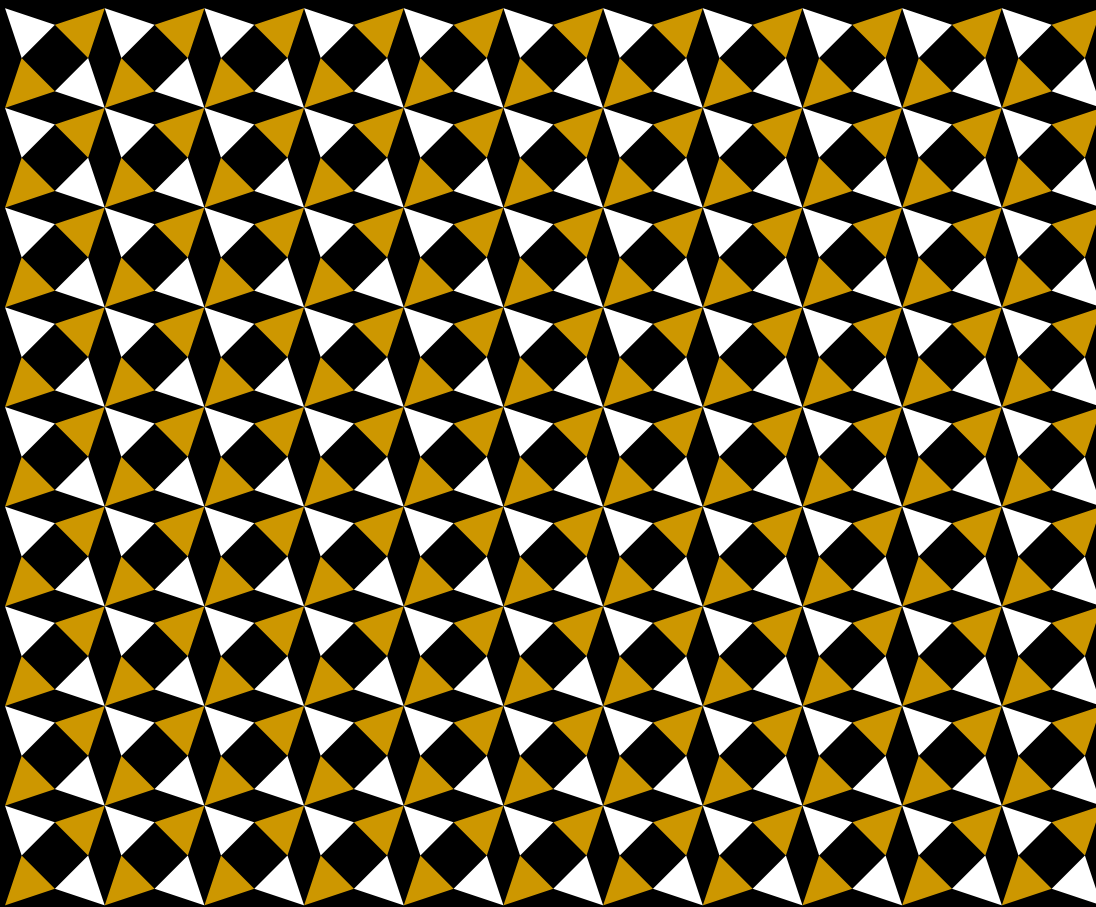


A vision for Pasifika success in the service sector

Samoan proverb

Ole ala ile pule ole tautua

The path to leadership is through service



The power of the group

- ▶ Cook Islanders understand the strength of community is like making a 'Tivaevae' a blanket or quilt, a concept initiated by Teremoana Maua-Hodges.
- ▶ Constructing the Tivaevae starts with a shared vision, it requires coordination to bring the people with the skills and knowledge together, and then the weaving and threading of strands towards the shared vision begins.
- ▶ The Pasifika vision for the service sector is a beautiful 'Tivaevae' blended with vibrancy of colours and woven by the group towards successful outcomes for Pasifika people in the service sector; now and in the future.



Factors impacting on demand and supply of Pasifika workers in the service sector

In discussions with various Pasifika businesses and community groups, and people within the service industry, a number of themes developed as potentially impacting on the demand for and the supply of Pasifika workers in the service sector.

Pasifika-owned business

From the demand-side, the economy is experiencing significant changes in the modern environment. It is increasingly important to develop and maintain strong genuine partnerships with Pasifika business and communities – both as significant economic players, and business owners and entrepreneurs, and to develop networks with access and influence over a growing Pasifika population.

New Zealand image

The tourism industry is continuing to grow, which is having a flow on effect into the wider service sector. Tourists coming to New Zealand are increasingly demanding experiences filled with authentic stories and cultural experiences, as well as distinguishable New Zealand organisations.

Perceptions of the service sector

From the supply side, in various forums ServiceIQ facilitates, the perception of the service sector is an unattractive career destination.

In these discussions, it is apparent that the service sector is perceived as low-status – an industry one works in before they get a “real job” or have the means to pursue tertiary education in the classroom. Employers also report difficulties with retaining staff.

