



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



Do you have a question
for today's speakers?

Send this through to:

021 0268 5305

to be answered at the end of
the presentation

Slides from today's
presentation will be available
on the ANZSOG website

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

Speaker

A/Professor Catherine Althaus

Associate Dean

ANZSOG

Speaker

Di Grennell

Deputy Chief Executive

Regional Partnerships

Te Puni Kōkiri

Moderator

Dr Michael Macaulay

Director

IGPS

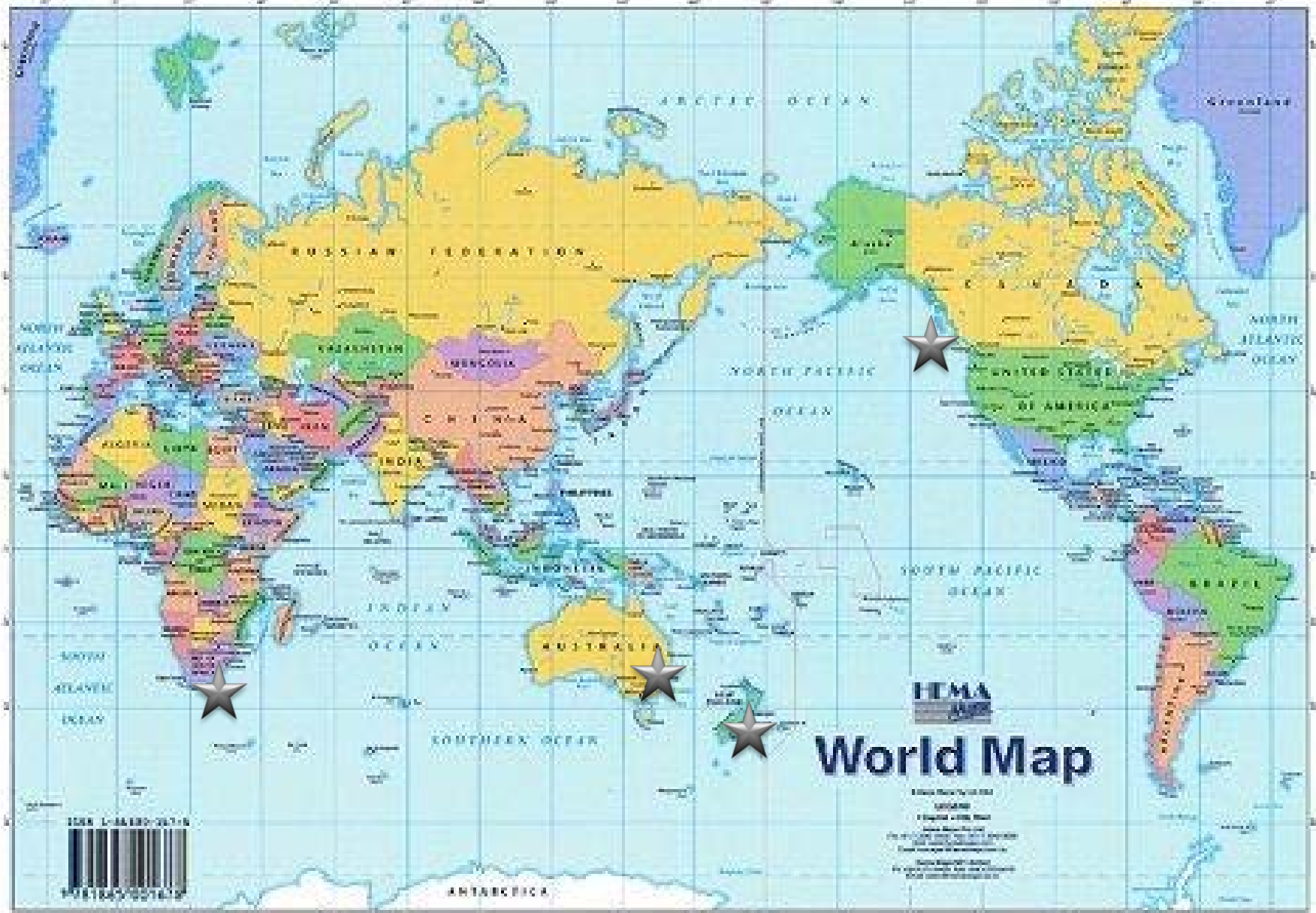
Leading from Between: Challenges and Opportunities of Indigenous Public Service Leadership

