

Auckland District Health Board

Equal Employment Opportunities Programme (EEO)

Maori and Pacific Employees

1. Executive Summary

The Equal Employment Opportunities Trust defines EEO as “eliminating barriers to ensure that all employees are considered for the employment of their choice and have the chance to perform to their maximum potential. EEO strategies and sound HR practices enable employers to recruit the very best people from the diverse population, making the most of their skills, creativity and energy.” The EEO programme is thus a component personnel policy that complies with the principle of being “good employer”. Outlined in this document is a draft EEO programme for Maori and Pacific employees, which can later be appropriately adapted to cover other target groups¹. Reference is made to all Auckland District Health Boards (ADHB) policies, procedures, processes, guidelines and written documents.

ADHB, and the Ministry of Health, advocates an evidence based approach to decision making. This document practices this approach as well as our underpinning values.

2. Background

ADHB strategic direction

A well consulted and appropriate EEO programme will produce real workforce benefits to ADHB that are financially prudent and sustainable. Regionally ADHB are the first DHB to produce a draft programme and by legislation we must produce a programme by the start of 2006 financial year

Research in the area of Maori and Pacific workforce recruitment, retention and development has taken place over many years. With the introduction of the EEO programme, ADHB has the opportunity to move this research forward into actions of tangible benefit. It is noted at this early stage, that not all Maori and Pacific people have the same views, aspirations and needs and this programme will proactively seek to avoid stereotyping. The EEO is also a means of recognising

¹ These are all ethnic minorities, women and disabled persons

the aims of Maori thereby contributing to the spirit of partnership envisaged by the Treaty of Waitangi.

National Workforce Plans and Initiatives

Due to obvious workforce implications, EEO actions identified here link into priorities identified under the following National Plans and committees:

- District Health Boards New Zealand Workforce Action Plan – Future Workforce
- Health Workforce Advisory Committee
- Raranga Tupuake – National Maori Health Workforce Plan
- Ministry of Health and Disability Workforce Development Plan (2004)

Further the following organisation wide plans are also linked:

- HR Strategic Objectives and Priorities 2005-2008
- ADHB 2006/2006 Objectives
- Priorities for Maori and Pacific Health teams

3. Crown Entities Act

Obligations

We are required to work towards becoming a “Good Employer”. Within this document the following provisions of this definition are addressed:

- Produce and implement an EEO programme (Action Plan)
- Impartial selection of suitably qualified performs for appointment
- Recognise Maori aspirations and employment requirements and the need for involvement of Maori as employees of the organisation
- Opportunities for the enhancement of the abilities of individual employees

4. Appropriateness for ADHB employees and community

Objectives under the legislation are devoid of ADHB values. There lacks clear goals in the area of recruiting more Maori and Pacific employees. This is strongly felt to be needed by the respective teams and existing Maori and Pacific workforce². Connected to this is the very real need to concentrate efforts in promoting health careers to students whilst at school.

² Appendix A – Summary of Focus Groups

This EEO programme therefore goes beyond the legislative requirements in order to obtain maximum benefit to the organisation. The actions are relevant to our organisational goals and values, workforce and community. Actions are underpinned by our values manifesting themselves in behaviours, which must be promoted as the programme develops.

5. Desired Outcomes

- An inclusive, respectful and responsive organisational culture which enable access to work, equitable career opportunities and maximum participation for members of designated groups and all employees;
- Procedural fairness as a feature of all HR strategies, systems and practices
- Employment of Maori and Pacific people at all levels in the workplace
- Collaborative partnership with external organisations

Key Success Factors

- An EEO Programme driven by organisational values
- Leadership commitment
- Transparency in all EEO actions
- Consistent monitoring
- Sharing of good practice across regional and national DHBs

6. Current Situation

Workplace profile

The analysis below is taken from KIOSK³ though this data is not fully reflective of our workforce. There will be an organisation wide Census early 2006 which will seek to address this issue using a self identification process.