It is important to understand what stories are being told about the service sector, but also to understand what assumptions we are making about what young people Pasifika, and their community, think about the service sector. For many Pasifika families, the service sector has already contributed significantly to their household incomes, it further provides flexibility for the young and mature to earn and learn at the same time obtaining essential skills in customer relations.

The service sector is a diverse industry. Pasifika communities are unaware of the many opportunities and progression pathways that are available in the sector, for example there are careers in air-craft engineering, tourism operators, managerial positions in hospitality are professions that has high earning capability; hence the development of ServiceIQ’s Pasifika Action Plan.



Work readiness

A number of employers report that people moving into entry-level roles are not prepared for work due to a variety of life circumstances. Employers report that these first-time employees can lack confidence, self motivation and communication skills, and that this is characterised as a lack of professionalism (i.e. timeliness, dress, communication style, ability to follow instructions or work unsupervised).

It has also been reported that young workers can find the reality of working in the service sector, and work in general, to not meet their expectations (e.g. working nights and/or weekends). An early engagement with work experience, through school students shadowing employers and other structured interactions with industry could have a positive impact on this (see Gateway discussed below under School transitions).

Employers report that they do not seek employees with specific skills, because these can be taught on the job, but rather someone with the right attitude, who is reliable and willing to learn.

School transitions

The transition between school and industry provides a key opportunity to access young people in adolescence when they are forming their identity and making career decisions.

ServiceIQ has a strong offering in schools through subjects such as tourism and hospitality, and also has an active Gateway programme, which is focused on giving students an experience of work while retaining them in the school environment.



Critical success factors for Pasifika

Pasifika people are a diverse people made up of multiple ethnicities. Success for Pasifika encompasses multiple aspects important to Pasifika people that are embedded in values, customs and traditions. Although differences exist across the various Pasifika cultures, there are also shared values; the most common being the sense of belonging to a group and having collective responsibility (see figure 1 illustration).

Tui Atua Tamasese, Head of State of the Independent State of Samoa, described this well in a 2009 address to the New Zealand Families Commission Pasifika Families' Fonu:

I am not an individual; I am an integral part of the cosmos. I am not an individual, because I share my tofi (an inheritance) with my family, my village and my nation. I belong to my family and my family belongs to me. I belong to my village and my village belongs to me. I belong to my nation and my nation belongs to me. This is the essence of my belonging.

Pasifika people understand instinctively what it means to have collective responsibility and be part of a something much bigger than themselves. If this quality, so inherent in Pasifika, is recognised and harnessed, there is huge potential for Pasifika people to greatly benefit businesses in the service sector.

Pasifika people value hospitality as a form of service, which is a leadership trait. The act of providing good service means being informative and resourceful, having positive and quality engagements, and being an excellent ambassador who represents the collective group.

Success for Pasifika in the service sector also means there is workplace capability to develop on-the-job skills, gain knowledge and become qualified while working.

Successful Pasifika in the service sector are:

- ▶ thriving in the service sector because they are confident, qualified and competent workers
- ▶ stand-out employees and are being retained in jobs and moving into leadership positions
- ▶ enabling the growth of Pasifika businesses in the service sector
- ▶ valuable contributors to the wellbeing of the workplace, their families and communities
- ▶ backed up by communities that are informed of pathways into the service sector.

