

**Māori
Action Plan
2017**

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Tauparapara

The three baskets of knowledge

Tēnei au, tēnei au	<i>Here am I, here am I</i>
Te hōkai nei i tāku tapuwaē	<i>here am I quickly moving by</i>
Ko te hōkai-nuku	<i>the power of my karakia for</i> <i>swift movement</i>
Ko te hōkai-rangi	<i>Swiftly moving over the earth</i>
Ko te hōkai a tō tipuna	<i>Swiftly moving through the heavens</i>
A Tāne-nui-ā-rangi	<i>the swift movement of your ancestor</i>
I pikitia ai ngā	<i>Tane-nui-a-rangi</i>
Rangi-tūhāhā	<i>who climbed up</i>
Ki te tihi o Mānono	<i>to the isolated realms</i>
I rokohina atu rā	<i>to the summit of Manono</i>
Ko Io-Matua-Kore anake	<i>and there found</i>
I riro iho ai	<i>Io-the-Parentless alone</i>
Ngā Kete o te Wānanga	<i>He brought back down</i>
ko te Kete Tuauri	<i>the Baskets of Knowledge</i>
ko te Kete Tuatea	<i>the Basket called Tuauri</i>
ko te Kete Aronui	<i>the Basket called Tuatea</i>
Ka tiritiria, ka poupoua	<i>the Basket called Aronui.</i>
Ki a Papatūānuku	<i>Portioned out, planted</i>
Ka puta te Ira-tangata	<i>in Mother Earth</i>
Ki te whai-ao	<i>the life principle of humankind</i>
Ki te Ao-mārama	<i>comes forth into the dawn</i> <i>into the world of light</i>
Tiheī mauri ora!	<i>I sneeze, there is life!</i>

Contents

- Overview 1
- Government direction for Māori 2
- A vision for Māori success in the service sector..... 3
- Factors impacting on demand for and supply of Māori workers in the service sector..... 4
- Critical success factors for Māori 6
- Action Plan – Timeframe for the service sector 8**
 - 1. Strengthen Māori transitions to the service sector 9**
 - 2. Supporting and developing Māori learners in the service sector 11**
 - 3. Celebrating Māori success in the service sector..... 12**
- Māori trends and patterns in the workplace and training 13
 - Māori in New Zealand 13
 - Māori within the service sector workforce 14
 - ServiceIQ Māori 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 Māori communities with regards to participation in workplace training, achievement, and progression to higher levels of training. ServiceIQ's Workforce Development Plan needs an approach specifically designed to meet the needs of Māori and the businesses they work for, or will work for, and the Māori Action Plan provides the basis for this.



Government direction for Māori

The New Zealand Government has a number of different education strategies focused on raising the participation of Māori 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 publications relating to boosting the outcomes for Māori learners (2013 and 2015), and NZQA's *Te Rautaki Māori 2012–17*, have all influenced the development of ServiceIQ's Māori Action Plan. The TEC has a requirement that training organisations focus on Māori trainees gaining parity of achievement alongside non-Māori trainees.