Based on information available the following data has been extracted:

Auckland region Population Make-up⁴

Maori = 9% (ADHB Workforce = 3%)

³ Of those employees who chose to disclose their ethnicity

⁴ Extract from ADHB website of population statistics and KIOSK

Pacific = 12% (ADHB Workforce = 7%)

Category	Total staff at ADHB	Maori (FTE)	Maori % of ADHB Workforce by Category	% Total Maori of ADHB
Administrative Staff	1633	95 (80)	6	1
Household	266	18 (14.5)	7	0.2
Medical	1446	19 (14)	1	0.2
Nursing	3842	89 (64)	2	0.95
Stores		0 (0)	0	0
Technical Patient Care Staff	749	64 (57)	9	0.69
Technical Support Staff	1113	23 (19)	2	0.25
Unknown	273	8 (6.5)	3	0.09
Total Workforce	9325	316 (255)		3.4

Category	Total staff at ADHB	Pacific (FTE)	Pacific % of ADHB Workforce by Category	% Total Pacific of ADHB
Administrative Staff	1633	147 (131)	9	1.6
Household	266	74 (63)	28	0.8
Medical	1446	17 (11)	1	0.2
Nursing	3842	339 (249)	9	3.6
Stores		0 (0)	0	0

Technical Patient Care Staff	749	56 (38)	5	0.4
Technical Support Staff	1113	56 (52)	5	0.6
Unknown	273	9 (8)	3	0.1
Total Workforce	9325	673 (545)		7.2

Data shows concentration of employees from Maori and Pacific backgrounds in administrative and nursing roles, though level in hierarchy is unknown.

A general under-representation of Maori and Pacific employees compared to our community is evident. This data is only useful if active measures are taken to address imbalances. The action plan seeks to do this (page 9).

Focus Groups

In order to supplement quantitative data and usefully measure achievements a baseline qualitative assessment was needed. He Kamaka Oranga via their annual organisation wide hui, were able to gain an understanding of Maori employees aspirations and employment requirements. In order to further cement this and to gain a similar understanding for Pacific employees, focus groups were held.

Maori

18 Administrative and Household Staff and 14 Nurses and Technical Staff attended 2 focus groups capturing 10% of the Maori workforce.

Pacific

42 staff attended 3 focus groups. A further 3 completed questionnaires on themes discussed at the groups in total capturing 7% of the Pacific Workforce.

A summary of key points is at Appendix A

Interviews have been undertaken with key senior management⁵ to obtain qualitative perspectives of future workforce direction.

Consultation and Evidence Base

- The Action Plan is in line with Actions for Future Maori and Pacific Health Gain⁶ which has involved consultation of staff.
- The Combined Health Union Executive have been informed about the programme via its quarterly meeting
- He Kamaka Oranga and Pacific Health have been involved in this project from its outset
- Interviews with senior management across the organisation have identified strategic direction for Maori and Pacific workforce development
- Attendance at Focus Groups have involved consultation and provide evidential support to actions

7. Compliance and Progress

⁵ See Appendix B

⁶ ADHB Draft Strategic Plan, page 28

ADHB are required by the Act to report on the extent of its compliance in its annual report.⁷ In its Draft Strategic Plan, ADHB states its principles of “all parties accountable for policies and programmes”⁸. For this programme to succeed it must be fully embraced and visibly endorsed by the Board, and the Executive Management Team with commitment to its actions and monitoring of Key Performance Indicators (KPIs).

Delegated responsibility for progression of actions will lie with the Workforce Planning and Development Committee. However the Executive Team will hold overall responsibility to the aims of the EEO programme.

The action plan is categorised by broad themes and is supported by the above evidence.

⁷ Refer to Appendix C for details of report

⁸ Draft Strategic Plan, page 10

Action Plan/EEO Programme

January 2006 – January 2008

Due to the many initiatives that could occur in line with the EEO programme, actions in *Italics* are considered from evidence collated, to have a lower priority. However it is strongly noted that these still of utmost importance in the success of the EEO programme.