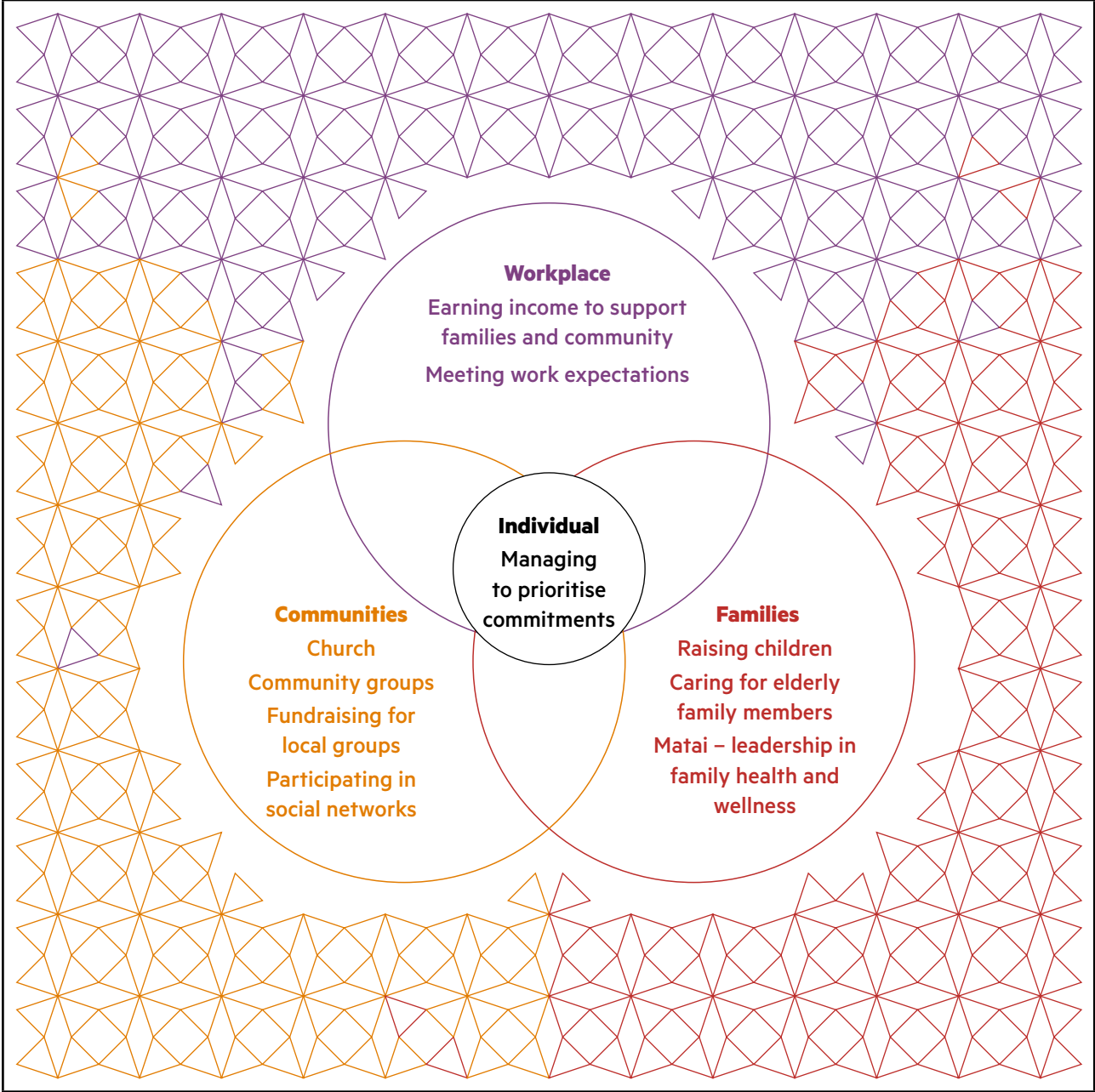
Critical success factors – leading to the Pasifika Action Plan

The success of the Pasifika Action Plan is dependent on the service sector taking leadership, with support from ServiceIQ, and regular measurement and updates on progress.

ServiceIQ will develop a project plan to provide specific detail on the roles, responsibilities and timeframe associated with achieving the agreed actions to track and measure progress against the Pasifika Action Plan. A six-month review will also be undertaken in September 2017 with the Pasifika Advisory Group to provide feedback on the Pasifika Action Plan's progress.



Figure 1: The Pasifika identity as a collective identity



Action Plan – Timeframe for the service sector

ServiceIQ Pasifika Action Plan for the service sector

ServiceIQ's Service Sector Workforce Development Plan highlighted the need for the service sector to have a Pasifika focused approach to achieving its priorities. The Pasifika Action Plan provides a Pasifika orientation to workforce development in the service sector and focus point for the six priorities. The plan also provides a means for creating concrete, detailed actions for realising the vision for Pasifika success in the service sector.

The Pasifika Action Plan considers the current Pasifika workforce and the potential size of the workforce heading into the future, as well as the demand for new workers coming from the service sector. The plan includes forecasts of workforce changes including changes in workers, changes in occupations, and changes in skill levels. The actions outline how we can harness this growth, both within the Pasifika population and in the service sector, to create industry-led and community-led solutions that best meet the needs of business and Pasifika.

ServiceIQ's Pasifika Action Plan aims to connect people with an interest in Pasifika success. Pivotal to the achievement of the Pasifika Action Plan is ongoing collaboration with city councils, local businesses, membership bodies, government, tertiary and compulsory education providers, business groups, and the wider Pasifika community. The contribution of ServiceIQ's Pasifika staff is also integral.

Representatives from local businesses, membership bodies, government, tertiary and compulsory education providers, business groups, alongside the ServiceIQ Pasifika staff and the wider Pasifika community, have expressed an interest in being involved in the development and implementation of ServiceIQ's Pasifika Action Plan. The plan was developed over the course of 2016 and 2017, and included input from ServiceIQ's Pasifika Advisory Group. In conversations and workshops with interested parties, a shared understanding of success for Pasifika people within the service sector was agreed and actions set. A first draft of the plan was developed early in 2017 and shared with the Pasifika Advisory Group prior to its launch.

The Pasifika Action Plan is formed around three focus areas on the following pages.

All data has been sourced from Infometrics unless stated otherwise.