Catherine Althaus

Questions

- Do public services and Indigenous cultures share common or conflicting notions of leadership?
- What possibilities and challenges exist for Indigenous peoples to exercise leadership within western bureaucracies?





World Map



HEMA
1-888-926-7676
www.hema.com
© 2008 HEMA
All rights reserved.

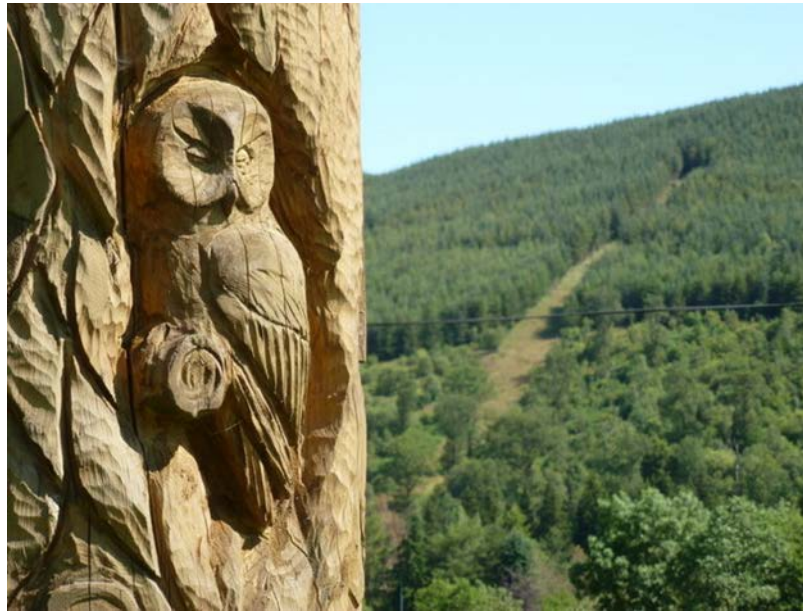
ISBN 1-8889-267-6



9 781889 267676

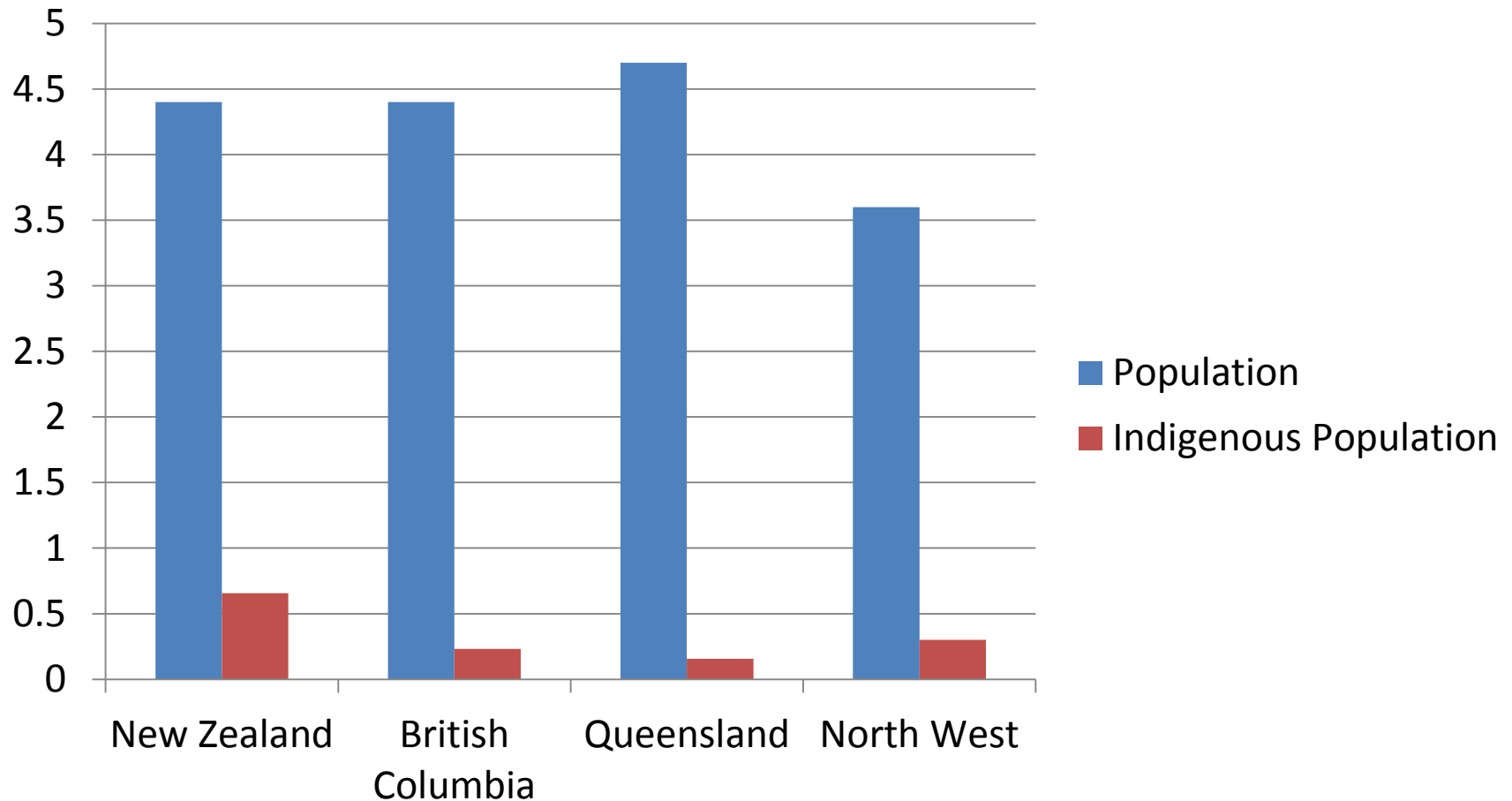
ANTARCTICA

Acknowledgements

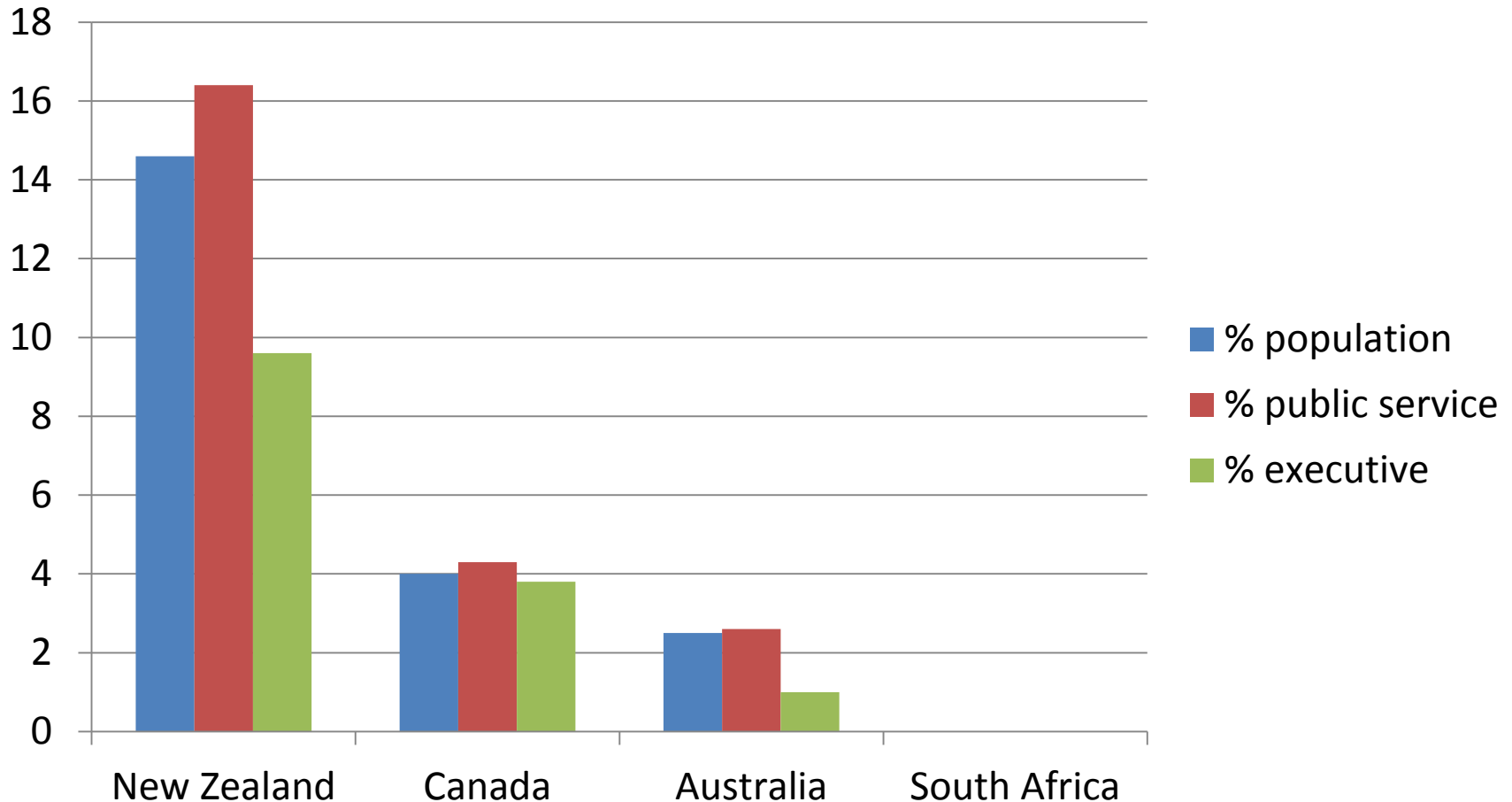


- Participants
- Ciaran O’Faircheallaigh, Gerda van Dijk, Bill