Aim <i>Respect</i> <i>Effectiveness</i> <i>s</i>	Action <i>Innovation</i>	Risk Assessment <i>Effectiveness</i>	Consultation occur <i>Respect</i>	Measurement of progress <i>Effectiveness</i>	Completion - Key Performance Indicators <i>Effectiveness</i>	Deadline <i>Integrity</i>	Suggested Responsibility <i>Integrity</i>
1. LEADERSHIP, ACCOUNTABILITY AND CULTURE							
1.1 Leadership commitment	CEO and Executive Team sign Off on EEO programme	Benefits attached to being a "Good Employer"		Standing agenda item	Discussed by Exec Team with focus on behaviours and actions	December 2005	<ul style="list-style-type: none"> • Exec Team
1.2 Consistent reporting	6 monthly report to Exec Team on progress of this Plan			Reports produced	<ul style="list-style-type: none"> • Reports produced • Update in Nova 	June 2006, 6 monthly thereafter	<ul style="list-style-type: none"> • HR Lead • Exec Team
1.3 Obligations under legislation	2006/07 Statement of Intent with "good employer"		Via HKO and Pacific Health Teams		Production of Statement	April 2006 (May 2006)	<ul style="list-style-type: none"> • Exec team • HR

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	declaration						
	2006/07 Annual Report with "good employer" reports to Human Rights Commission and progress Report to Exec Team		Via HKO and Pacific Health Teams		Production of report	October 2007	<ul style="list-style-type: none"> • HR • Exec Team
1.4 Organisation commitment to EEO	Development of a multi-cultural diversity policy, including examples of behaviour and statistical improvements Separate of HR Principals	Revision of bi-cultural policy	<ul style="list-style-type: none"> • Open Consultation with all diverse groups • HKO • Pacific Health 	Feedback to employees on progress and statistical improvements	<ul style="list-style-type: none"> • Built into all processes • Visible signs of EEO employer (Logos in Nova) 	March 2006	<ul style="list-style-type: none"> • HR • Exec Team
	Diversity toolkit for managers and employees		<ul style="list-style-type: none"> • HKO • Pacific Health 		Toolkit in place and used	March 2006	<ul style="list-style-type: none"> • HR • HKO • Pacific

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	accompanying policy		<ul style="list-style-type: none"> Managers Employees 				Health
1.5 HR Policies promoting EEO elements as appropriate	Impact Assessment undertaken of all Policies and Procedures (HR and others). Action taken to update policies ⁹ . Policy Review Cttee with representative of wider workforce	Time required to attend meetings	<ul style="list-style-type: none"> In first instance with HKO and Pacific Health Teams Wider invite for membership 	Membership requested and terms of reference formed	<ul style="list-style-type: none"> Assessment Review form completed for all policies affected Policies updated in line with Assessment 	May 2006	<ul style="list-style-type: none"> HR, HKO and Pacific Health Exec Team to oversee progress

⁹ See Appendix D

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1.6 Demonstrate value of diverse employees	<ul style="list-style-type: none"> • Celebration lunch (or other event) for Maori and Pacific groups • Invitation open to all groups 	<ul style="list-style-type: none"> • Feelings of marginalisation of other staff • Avoid duplication of HKO hui 		<ul style="list-style-type: none"> • Communication of event • Relevant content • Endorsement by managers 	Successful event	Aug 2006	<ul style="list-style-type: none"> • HKO • Pacific Health • HR • Exec team
1.7 <i>Understanding of EEO</i>	All Managers understand EEO Programme			EEO Programme on relevant manager training course	Attendance on courses as a minimum	Jan 2007	<ul style="list-style-type: none"> • Exec Team • Learning & Development (L&D) Sub Ctee
1.8 <i>Involvement of staff</i>	<ul style="list-style-type: none"> • Review of current consultation process to accommodate more employees • Work with unions 	Workable and realistic consultation process needed	Open consultation request	<ul style="list-style-type: none"> • Request meeting held • Appropriate consultation method established in line with Business needs 	Ask staff of involvement at network meetings	Aug 2006	Exec Team

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2. RECRUITMENT AND SELECTION – RETAINING AND RECRUITING THE RIGHT TALENT¹⁰							
2.1 Revision of R&S Policy	<ol style="list-style-type: none"> 1. Mandatory attendance at R&S training before recruiting 2. Mandatory inclusion of feedback on performance 3. Mandatory inclusion of 	<ul style="list-style-type: none"> • Funding required for courses + time away from work. • Balance of representative panel with practicalities. 	Via HKO and Pacific Health Teams.	<ul style="list-style-type: none"> • All recruitment panels are representative of candidate ethnicity • Agenda item at Rec and Retention Sub Cttee 	<ul style="list-style-type: none"> • All recruitment panels are representative • Full feedback given to unsuccessful candidates • Increase in numbers of Maori and Pacific Employees¹¹ 	Jan 2007	<ul style="list-style-type: none"> • Recruitment & Retention (R&R) Sub Cttee • L&D Sub Cttee • Exec Team • All Managers