1. Exploring and enhancing opportunities for Pasifika in the service sector

The service sector is forecast to have over 180,000 job openings over the next five years; nearly 80,000 of those jobs will be in Auckland. The relationships ServicelQ has with businesses, both Pasifika and non-Pasifika, the Pasifika community, and schools is central to creating opportunities for Pasifika in the service sector. ServicelQ will work with businesses and schools to create more attractive pathways into the service sector, and help businesses to keep people employed through effective training and support, and career progression. The actions within this focus area will foster government and industry partnerships, strengthen school and community links, promote business-led initiatives, and identify the needs of young Pasifika who are yet to move into work.

#	Action	Description	Timeframe
1.1	Foster relationships with key government agencies.	The TEC intends to facilitate a range of initiatives with businesses and communities, as part of its commitments within its <i>Pasifika Operational Strategy 2017–20</i> . As the ITO for the service sector with reach across service sector businesses and Pasifika communities, it is important that ServicelQ is involved.	April 2017 – ongoing
1.2	Support the growth and development of the Māori and Pasifika Trades Training (MPTT) initiatives running across the country.	The MPTT initiative aims to support more Māori and Pasifika learners, aged 18–34, to obtain practical (pre-trade) qualifications, apprenticeships, and employment.	April 2017 – ongoing
1.3	Support development of the MPTT ‘third pathway’ with the Industry Training Federation and the industry training organisation consortia.	The MPTT ‘third pathway’ concept is currently being trialled by the TEC with a consortia of ITOs. Two ServicelQ chef apprentices are participating in the trial, and each has received a scholarship to cover their set up costs (referred to later as ServicelQ scholarship recipients).	April 2017 – December 2017
1.4	Share and disseminate findings from the <i>Pasifika Learner Success in Workplace Settings</i> research.	The <i>Pasifika Learner Success in Workplace Settings</i> project was undertaken in 2015 and 2016. It looked at the links between interventions (of mentoring and peer support) and retention, completion, and higher achievement for Pasifika learners in the workplace. Two service sector businesses participated in the research, and each piloted mentoring programmes with their Pasifika employees with promising results.	April 2017 – December 2017
1.5	Run a learner focus group specifically targeted to young Pasifika.	ServicelQ has used a number of different methods to capture the voice of its trainees. ServicelQ will run a learner focus group in 2017 to hear the views of Pasifika learners (and Māori learners), and will include young people who are already employed and those who are still in school. ServicelQ is particularly interested in hearing about how young people define success, what kinds of support they need, and how ServicelQ can best engage them.	July 2017 – September 2017

2. Helping to build a confident and competent Pasifika workforce

Learner achievement is central to what ServicelQ does. ServicelQ is especially motivated by trainees completing qualifications and progressing into higher level training, and it is important that ServicelQ and businesses respond to the needs of its Pasifika workforce. ServicelQ Pasifika trainees are achieving well in Levels 1 to 3, and performance at Level 4 is improving. The actions within this focus area are designed to help build upon this success so that Pasifika are developing their skills within the workplace and moving into great service sector roles.

#	Action	Description	Timeframe
2.1	Identify key employers to participate in developing individual employer engagement plans.	ServicelQ will identify three key employers in pilot employer workforce engagement plans targeted to supporting the needs of their Pasifika and Māori workforce, as well as create future focused goals for fostering a strong pipeline of people moving from school into meaningful work within the service sector.	April 2017 – September 2017
2.2	Identify key employers to participate in developing individual employer engagement plans.	The <i>Pasifika Learner Success in Workplace Settings</i> project provided a starting point for further work, underpinned by robust research and evidence, that could be undertaken with employers. ServicelQ will explore options for supporting the implementation of mentoring and peer support initiatives with its key employers.	July 2017 – December 2017
2.3	Explore options for encouraging key employers, and their Pasifika employees, to access the Pacific Employment Support Service (PESS).	PESS was piloted by the Ministry for Pacific Peoples between 2010 and 2014 to help young Pasifika people in Auckland to find sustainable employment, education or training opportunities. Four Auckland tertiary education providers motivate, train and match young people to jobs. ServicelQ was engaged in the PESS when it was piloted, and the young people who participated gained much from it. PESS has had funding approval to run for a further four years (2016–2020), and ServicelQ will work with key employers and various PESS providers to explore options for re-implementing the programme with their workers.	July 2017 – December 2017
2.4	Explore options for further developing ServicelQ Gateway initiatives with Pasifika school students and their schools.	ServicelQ's Gateway training offers school students work experience opportunities. Students can gain credits and make professional contacts in the service sector. The service sector is generally not perceived as a good career destination, and Gateway gives students hands-on experience in the various sectors ServicelQ covers.	July 2017 – December 2017

#	Action	Description	Timeframe
2.5	Develop insights into core skills capability within the Pasifika service sector workforce.	While New Zealand compares well internationally, there are more New Zealanders with low literacy skills than with high literacy skills (19 per cent of the population). Further to this, it is estimated that close to 40 per cent of New Zealanders do not have the literacy skills they need for home, work and life. The average literacy and numeracy amongst Pasifika (and Māori) is rising at a faster rate than the total population, but core skills capability amongst Pasifika (and Māori) is still lower overall. ServiceIQ will identify to what extent core skills capability is an issue amongst the Pasifika service sector workforce. ¹	July 2017 – December 2017

¹ Ministry of Education, and Ministry of Business, Innovation and Employment (2016) *Skills in New Zealand and around the world: Survey of Adult Skills (PIAAC)*

3. Celebrating Pasifika success in the service sector

The service sector already has a strong Pasifika workforce. It is important these stories of Pasifika people who have successfully established careers for themselves in the service sector, or who are entering a career in the service sector, are shared. The actions within this focus area will promote career pathways within the service sector and profile Pasifika ambassadors and champions currently working in the service sector.