Ryan, Daryn Bean, Te Aroha Hohaia, Fiona Main, Mike Phillips, Heather Johnston, Rebecca Middleton, Robina Thomas, Anthony Corbett, and Lyndon Murphy
- SSHRC, ANZSOG

Comparison Population (Millions)

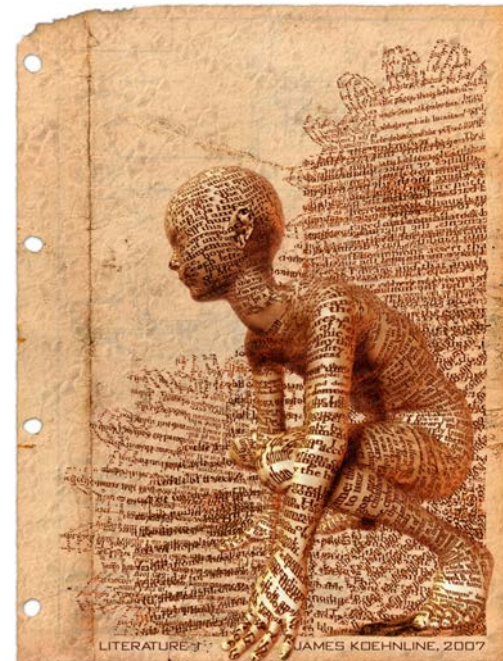


Comparison Indigenous Public Servants (%)