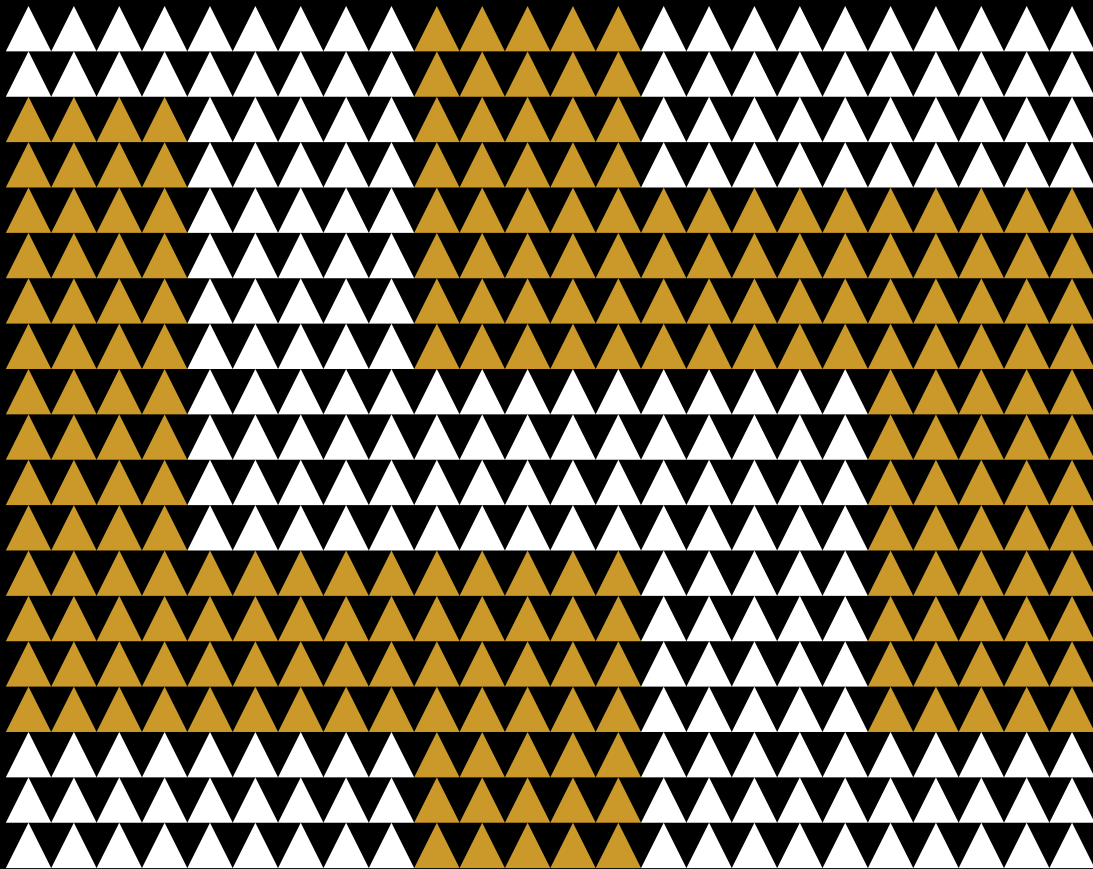


A vision for Māori success in the service sector

Māori whakatauki

Whāia te iti kahurangi, ki te tūohu koe, me he maunga teitei

Seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain



- ▶ The poutama design references spiritual and educational enlightenment. It symbolises growth, learning, and the constant aspiration for higher advancement.
- ▶ In one tradition, Tāne climbed to the highest of the 12 heavens. There he retrieved three baskets of knowledge. The scholar Māori Marsden has suggested that the basket of light is present knowledge, the basket of darkness things unknown, and the basket of pursuit is the knowledge humans currently seek.
- ▶ This story recognises the value of different forms of knowledge and the communal pursuit of advancement.
- ▶ The vision for Māori success in the service sector is an ever ascending stairway, the acquisition of both spiritual and educational enlightenment for the benefit of a whole community.



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

In discussions with various Māori 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 Māori workers in the service sector.

Iwi-owned business

From the demand-side, the economy is experiencing significant changes in the post-treaty environment. It is increasingly important to develop and maintain strong genuine partnerships with iwi – both as significant economic players, and business owners and entrepreneurs, and to develop networks with access and influence over a growing Māori population. The 2016 *Tatauranga Umanga Māori: Statistics on Māori business* report states that:

- ▶ iwi authorities are seeing a rapid growth in assets
- ▶ both Māori small- to medium-sized enterprises (SMEs) and Māori authorities are showing steady growth in filled jobs
- ▶ while traditional industries (e.g. Agriculture, Fisheries) will continue to grow, there will be a significant expansion into other industries (e.g. Tourism).

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. Businesses who hire Māori staff, and support their staff as Māori, will benefit from the breadth and depth of experience they can provide.

Perceptions of the service sector

From the supply side, in various forums ServicelQ facilitates, the perception of the service sector as an unattractive career destination arises.

In these discussions, it was suggested by employers that the service sector may be 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 Māori, and their community, think about the service sector.

Māori who are working in the sector are perhaps the most powerful storytellers for others considering moving into the sector. Attendees at ServicelQ's Industry Workshop: Māori Engagement provided an example of a peer-peer solution that is operating in the Horowhenua focused on bringing youth unemployment down. This model is focused on developing mentors within schools who act as ambassadors and champions to share work success stories.



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 Māori

The demographics of the workforce are changing. By 2023, 15 per cent of the population will identify as Māori, 15 per cent Asian, eight per cent Pasifika and 63 per cent European. By 2038, it is predicted to change even further with up to 17 per cent identifying as Māori, 18 per cent Asian, ten per cent Pasifika and 56 per cent European.

At the head of this wave of change is a youthful Māori population and high birth rate, which is built in momentum for a growing Māori demographic in the service sector's emerging workforce.

ServiceIQ wants to front foot this growing wave and prepare industry to develop partnerships with these communities.

In 2013, Ako Aotearoa funded a research programme, which was undertaken by Kāhui Tautoko Consulting Ltd in collaboration with the Industry Training Federation (ITF), the New Zealand Motor Industry Training Organisation (Inc) (MITO), the Electrotechnology Industry Training Organisation (now the Skills Organisation) and the Building and Construction Industry Training Organisation (BCITO) to develop a model for Successful Māori Learners in Workplace Settings.

The summary report states that while Maori are a diverse and dynamic population, there are consistent distinctive approaches to learning within the workplace learning environment. Some of these distinctive features are expressed through the following principles; Ako (a collective learning approach), Whakapapa (acknowledgement of genealogy and connections), Whānaungatanga (maintaining and fostering relationships), Whānau (the inter-connectedness of people), Tuakana-teina (mentoring relationships), and Kanohi ki te kanohi (face to face interaction).

These distinctive features emphasise the importance of Māori cultural values, behaviours and practices to the teaching and learning process.

Understanding the cultural background of these learners is a key factor in ensuring the most appropriate approach to achieving a successful learning outcome.

Based on the research findings, a model for successful Māori learners was developed. This model considers the key characteristics present when Māori learners are successful in workplace based training.

While the model presents a set of discrete factors that contribute to successful Māori workplace learners, it is the interplay and interconnectedness of these factors which is most critical to successful outcomes.

Organisations are encouraged to consider how they might enhance their practices and support systems across each part of the model.



Figure 1: Te Ako Tiketike: A model for successful Māori workplace learners



Source: Kerehoma, C. et al. (2013). *Māori Learners in Workplace Settings*. Wellington: Ako Aotearoa

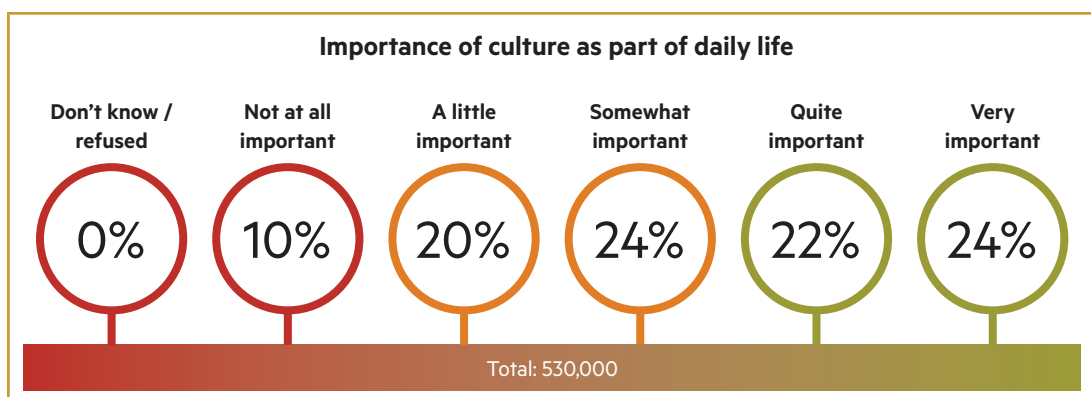
Critical success factors – leading to the Māori Action Plan

The success of the Māori 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 Māori Action Plan. The project plan will also capture a number of internal activities that are not captured within the action plan. A six-month review will also be undertaken in September 2017 with the Māori Advisory Group to provide feedback on the Māori Action Plan's progress.

Māori identity

The *Te Kupenga Survey* measuring Māori wellbeing (undertaken by Statistics New Zealand in 2015) found that 70 per cent of respondents deemed culture to be somewhat important to very important as part of daily life.



Action Plan – Timeframe for the service sector

ServiceIQ Māori Action Plan for the service sector

ServiceIQ's Service Sector Workforce Development Plan highlighted the need for the service sector to have a Māori focused approach to achieving its priorities. The Māori Action Plan provides a Māori 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 Māori success in the service sector.

The Māori Action Plan considers the current Māori 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 Māori population and in the service sector, to create industry-led and community-led solutions that best meet the needs of business and Māori.

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

ServiceIQ is committed to ensuring that Māori trainees are encouraged and supported to achieve at a rate comparable to all other trainees, and where possible to increase their rates of participation and progression across the wider service sector.

Representatives from local businesses, membership bodies, government, tertiary and compulsory education providers, business groups, alongside the ServiceIQ Māori staff and the wider Māori community, have expressed an interest in being involved in the development and implementation of ServiceIQ's Māori Action Plan. The plan was developed over the course of 2016 and 2017, and included input from industry present at the Industry Workshop: Māori Engagement, held in Auckland in February 2017. A first draft of the plan was developed in early 2017 and shared with key stakeholders prior to its launch.

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

All data has been sourced from Infometrics unless stated otherwise.



1. Strengthen Māori transitions to the service sector

The service sector is forecast to have over 180,000 job openings over the next five years. The sector service needs a sustainable approach to employment – a strong pipeline of Māori moving into the service sector. The relationships ServicelQ has with businesses, both Māori and non-Māori, the Māori community, and schools is central to creating opportunities for Māori 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 Māori who are yet in work to move into work.

#	Action	Description	Timeframe
1.1	Explore options for further developing ServicelQ Gateway initiatives with Māori school students and their schools, with a particular focus on work-readiness.	<p>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.</p> <p>ServicelQ will consider how mentoring (business, peer, group) options could be used alongside the more traditional Gateway model to expose young Māori to the people behind the service sector.</p>	April 2017 – ongoing
1.2	Expand and develop ServicelQ's Gateway Cultural Tourism Camp offering.	<p>ServicelQ's Gateway Cultural Tourism Camp is a ten-week programme that culminates in a week-long intensive residential camp. Young people, Māori in particular, can gain a better understanding of working in the service sector through participating in a Māori tourism-focused programme that meets the requirements for NCEA and offers real-life service sector experience.</p> <p>ServicelQ will grow the number of camps on offer and also explore other camp offerings, such as in general tourism and eco-tourism.</p>	April 2017 – ongoing
1.3	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

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#	Action	Description	Timeframe
1.4	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 consortium 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
1.5	Explore options for co-developing an initiative focused on supporting transition into work and work-readiness.	The Ministry of Social Development, alongside other government departments, is actively engaged in identifying and supporting initiatives that create robust and structured career pathways for youth (particularly those who are not in education, training or employment). ServicelQ will foster government relationships, and identify educational provider to partner on initiatives that are focused on transitioning young people into work.	July 2017 – March 2018
1.6	Foster partnerships with Māori businesses, Iwi, and Hapū, and with organisations that have strong Māori networks.	Effective partnerships with Māori will be key to developing solutions for a strong Māori service sector workforce. The Poutama Business Trust, YouthHub, Māori Future makers, and DreamBig Māori are all examples of organisations with wide reaching Māori networks and innovative spaces with potential to change perceptions.	April 2017 – December 2017
1.7	Explore options for creating an innovation scheme targeted to young Māori.	As part of strengthening the voice of learners in everything we do, ServicelQ will explore options for supporting young people to have a part in creating solutions. (see also 2.3)	July 2017 – September 2017

2. Supporting and developing Māori learners in the service sector

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 Māori workforce. ServicelQ Māori 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 Māori 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 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	Explore options for running mentoring and/or peer support initiatives with key 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	Run a learner focus group specifically targeted to young Māori.	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 Māori learners (and Pasifika 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
2.4	Explore opportunities for creating a network of ServicelQ Māori trainees.	Create a network of Māori trainees in the service industries, develop a sense of being part of something bigger, retain connections with alumni as potential future mentors. Provide opportunities for recognising and celebrating Māori achievement and representation within the service sector.	July 2017 – December 2018
2.5	Explore and pilot different tracking systems for providing targeted support to Māori trainees.	ServicelQ has a risk-based approach to targeting its support to Māori; this action will focus on developing a responsive framework that is designed to foster the achievement of all Māori trainees.	July 2017 – ongoing
2.6	Explore options for developing a cultural competence training package to upskill businesses that wish to engage with Māori culture and history.	ServicelQ will explore options for developing an online resource or short course designed to upskill the cultural competency of businesses. ServicelQ will also consider delivery and partnership options.	July 2017 – December 2017

3. Celebrating Māori success in the service sector

The service sector already has a strong Māori workforce. The extent that perceptions of the service sector are impacting on career decisions needs to also be considered and addressed. It is important that stories of Māori 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 Māori ambassadors and champions currently working in the service sector.

#	Action	Description	Timeframe
3.1	Seek out Māori service sector ambassadors and career champions, and outstanding businesses.	Māori 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 Māori workforce.	April 2017 – September 2017
3.2	Develop profiles relating to people/businesses identified under 3.1.	Current trainees, apprentices, employers, managers – every level of success to show a pathway. Explore ways of getting young people to find and capture these stories themselves, for example Backpack Journal	July 2017 – March 2018
3.3	Develop profiles of Māori business leaders working in the service sector.	ServiceIQ will showcase the stories of Māori 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 Māori learners and their influencers.	ServiceIQ has been working closely with Māori community groups and schools to strengthen ties and promote the service sector as a career pathway. A set of promotional materials, targeted to young Māori 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 – July 2018
3.6	Refresh online information covering ServiceIQ’s support for Māori.	ServiceIQ offers support for Māori trainees, and as a result of focused activity in 2016, particularly in relation to the development of the Māori Action Plan, this support will be further enhanced.	April 2017 – September 2017

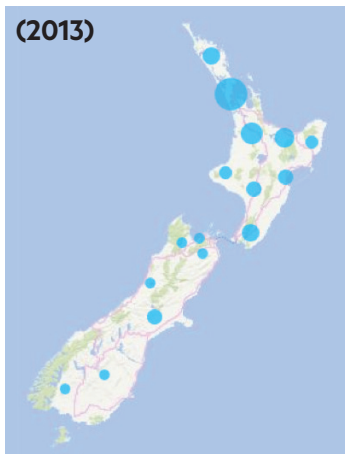
Māori trends and patterns in the workplace and training

Māori in New Zealand

Overview of population and workforce information

The Māori population in New Zealand at the last New Zealand Census (2013) was 692,300¹. By 2023, it is predicted that there will be 831,000 people identifying as Māori. A quarter of this population will be living in Auckland.

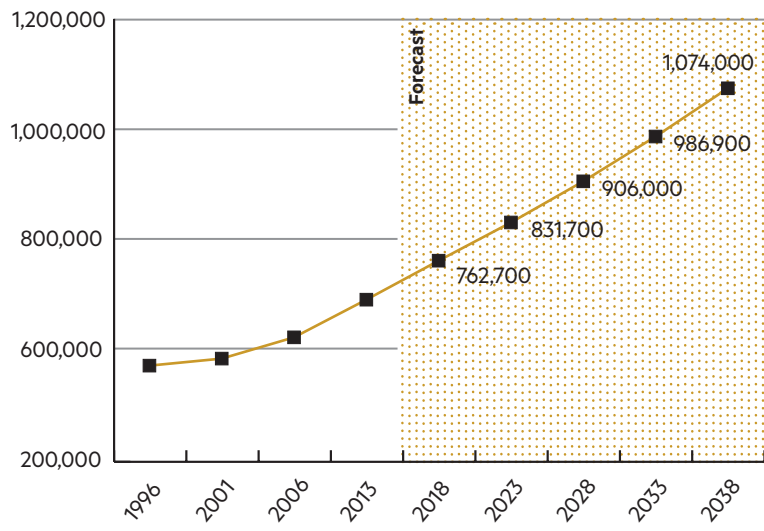
Regional Māori population (2013)



More Māori are entering the labour market. The participation rate was up by 0.6 percentage points over the year to 66.8 per cent (to September 2016). The rise in employment has been driven, in part, by higher levels of employment in the retail and wholesale industries (from 29,700 people employed to 33,000).

The highest labour market participation amongst Māori is in Wellington (72.9 per cent), followed by South Island Māori (70–72.2 per cent). The rate of employment amongst Māori is highest in the South Island at 66.4 per cent (excluding Canterbury at 63.6 per cent), followed by Wellington at 65.7 per cent. In Auckland, it is 58.4 per cent².

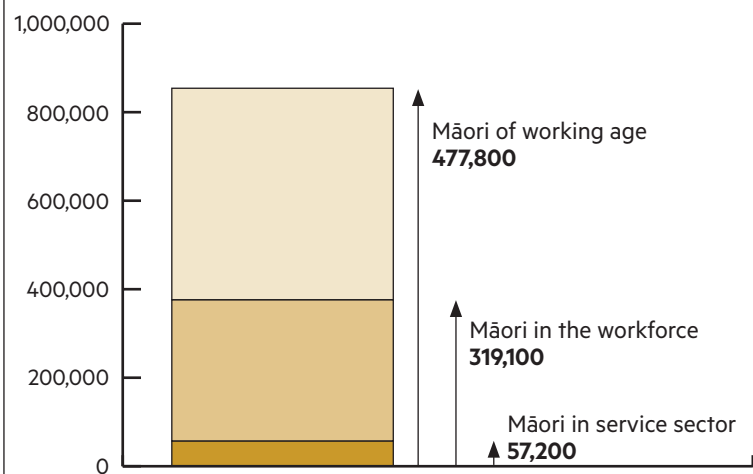
Projected Māori population growth



15% of national population

By 2023, 15 per cent of the New Zealand population is projected to identify as Māori, 8 per cent as Pasifika, 15 per cent as Asian and 63 per cent as European or Other.

Māori in the workforce (2013)



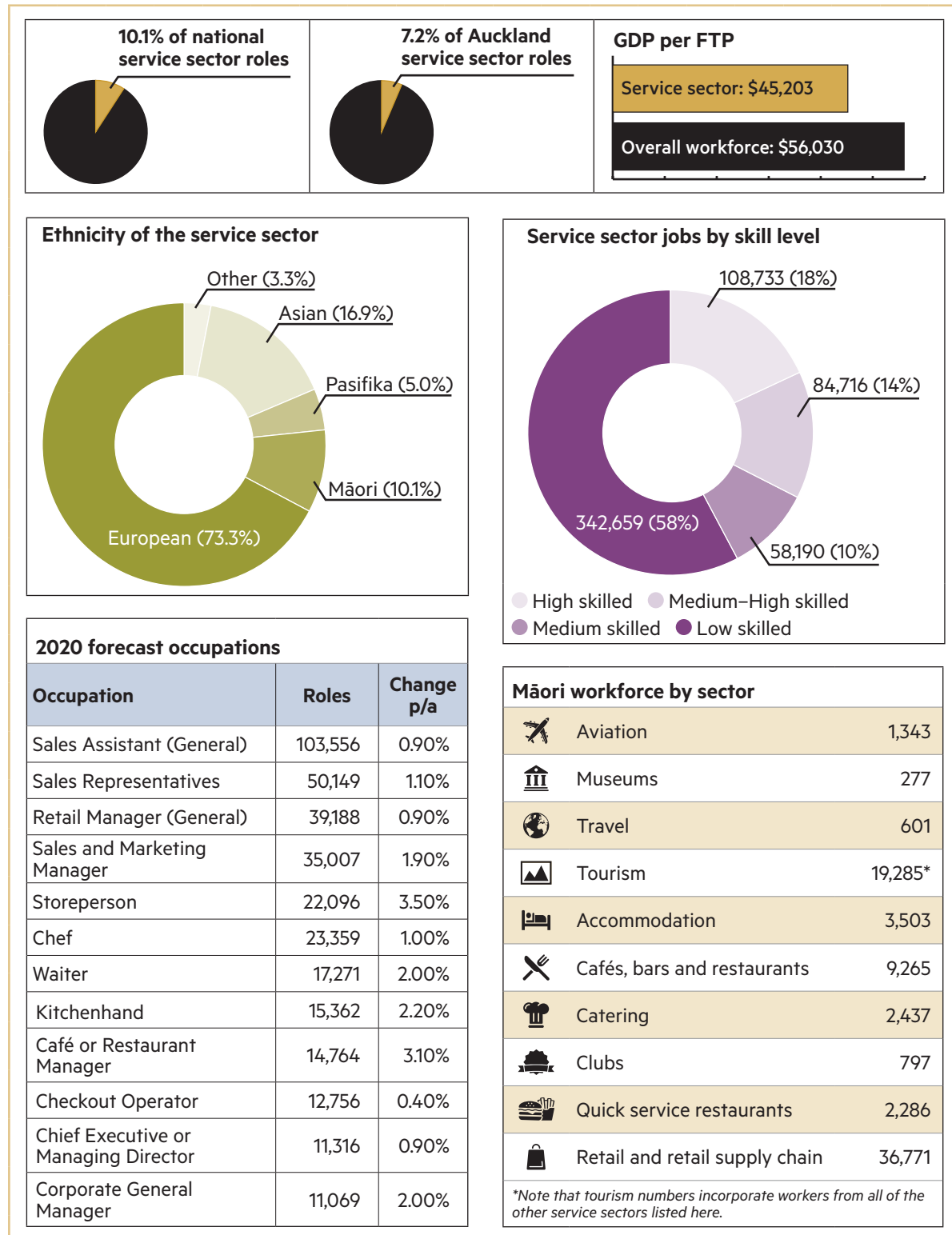
¹ Statistics New Zealand (2013) *New Zealand Census of Population and Dwellings*

² Ministry of Business, Innovation and Employment (September 2016) *Māori peoples in the labour market*

Māori within the service sector workforce

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

The service sector employs 57,200 people who identify as Māori, which represents ten per cent of the total workforce³.

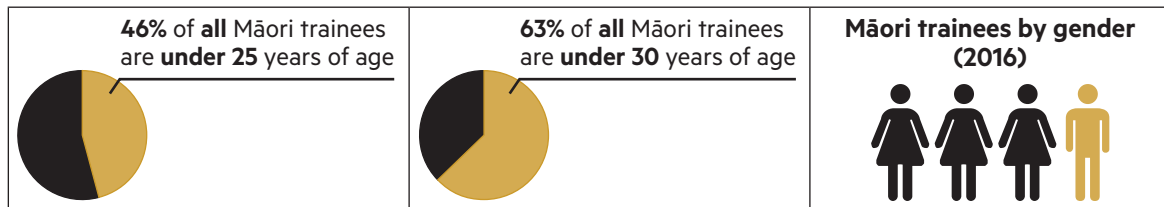


³ Statistics New Zealand (2013) *New Zealand Census of Population and Dwellings*

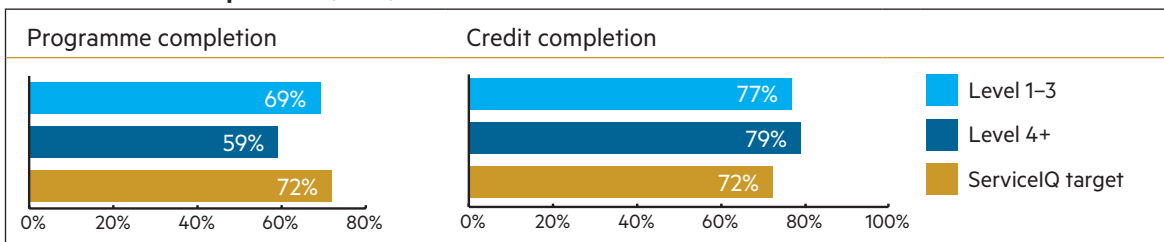
ServiceIQ Māori trainees

The participation of Māori trainees for ServiceIQ is on par with workforce participation population trends

ServiceIQ has 2,386 Māori trainees, which represents 12.6 per cent of the total ServiceIQ trainees⁴.



Māori trainee completions (2016)



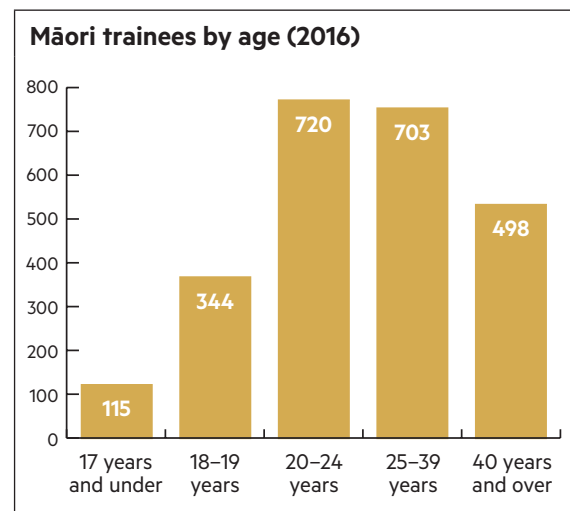
Māori comprise 14 per cent of ServiceIQ trainees studying at Level 1-3, and 11 per cent of ServiceIQ trainees at Levels 4 and above.

Level 1-3 qualifications tend to be entry-level. In order to provide a highly skilled and competent workforce it is important that trainees are transitioning into higher, more specialised levels of qualification.

Māori trainees by area of training (2016)		
	Aviation	146
	Museums	11
	Travel	26
	Tourism	107
	Accommodation	92
	Cafés, bars and restaurants	286
	Catering	50
	Clubs	8
	Quick service restaurants	666
	Retail and retail supply chain	962

Māori trainees by level (2016)	
NZQF Level 2	708
NZQF Level 3	1140
NZQF Level 4	492
NZQF Level 5	27
NZQF Level 6	9

ServiceIQ's targeted support for Māori has been focused on addressing issues as these arise. This risk-based approach has worked effectively but ServiceIQ is looking at ways it can move towards a more responsive and well-rounded approach. Quantitative data, and qualitative information from staff working across the country, indicates that a more structured programme of targeted support would further increase the achievement, retention and progression of Māori trainees.



61% of Māori trainees are located in the upper North Island, with 22% in Auckland and 21% in Waikato

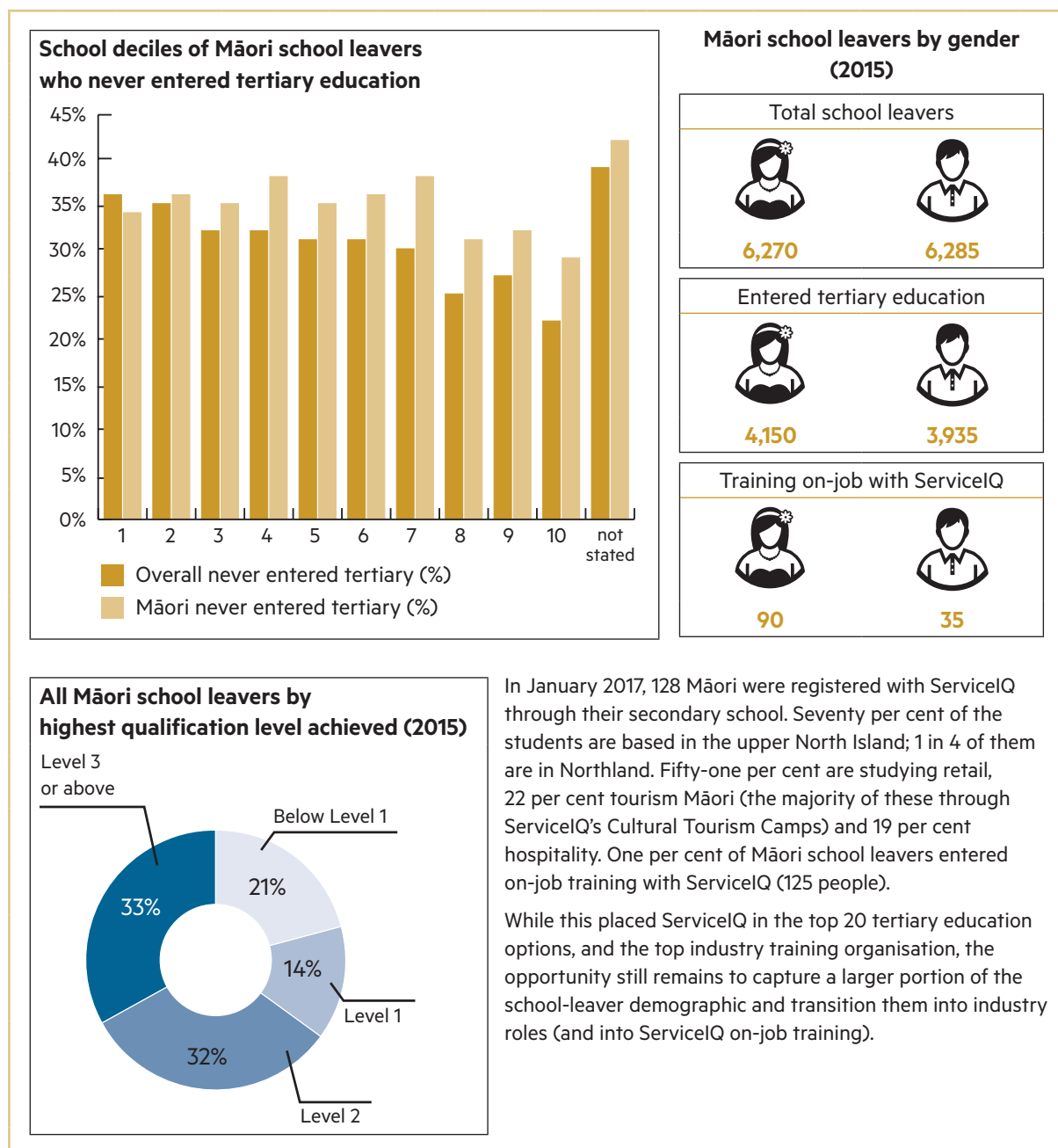
⁴ All data sourced from Tertiary Education Commission (2016) My Provision – ITR app

Secondary school transitions

Māori moving from school to work or further study (tertiary education)⁵

A total of 59,665 school students left school in 2015. Māori school leavers represented 21 per cent of the total (12,550 people); 20.3 per cent were from Auckland (2,550 people). Seventy per cent of school leavers (42,035) transitioned into tertiary education (including on-job training). Sixty-four per cent of Māori 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.

Thirty-eight per cent of Māori school leavers were not enrolled in any form of tertiary education. Amongst the general population of school leavers, the percentage of people entering tertiary education increases alongside the decile of the school. For Māori, however, the numbers remain comparatively high.



⁵ Ministry of Education – Education Counts

Acknowledgements



E kore e mutu ana ngā mihi aroha ngā mihi
maioha ki a koutou mā, te hunga i awahina i te
mahi i te whakaputa i te Māori Action Plan 2017.

*ServiceIQ gratefully acknowledges those
who have contributed to the development
of the Māori Action Plan 2017.*

He timatanga noa iho –
ka whai ake te mahi rangatira.

*This plan is only a beginning –
the work of creating change is still to come.*

Tēnā koutou katoa.



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