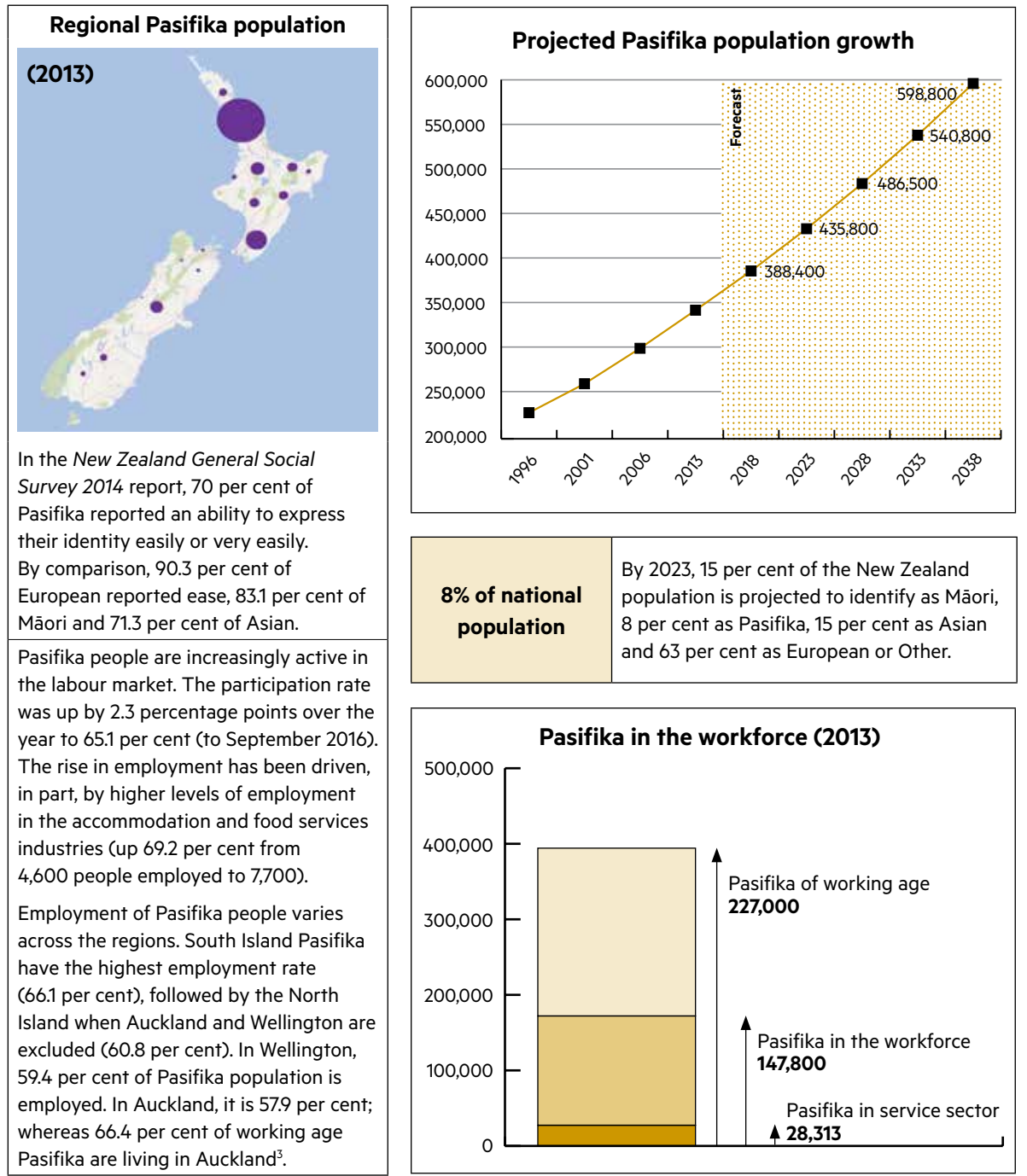
#	Action	Description	Timeframe
3.1	Seek out Pasifika service sector ambassadors and career champions, and outstanding businesses.	Pasifika people who are working in the service sector in New Zealand have great stories to share. Further to this, there are many service sector businesses in New Zealand that have already implemented great initiatives designed to meet the needs of their Pasifika workforce.	April 2017 – September 2017
3.2	Develop profiles relating to people/ businesses identified under 3.1.		July 2017 – March 2018
3.3	Develop profiles of Pasifika business leaders working in the service sector.	ServiceIQ will showcase the stories of Pasifika people who have established careers for themselves within the service sector.	July 2017 – March 2018
3.4	Develop profiles of MPTT ‘third pathway’ scholarship recipients.	Two ServiceIQ chef apprentices are participating in a trial of the MPTT ‘third pathway’, and each has received a scholarship to cover their set up costs. ServiceIQ will profile these apprentices and follow them along their apprenticeship journey.	July 2017 – March 2018
3.5	Develop ServiceIQ promotional material targeted to young Pasifika learners and their influencers.	ServiceIQ has been working closely with Pasifika community groups and schools to strengthen ties and promote the service sector as a career pathway. A set of promotional materials, targeted to young Pasifika learners and their influencers, will be developed to further support this work. The material will also capture deliverables under focus area one and two.	April 2017 – June 2018
3.6	Refresh online information covering ServiceIQ’s support for Pasifika.	ServiceIQ offers support for Pasifika trainees, and as a result of focused activity in 2016, particularly in relation to the development of the Pasifika Action Plan, this support will be further enhanced.	April 2017 – September 2017