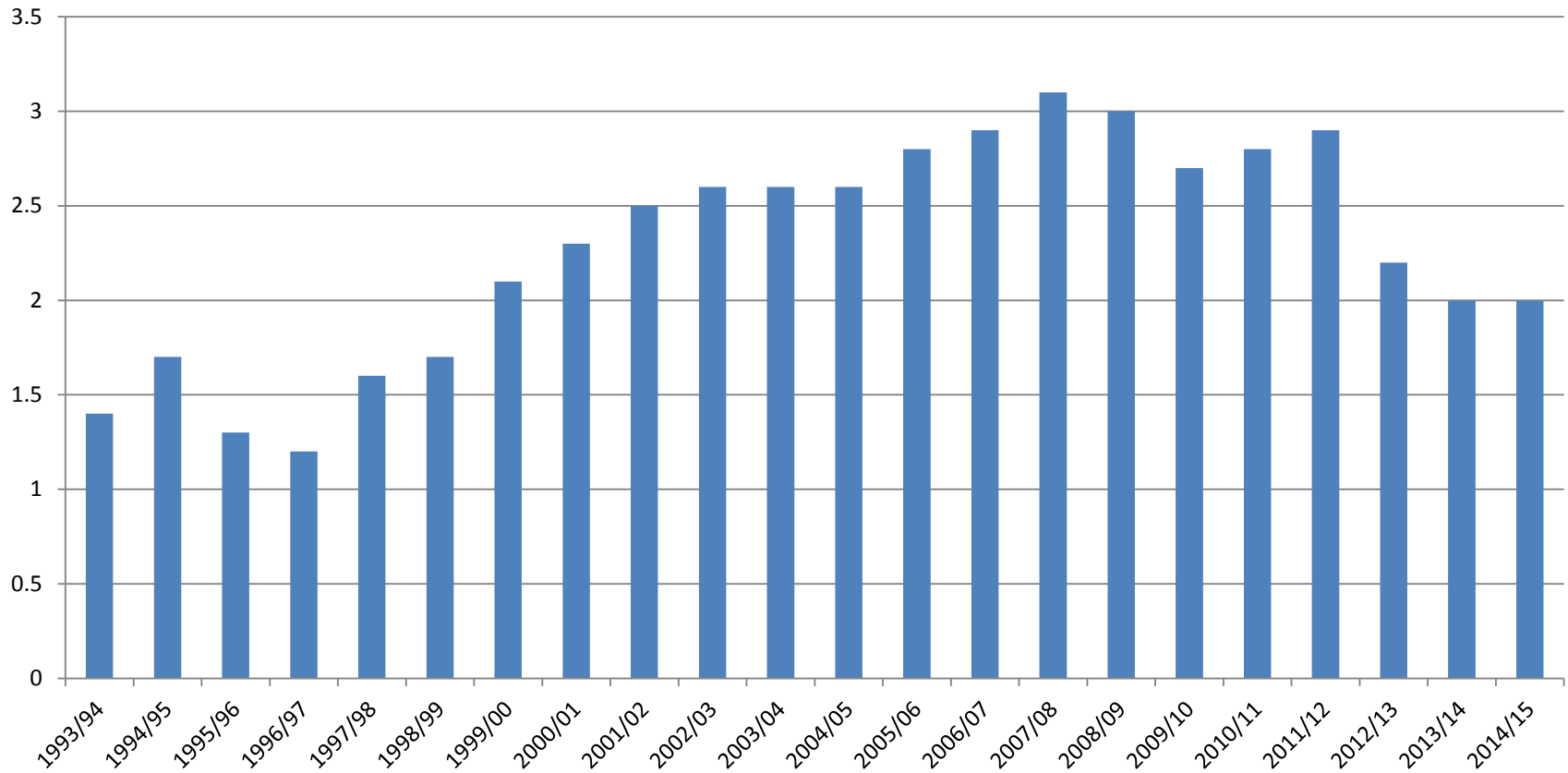
Existing Literature

Publicly available documents indicate Aboriginal bureaucrats exist but there is very little information beyond that'.