¹⁰ HR Strategic Objectives and Priorities 2005-2008

¹¹ HR Strategic Objectives and Priorities 2005-2008

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	diverse (Maori & Pacific) panel for candidates of these groups 4. Proactive inclusion of whanau in recruitment process. Recruitment paperwork to reflect this.	<ul style="list-style-type: none"> In line with Candidate at centre of recruitment process. 					
2.2 Development of Internal candidates	Recruitment workshop aimed at guiding Maori and Pacific applicants through process	<ul style="list-style-type: none"> Cost of workshop Promotion benefits 	<ul style="list-style-type: none"> Recruitment and Retention Sub-Cttee Promotion widely via networks 		<ul style="list-style-type: none"> Workshop in place Attendance monitored 	Dec 2006	<ul style="list-style-type: none"> HR L&D R&R Sub Cttee HKO and Pacific Health

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			and other promotion				
2.3 Application Process	Review of Application form 1. Revision of Ethnic monitoring section to reflect EEO and encourage applicants to specify ethnicity 2. Removal of names from CVs prior to short listing Adverts to have EEO statement	Minimal cost of updating electronic version	<ul style="list-style-type: none"> • With R&R • Careers Ctre • Via HKO and Pacific Health 		<ul style="list-style-type: none"> • Ethnicity Statement revised • Removal of names before short-listing • All adverts show logo • Careers website revise EEO statement 	June 2006	<ul style="list-style-type: none"> • R&R Sub Ctee • Careers Ctre • HR

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2.4 Encourage Whanau/family and friends into ADHB	Referral scheme promoted to Pacific and Maori Employees	Minimal cost	Promotion via known means	Monitor number of Pacific and Maori employees hired via word of mouth	Staff aware and take part in scheme	June 2006	<ul style="list-style-type: none"> R & R sub cttee
2.5 Treaty of Waitangi awareness	All New staff to attend Treaty in Practice training. Managers to book employee onto training as part of Orientation	<ul style="list-style-type: none"> Cost of training Time from work Availability of courses 	Not required		All employees attended within 1 year of starting with ADHB	June 2007	<ul style="list-style-type: none"> All Managers with employees Exec Team HR
2.6 Promotion of Health Careers and	<ul style="list-style-type: none"> Talks to careers service at schools 	Long term benefits	Open invite for volunteers ¹²	Agenda item at R&R Sub Cttee	<ul style="list-style-type: none"> Expos in place Links forged with local schools 	Jan 2007	<ul style="list-style-type: none"> Workforce Dev and Planning Cttee

¹² Many employees at Focus Groups showed interest in doing this if supported by the organisation

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ADHB as an Employer of Choice	<ul style="list-style-type: none"> Expos at Pasifika Day and Polyfest + other community events 						<ul style="list-style-type: none"> Exec Team Careers Centre – HR
2.7 Involvement of New Recruits	<ul style="list-style-type: none"> Those identified as Maori and Pacific – details to be sent to teams prior to start Starter pack material to signpost material Welcome correspondence from HKO and Pacific 	Communication strategy required between Careers Centre and HKO/Pacific Health	<ul style="list-style-type: none"> HKO Pacific Health Careers Centre 		Efficient process in place for early identification of staff	April 2006	<ul style="list-style-type: none"> Careers centre HKO Pacific Health

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2.8 Further links to AUT for AHPs ¹³	Mentoring programme between students and AHP staff	Release of staff needed – backfill money from AUT				August 2006	<ul style="list-style-type: none"> • GM Allied Health • AUT
2.9 Increase Medical employee recruitment	<ul style="list-style-type: none"> • Correspondence for Maori and Pacific Interns from relevant teams • Road show material to include correspondence from teams 	<p>Link to Auckland Medical School required.</p> <p>Interns may not state ethnicity.</p>	RMO Unit /NCTN	Link formed with Auckland Medical School	<ul style="list-style-type: none"> • Correspondence produced • Road show material updated 	March 2006	<ul style="list-style-type: none"> • Auckland Medical School • Medical Directorate • HKO and Pacific Health • RMO Unit