Pasifika trends and patterns in the workplace and training

Pasifika in New Zealand

Overview of population and workforce information

Pasifika population in NZ: 295,941 (2013²)



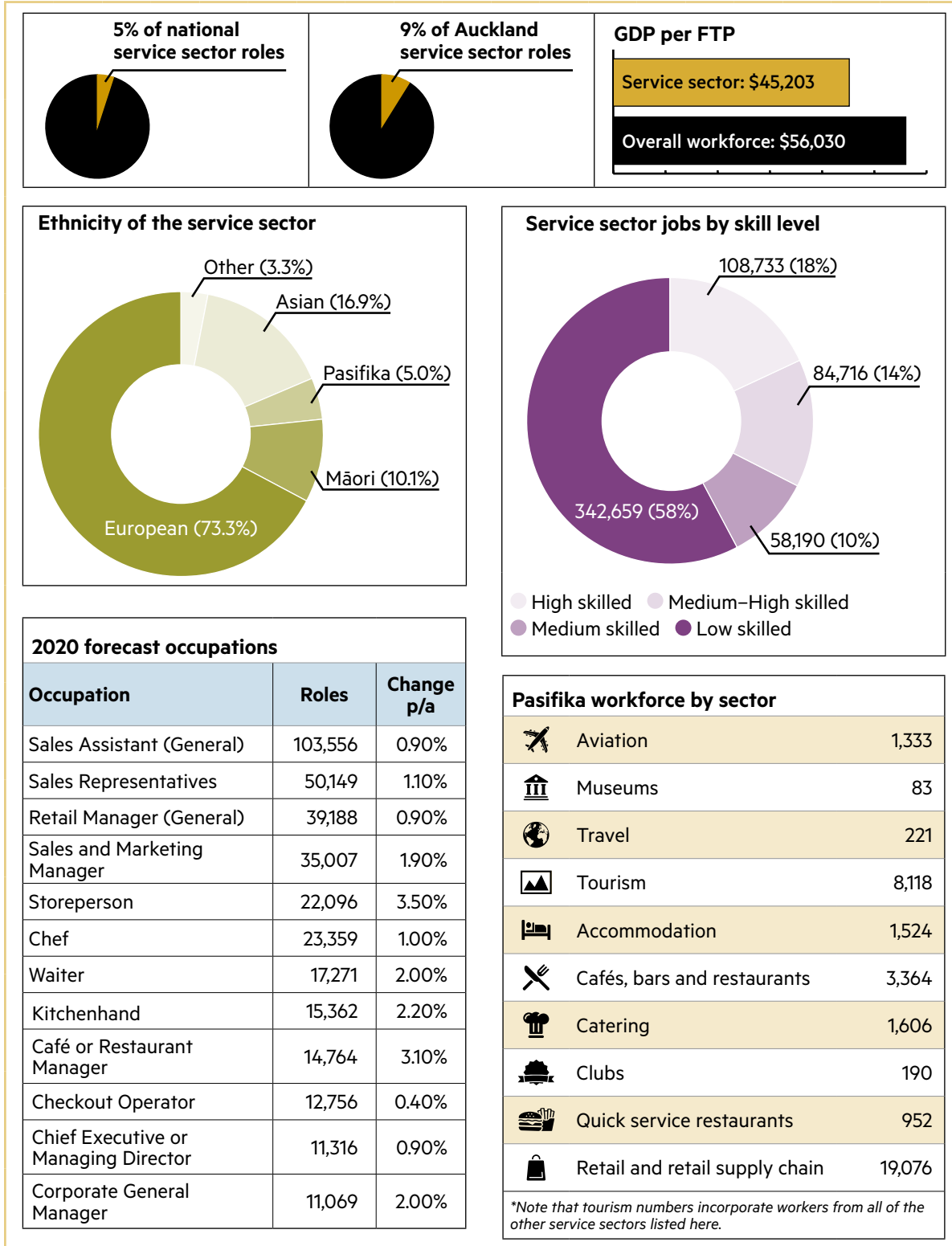
² Statistics New Zealand (2013) *New Zealand Census of Population and Dwellings*