Statistics - Queensland

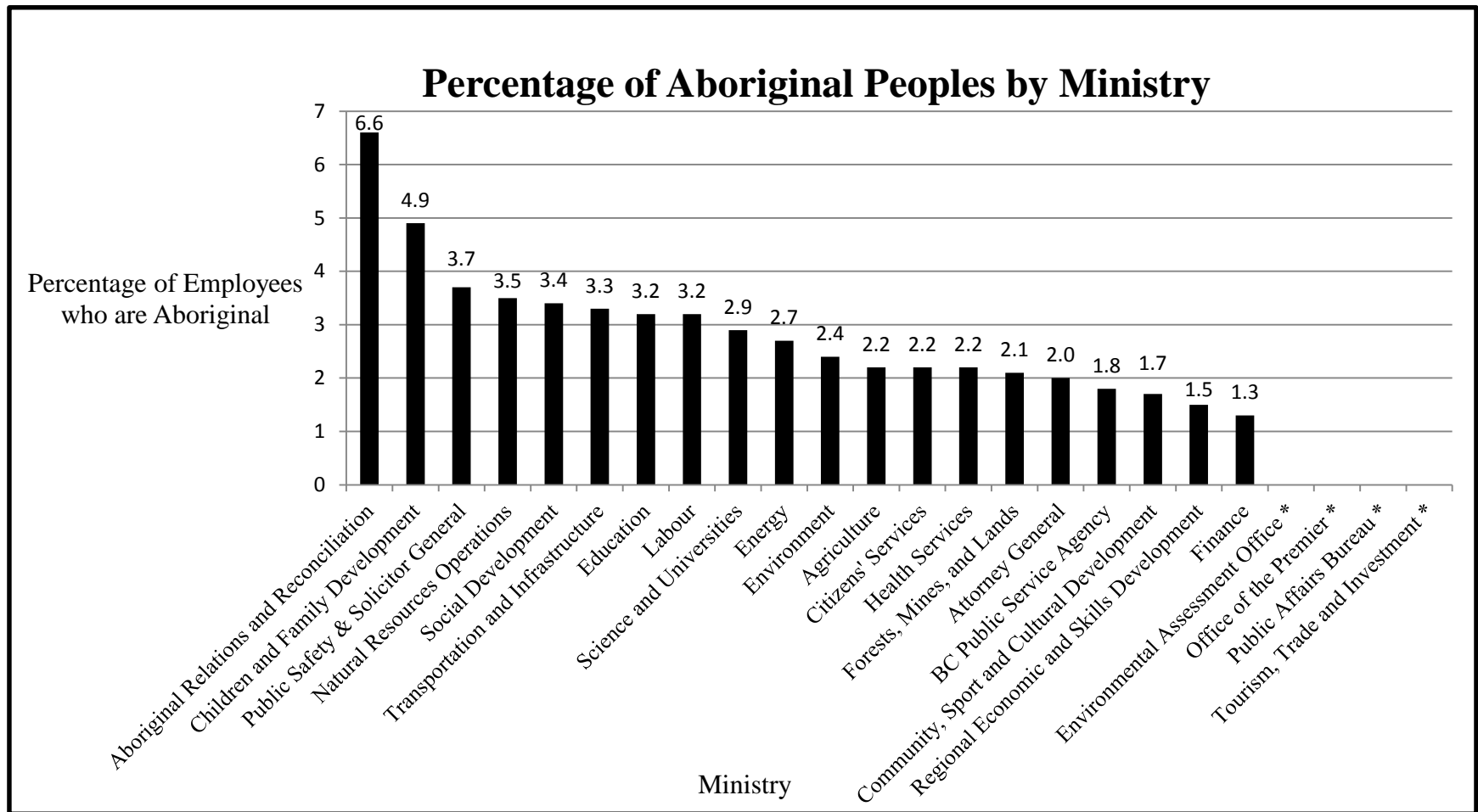
Proportion of Indigenous employees in the QPS