¹³ Funding secured by University for this - Janice Mueller

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3. PROMOTION, TRANSFER AND MOVING OUT – DEVELOP THE RIGHT TALENT THROUGH L&D¹⁴							
3.1 Mentoring programme for employees	Aimed at Pacific and Maori groups 1. HKO and Pacific Health managers mentors 2. Board members as mentors 3. Publicity of programme	<ul style="list-style-type: none"> • Cost of time away from work • Location of willing mentors and mentees 	Request mentors for	Numbers of people mentoring relationship	Programme increasingly taken up by employees	August 2006	<ul style="list-style-type: none"> • Board • Exec Team

¹⁴ HR Strategic Objectives and Priorities 2005-2008

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3.2 Review of Performance Mgmt Process	<ul style="list-style-type: none"> Yearly appraisal discussion involving career progression Follow through with actions 	Integrated into current discussions			<ul style="list-style-type: none"> Staff development into roles Ask staff at network meetings 	January 2007	<ul style="list-style-type: none"> HR All Managers Exec Team
3.3 Clear career path for employees in admin roles to develop	<ul style="list-style-type: none"> Managers identify desire to develop at appraisal Active Link to training opportunities available 	Roles available to develop into	Consultation with staff		<ul style="list-style-type: none"> Internal promotions widely available Ask staff at network meetings Career path promotion 	January 2007	<ul style="list-style-type: none"> HR All managers Exec Team
3.4 Career pathway for	<ul style="list-style-type: none"> Collaborative work with 	Financial implications of			Established career path in	March 2007	HR

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technical staff to progress	Managers and Executive Nursing Director to develop pathway	education			place		All managers Exec Team
3.5 To understand reasons for Maori and Pacific employees leaving	Exit questionnaires completed by all employees as part of exit procedure Results form part of 6 monthly report	Failure to complete questionnaires		<ul style="list-style-type: none"> • Questionnaire revised and re-promoted to management • HR process integrates this 	Useful data and extracted and monitored	June 2006	<ul style="list-style-type: none"> • Recruitment and Retention Cttee • All Managers • Exec team
4. EMPLOYEE DEVELOPMENT - DEVELOP THE RIGHT TALENT THROUGH L&D¹⁵							

¹⁵ HR Strategic Objectives and Priorities 2005-2008

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4.1 Opportunities for Networking	Pacific employees 6 monthly network. Feedback on EEO. Initial start by Pacific Health Team	Release of staff required as work day	<ul style="list-style-type: none"> Pacific Health Communication of fono widely 	Endorsement of release from senior mgmt	Productive network meetings held	March 2006	<ul style="list-style-type: none"> Pacific Health Exec Team All Managers
	All Maori employees 6 monthly network. Feedback on EEO. Build on current yearly hui.	Release of staff required as work day		Endorsement of release from senior mgmt	Productive network meetings held	Ongoing	<ul style="list-style-type: none"> HKO All Managers Exec Team
4.2 Promotion of all training and	<ul style="list-style-type: none"> Proactive promotion by L&D to target 	Funding and relevance to role			Regular and consistent promotion	Ongoing	<ul style="list-style-type: none"> All Managers L & D sub cttee

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education opportunities	<ul style="list-style-type: none"> groups • Appropriate promotion of new initiatives • Managers to actively promote • Attendance at course certificate for portfolio 						<ul style="list-style-type: none"> • HR
4.3 Training ¹⁶ for all staff in area of diversity, incorporating wider competencies associated	<ul style="list-style-type: none"> • Workshop based around EEO policy and programme • ADHB values underpinning 	Funding	Via HKO, Pacific Health and employees	<ul style="list-style-type: none"> • Training session devised • Consultation on cultural content 	Programme in place and actively taken up	December 2006	<ul style="list-style-type: none"> • L & D sub cttee • HR