³ Ministry of Business, Innovation and Employment (September 2016) *Pacific peoples in the labour market*

Pasifika within the service sector workforce

Overview of the Pasifika workforce, and skill and job requirements in the service sector

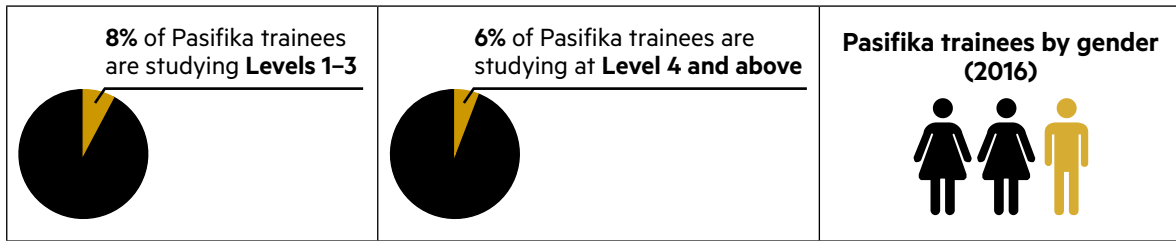
Pasifika service sector workforce: 28,313 (2013⁴)



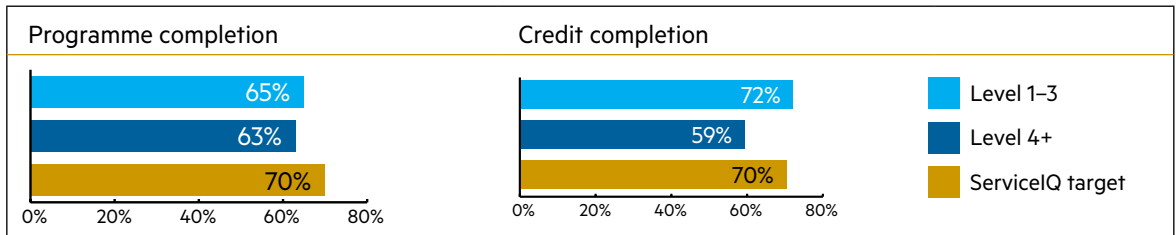
⁴ Statistics New Zealand (2013) *New Zealand Census of Population and Dwellings*

ServiceIQ Pasifika trainees

1,406 trainees, 8% of all ServiceIQ (2016⁵)



Pasifika trainee completions (2015)⁶



Pasifika trainees by area of training (2016)⁷

Aviation	158
Museums	3
Tourism	20
Accommodation	87
Cafés, bars and restaurants	680
Catering	57
Retail and retail supply chain	398

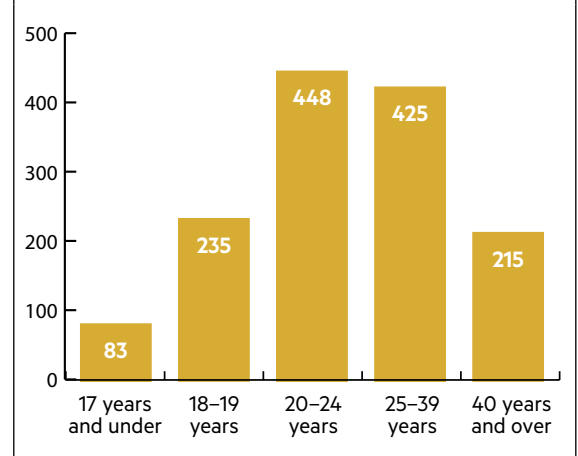
The majority of Pasifika are engaged in on-job training in food and beverage or retail and retail supply chain. Female trainees dominate in catering, hospitality, museums, retail, tourism and travel, while male trainees are more prevalent in retail supply chain and cookery.

More Pasifika females than males are studying at each level, with the exception of Level 6 where there are three males and one female in training (aviation).

Pasifika trainees by level (2016)

NZQF Level 2	321
NZQF Level 3	873
NZQF Level 4	239
NZQF Level 5	20
NZQF Level 6	4

Pasifika trainees by age (2016)



⁵ All data sourced from Tertiary Education Commission (2016) My Provision – ITR app

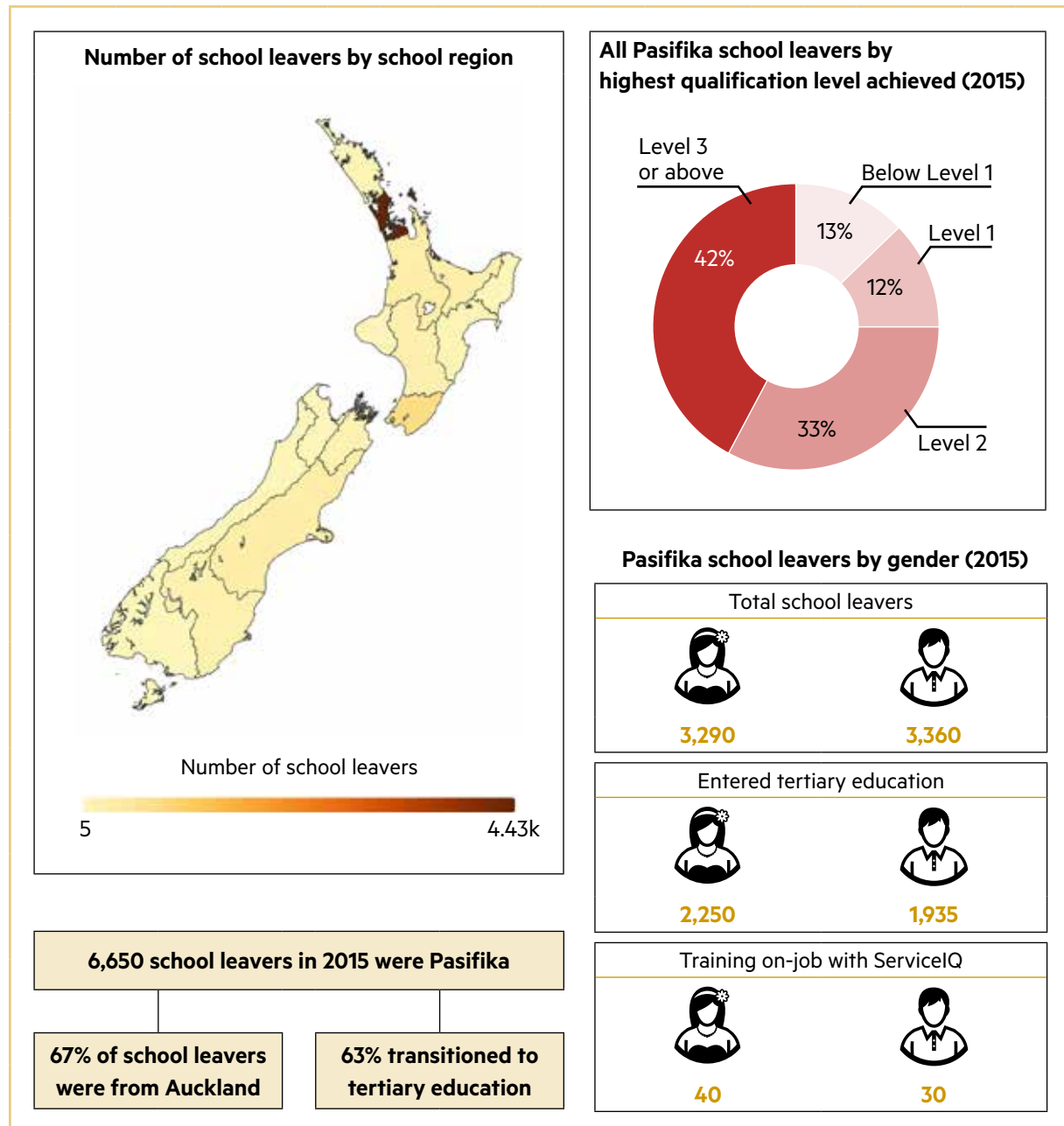
⁶ 2015 figures are used for this document. The Action Plan will be updated when confirmed figures for 2016 are available

⁷ Trainees may be training in more than programme and/or more than one level

Secondary school transitions

Pasifika moving from school to work or further study (tertiary education)⁸

A total of 59,665 school students left school in 2015. Pasifika school leavers represented 11 per cent of the total (6,650 people), and the majority were from Auckland (67 per cent). Seventy per cent of school leavers (42,035) transitioned into tertiary education (including on-job training). Sixty-three per cent of Pasifika school leavers transitioned into tertiary education – the majority having attained either a Level 2 or 3 qualification. While slightly more males left school in 2015 than females, females were more likely to transition into tertiary education.



⁸ Ministry of Education – *Education Counts*

Acknowledgements

ServiceIQ sought the views of various people with an interest in Pasifika success who are working in the service sector. We also acknowledge the talented network of Pacific educational professionals, community leaders and government officials for their valuable time in supporting the development of the Pasifika Action Plan.



Pasifika Advisory Group

Colin Puketi	PBRs New Zealand Hospitality Training Institute
Darcie Price	Number One Shoes (Whangarei)
Jignasha Patel	Air New Zealand
Larry Tu'pai Lavea	Z Energy Aiga Limited
Moana Ese	Auckland Institute of Studies
Sonia Tiatia	Dine Academy
Sonny Rivers	Samoa Tourism Authority
Taua Levi-Mave	Sealink
Heamoni Taani-Fahiua	ServiceIQ
Kelly Randle	ServiceIQ
Natalie Bourke	ServiceIQ
Caroline (Ligi) Harris	ServiceIQ (Author of the Pasifika Action Plan)

Networks

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