Indigenous Employment in QPS, % at each Salary Level, 1993/94 and 2014/15

Salary level	1993/94		2012/13		2014/15
	Number	%	Number	%	%
+ A08	4	0.2	136	2.6	2.57
A08	4	0.2	133	2.5	2.46
A07	16	0.9	167	3.2	4.45
A06	42	2.3	684	13.1	15.96
A05	99	4.5	582	11.1	9.38
A04	147	8.1	758	14.5	14.79
A03	314	17.4	1107	21.1	22.94
A01/2	1146	63.3	1659	31.7	27.45

Statistics – British Columbia



Preliminary Findings

- No, there is not one specific understanding of leadership across diverse Aboriginal Public Servants. Differences emerging between Canada and Australia
- There was a common personal approach to the way work that is undertaken by Indigenous Public Servants, one focused on community
- Walking in two worlds, building bridges, ham in the sandwich, acting as an interface may be an outcome for some Indigenous Public Servants that comes from the personal desire to make an impact for their peoples
- Challenges are a by-product of this approach – churn, pre-choice, token, burden
- Non-Indigenous public servants and people need to ‘unsettle’ the status quo



Comparison

New Zealand	Canada	Australia
Co-created path Ceremonies Personalization	Recognize need but no clarity (will?) to do	State funding to Indigenous organizations but no mainstreaming

Weberian bureaucracy



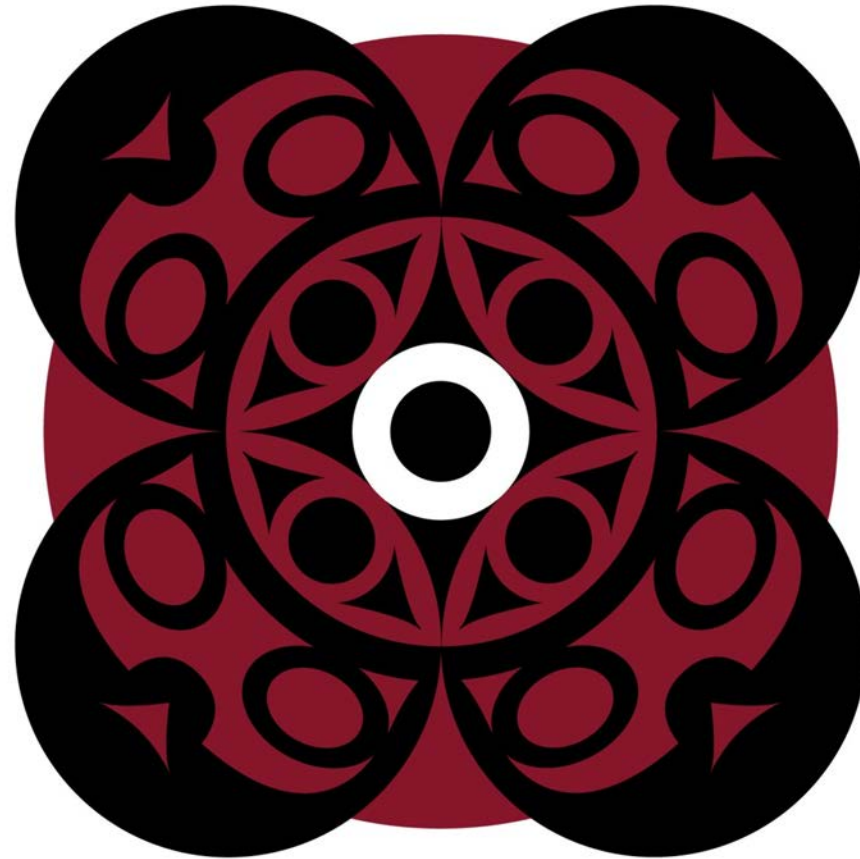
- Rational-Legal
- Traditional
- Charismatic