¹⁶ Treaty in Practice to remain as separate session

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with engaging with any staff							
<i>4.4 Lifelong learning and Leaning Organisation encouraged for Maori and Pacific</i>	Study room on sites	Minimal risk - use of existing rooms			Room available and used by cross-section of staff	March 2006	<ul style="list-style-type: none"> • L&D Sub Ctee • Workforce development and Planning Ctee
5. OTHER							
5.1 EEO integration into workforce	EEO actions to be integrated into ADHB Workforce Plan	None	HR HKO Pacific Health		Workforce Plan references clearly EEO priorities	June 2006	<ul style="list-style-type: none"> • HR • Executive Director of Nursing

¹⁷ ADHB 2005/2006 Objectives

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issues ¹⁷	EEO actions integrated into Pacific Workforce development plan	None			Pacific Workforce Plan references EEO clearly priorities	June 2006	<ul style="list-style-type: none"> • HR • Pacific Health
5.2 Culturally appropriate complaints process	<ul style="list-style-type: none"> • Identify individuals within HKO and Pacific for staff to approach • Integrate into HR process 	Clear procedure to overcome overlap with current process	HKO Pacific Health HR Consultants.		Individuals accessed by staff	March 2006	HKO Pacific Health HR
5.3 Complete information on ethnicity of employees	<p>Census data:</p> <ul style="list-style-type: none"> • To be shared with HKO and Pacific • Used to update KIOSK records • Reported on regularly 	Agreement gained			Data collected and analysed for trends	March 2006	<ul style="list-style-type: none"> • HR

8. Recommendations for Executive Team

Open commitment to EEO aims

8.1. Endorsement of Roles and Responsibilities as below:

Board Members and Executive Team

- Actively and openly endorse EEO principles and commitment to aims
- Promote benefits of diverse workforce
- Provide strong leadership with EEO actions
- Oversee progress against actions
- Provide resources for becoming a “good employer”
- Equip managers with delegated responsibility to carry out EEO actions

Line Managers

- Input on consultation around EEOs.
- Implement EEO actions within work areas
- Proactively encourage and support their staff in understanding EEO principles and actions
- Show accountability and transparency in EEO actions

HR

- Produce 6 monthly Executive Team progress reports.
- Work with HR Commission on producing reports.
- Provide technical advice and support to HKO, Pacific Health, Managers and Executive Team in relation to EEO.

Sub-committees and teams

- Take action in line with EEO programme
- Represent own speciality areas in order to progress actions
- Feedback to HR and Exec team on progress against actions.

Employees

- Support EEO Programme, attending training
- Take opportunity to input on EEO programme and actions
- Applying EEO principles in their daily work with colleagues and clients
- Acknowledging and embracing differences in colleagues

- Update union members with EEO progress
- 8.2. In principal funds dedicated to achieving EEO aims**
- 8.3. Agreement of reporting process to Executive Team**
- 8.4. Agreement of Actions (if possible at present time)**

Appendix A

Summary of Key Points from Focus Groups

Maori Employees

What more could ADHB do to make you stay?

More in-house training to develop ourselves.

- Up-skilling - enrolled nurses become registered, developing orderlies into technicians etc.
- Opportunity to attend network groups
- When joining have a introduction hui
- Stronger leadership is needed
- Recognition and value for us as Maori employees
- Feedback on how we are progressing whilst still in the job, not when we are leaving the organisation.
- Mentoring programme.
- When we leave, we should be replaced with other Maori staff.

What could we do to attract more Maori people to our workforce?

- Need to develop more Maori undergraduates into the workforce, mentoring programmes (with University)
- ADHB should be proactive with schools, universities attracting younger people. Having a group of Maori employees (all disciplines) and go visit the schools, describing the career pathway.
- Include Maori at the recruitment process
- Target Pacific and Maori festivals and community events e.g. Pacifika day, Polyfest.

What practically could the organisation do to help you progress?

- Development path for people in non-clinical roles and also pathway for enrolled nurses to become registered
- Need to give Maori opportunity/choice to progress if they want – look within the system
- Information on what training is out there.
- Managers should ask their staff what they want in terms of development
- Automatically feedback to people on why they don't get jobs
- Enforce the policies that exist at the moment
- Somewhere quiet where we can think and study

Do our Equal Employment Opportunities statements have value to you to you?

- Management don't always know that it exists
- Should have specific mention of Treaty within the EEO statement so that managers and employees cannot manipulate it
- Should have monitoring of who applies and what stage they get to in the recruitment process. HKO and HR should be looking at this actively and analysing
- Need to have access to IT to see the statement.

Pacific

What more could ADHB do to make you stay?

- Funds, money.
- Create positions for Pacific employees at all levels in organisation.
- Feel recognised to do “informal work” e.g. interpreting but not acknowledged
- At the moment only bi-cultural policy, not multi-cultural.
- More regular forums to share concerns, ask questions to escalate up and reduce feelings of isolation.
- Feel my heritage is not valued across organisation.
- Training to up-skill
- Transparency with processes.

- At training events give a certificate to show attendance, so when move organisation this is recognised.
- Feedback on what progress has happened
- Pacific Orientation so that employees know about our culture as well as Maori
- Management need to be accountable for their decisions
- Regular appraisals

What could we do to attract more Pacific people to our workforce?

- Scholarships
- Need route for Pacific employees to get into management and clinical leader roles. Is a barrier/block to management, get to certain level and no further
- Real feedback on why we don't get roles
- Need to have Pacific people on panels
- Word of mouth is important. Start treating your staff well and this will pass on
- Value the loyalty that we show to ADHB as Pacific employees
- Expos to advertise ADHB to Pacific people

What practically could the organisation do to help you progress?

- Career path for all roles. ADHB should have route to move to top if you have the will and desire to do that.
- Make feedback more specific
- If there is a Pacific person coming into the interview, then we should have a Pacific employee as a representative on the panel.
- Short and long term goals established and realistic planning in place to reach these.
- A mentor scheme to help those who want to develop and need a push
- Promote environment where growing in role is encouraged not looked down on.
- Managers should be proactive with asking about development of their staff.

Do our Equal Employment Opportunities statements have value to you to you?

- Needs implementation, systems and processes. People need to be in place so that it is put into practice e.g. workshop

- Statement should have examples, says recruitment, but give us an example of what will happen.
- Need to promote EEO and the statement inside and outside organisation
- Translate statement into different languages i.e. Samoan, Fijian, Gujarati.
- Need to consult with Pacific employees on this statement and other statements/policies/procedures
- Have some statistics on numbers of staff in categories in the document and see if they improve over time
- Have someone that can turn to for help and advice and mediate that is Pacific (don't want to go to union as it might not be as serious)

Appendix B

RMO

Unit

Appendix D

Policies, Procedures, Guidelines and Written documents - Impact Assessment Template

Adverse impact occurs when an employer uses a practice, procedure, or test in a selection process which disproportionately excludes members of the target group (Maori and Pacific Employees). This process involves a level of subjective judgement, however all actions must be supported by evidence. All new policies and procedures must be ratified by the Ad Hoc policy group¹⁸.

Policy Reviewed	Aim of policy	Policy Last reviewed	Date of next policy review	Could there be an Adverse impact on Maori or Pacific employees Positive, Negative, Neutral	What evidence exists to support this?	Actions required to correct adverse impact from policy	Means of monitoring progress, responsibility and deadline	Integration into EEO Action Plan: Yes/No
EXAMPLE Recruitment and Selection	To provide managers with parameters within which recruitment processes be managed		Oct 2003	Negative	<ul style="list-style-type: none"> • Kaimahi Maori Forum 2005 • Focus Groups evidence • Disproportionate numbers of Maori and Pacific people in workforce 	<ul style="list-style-type: none"> • Equal Employment Opportunities statement to be integrated into document • Maori and Pacific representation on panels • Vacancy bulletin distributed to community groups • Orientation/Introduction to 	Recruitment and Retention Sub Committee Statement on all adverts & website ¹⁹ Feedback given	Yes

¹⁸ Refer to Action Plan

¹⁹ Cost of this would be comparably small though return on investment would be hard to show initially

						Maori & Pacific Teams to be organised by Recruiting Manager		
Human Resources Principles								
Bi-Cultural Policy								
Orientat ion and Inductio n								
Perform ance Mgmt								
Discipli ne and Dismiss al								
Retenti on of Docum ents and Record s								
Employ ee Informat ion								
Leave								
Pay and HR Info								

Mgmt								
Training Course Attendance								
Termination								
Harassment								
All new policies								