Discussion Questions

1. What would it look like to have a State sector which fully acknowledged Māori values and culture, in policy making and in public service structure and processes?
2. What would need to change in the State sector to bring this about?
3. How might that fit with the underlying idea of a bureaucracy which still exists today– one with rules about neutrality, authority, hierarchy, merit and so on, which are deliberately designed to ‘iron out’ different cultural understandings and practice?



Shared Voices (Dylan Thomas)




anzsog.edu.au

 twitter.com/anzsog

 facebook.com/anzsog

 youtube.com/user/theanzsog

 linkedin.com/company/the-australia-and-new-zealand-school-of-government-anzsog



Leading from Between: the Challenges and Opportunities of Indigenous Public Servant Leadership

Te Wharewaka o Pōneke,
Taranaki Wharf, Wellington
09 Poutū-te-rangi 2017

Te kai a te rangatira, he kōrero

The food of a rangatira is conversation



Te tohu o te rangatira, he manaaki

The sign of a rangatira is generosity



Te mahi o te rangatira, he whakatira te iwi

The work of a rangatira is to unite the people



But for a very long time now the Māori people have been subject to a bombardment of statements such as the following -

“Maoris must adopt the modern way of life.”

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

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

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

They have also been quoted as a problem from every possible angle.

Value proposition or values proposition?

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

Whānau at the centre

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

OR

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

(it started with a piece of wall paper & some crayons)



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



Do you have a question
for today's speakers?

Send this through to:

021 0268 5305

to be answered at the end of
the presentation

Slides from today's
presentation will be available
on the ANZSOG website

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

Speaker

A/Professor Catherine Althaus

Associate Dean
ANZSOG

Speaker

Di Grennell

Deputy Chief Executive
Regional Partnerships
Te Puni Kōkiri

Moderator

Dr Michael Macaulay

Director
IGPS



Upcoming Applied Learning Seminars

All in this together? Can citizens help improve public outcomes through co-production?

Speaker: Professor Tony Bovaird and Dr Elke Loeffler

Auckland

20 March

All in this together? Can citizens help improve public outcomes through co-production?

Speaker: Professor Tony Bovaird and Dr Elke Loeffler

Wellington

22 March

Lean Thinking

Speaker: Professor Zoe Radnor

Wellington

21 August

Enquiries

Applied Learning

T +61 3 8344 1900

appliedlearning@anzsog.edu.au

Details online at anzsog.edu.au

Follow us





the Australia and New Zealand
School of Government

Upcoming Executive Education Workshops

Recognising Public Value

Course leader: Mark Moore

Canberra

1-2 May 2017

Communicate for Impact and Influence

Course leader: Dr Zina O'Leary

Wellington

16-17 May 2017

Enquiries

Executive Education

T +61 3 8344 1984

Executive.education@anzsog.edu.au

Details online at anzsog.edu.au

Follow us



STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



Institute for Governance
and Policy Studies
A research institute of the School of Government



the Australia and New Zealand
School of Government

www.anzsog.edu.au



STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



Institute for Governance
and Policy Studies
A research institute of the School of Government



the Australia and New Zealand
School of Government

www.apo.org.au

APO
ORG.AU

Australian
PolicyOnline

Research & Evidence Base

Follow us on:

