

Pacific Representation on State Sector Boards and Committees



Message from Ministry for Pacific Peoples

The Ministry's Nominations Service maintains a database of skilled Pacific people who are available for appointment to state sector boards and committees. The Nominations Service is regularly consulted on appointments for state sector boards, committees, advisory groups and trusts and recommends potential candidates on the Nominations database with relevant skills and experience that match the requirements of specific requests for Ministers or agencies.

The Ministry invites people of Pacific descent to join our Nominations Service database for consideration as board vacancies arise. By being included on our database, Pacific people have a unique opportunity to contribute significantly to New Zealand's future. Pacific people are much sought after for governance roles. This is why we need skilled Pacific people to be considered for the many boards and committees of national significance.

Diversity and Inclusion

Diversity and inclusion is essential to the long-term sustainable success of governance boards. We recognise that greater diversity in governance and leadership roles correlates with better decision-making, leading to greater efficiency and performance in organisations. It is also vitally important that we have inclusive boards and inclusive governance that values the diversity of its members.

Achieving greater diversity on State Sector Boards and Committees

Diversity encompasses a broad spread of experience, culture, perspective and lifestyle of those who live in Aotearoa New Zealand. When thinking about diversity, we need to consider sexual orientation, ability, age, region, and socio-economic status.

Additionally, inclusive cultures and environments are what enable diversity to thrive. Inclusivity means creating

a space where diverse ideas and opinions are not only heard, but valued. Inclusiveness enables and supports people to bring their full views and perspectives to their governance work; an inclusive culture on boards can help ensure that a range of ideas are expressed.

The following are some steps your organisation can take to achieve greater diversity on your boards and committees:

1 Establish an inclusive culture

The board can set the tone and culture of an organisation. Across New Zealand and across industries, organisations are recognising the benefits of a diverse, inclusive culture, increased productivity, innovation, thinking, and better engaged employees.

2 Address bias

Bias occurs when people rely on stereotypes and tend to gravitate towards those immediately recognised as familiar. Bias can influence decisions on hiring, promotion, performance assessment and salary. Becoming aware of our biases might be challenging, but it is necessary to create a more inclusive appointment process.

3 Review board composition

While some attributes of members will be the same, a diverse board will benefit from a range of other unique attributes.

4 Appoint diverse people

Increasing board diversity is about improving effectiveness, not compliance. Diversity in thought can be achieved by actively seeking out a diverse range of talent.

5 Support and mentor new appointees

Appointment is only half the battle. Supporting diversity on New Zealand's boards means supporting diverse leaders. For new talent to flourish and for board culture to become truly inclusive, new leaders need access to the same reservoirs of knowledge, experience and advice as current leaders.

6 Set targets and measure progress

Setting targets and measuring progress will provide boards with the information they need to track progress and achieve diversity goals.

Interested in a state sector board role:

In the state sector, there are over 430 boards, trusts and committees. These range from small advisory and funding bodies to Crown entities responsible for governing organisation that control multi-million dollar budgets and assets. We encourage you to register on relevant Nominations Services:

- Ministry for Pacific Peoples
- Manatū Wāhine, Ministry for Women
- Office of Ethnic Communities
- Te Puni Kōkiri
- The Treasury

Seeking opportunities

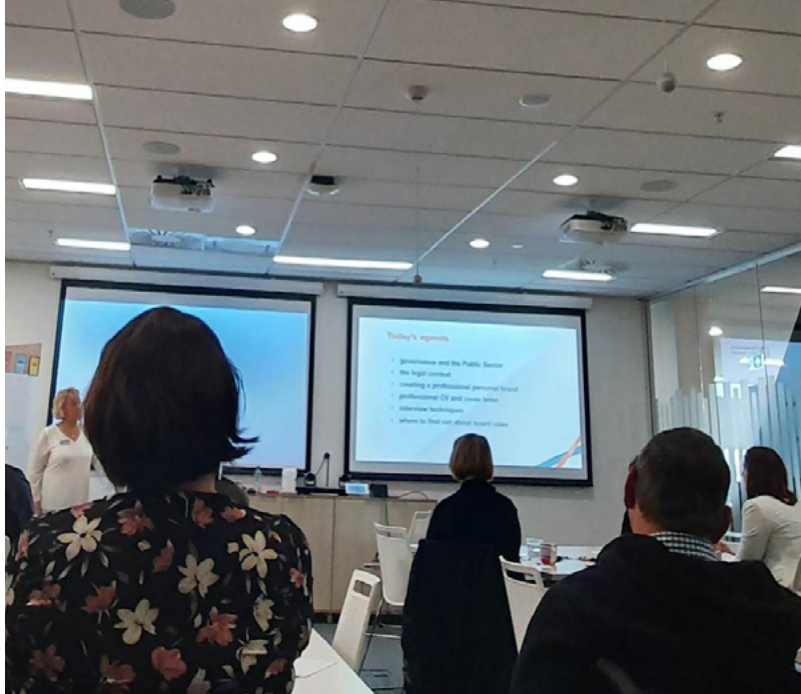
Let your colleagues and existing contacts know of your interest in seeking governance experience. If you have senior business or subject specific skills, consider what sectors you could bring your expertise to. You will find many organisations that provide governance training and information. Here are some suggested websites below:

- Auckland Chamber of Commerce
- Board Clarity
- Communitynet Aotearoa
- Diversity Works
- Governance Strategies Ltd
- Massey University
- New Zealand School Trustees Association
- Professionelle – has articles of interest and some training
- Te Puni Kōkiri
- The Institute of Directors

Many councils throughout the country also have a list of community boards available in your area. Speak to members of the various organisations to find out ways that you can contribute.

Develop and promote your brand

- Have a consistent message (e.g your values).
- Be genuine and authentic.
- Develop a leadership style.
- Be confident in promoting who you are, and the value that you contribute in leadership and governance.



Writing a governance CV

A governance CV is not the same as a business or employment CV. The skills and experience you will bring to a board should be highlighted rather than your work experience.

Use the headings below to develop your governance CV:

- Personal information such as your contact details, residency status, cultural/ethnic identity, and languages.
- Include your governance statement (a short paragraph clearly detailing your board experience. If you do not have board experience write an executive summary outlining the skills and you bring and / or governance knowledge you have).
- List your governance roles (current and past: include: Role, Name of Board, Start month year, End month year); Briefly describe the position's purpose and what your contribution was to the board, including significant achievement; Include a brief description of the organisation.
- Include community service / volunteer service (governance roles and dates)
- Professional memberships, awards or recognition
- Employment history
- Educational qualifications and accreditations
- Professional training and development activities
- State your hard skills (technical/measurable abilities) and soft skills (character or interpersonal skills)
- Includes links to your social media profiles

Diversity and Strong Leadership

An interview with Chantelle Bailey

Chantelle Bailey BE(Hons) CPEng CMEngNZ IntPE(NZ) APEC
Senior Structural Engineer, Aurecon



Please tell us about yourself

I grew up in West Auckland, supported by a culturally diverse aiga, and whakapapa from Samoan, and Māori descent. I started my professional career off in the RNZAF as a qualified Aircraft Technician. Being inquisitive and curious about the next challenge, the opportunity to be an engineer arose. Continual professional development is fundamental to my success, and my next lu'itau was becoming a chartered structural engineer. However, first and foremost, the most important role I hold is being a wife and mother of two teenage daughters.

Through my life experience, I have a high level of cultural awareness, with emotional intelligence, and I am a critical strategic thinker with a strong moral compass. I am passionate about seeing more fafine, Māori and Pasifika in STEM and the engineering profession. It is essential that our role models in governance board positions are reflective of our community and values. Whanaungatanga, I am keen on being the conduit and establishing that connection, whereby our Talavou has the courage and confidence to strive towards what they see.

Why did you get involved in governance?

I am passionate about using my experience and knowledge that I have developed to influence change and inspire others. Having worked across different boards, I have developed strong leadership and kaitiakitanga skills. I bring to the table a world view, the benefit of my experience and insight, as an engineer, a women, mother and wife, a totality of experience.

I am interested in governance to make informed decisions. I thrive in challenging environments that do not have an obvious solution. With my agile strategic approach, I create and maintain a collaborative board culture, adding value with the experience that I can draw on from my diverse background both professionally and personally. When I am part of a team contributing towards a common goal, it allows for opportunities for sound robust decisions. Through effective leadership, communication and participation, as part of the board, I have the opportunity to drive governance excellence through a diverse lens. At the same time, I am able to develop and learn new skills from others, and this is achieved through observation, operating in the governance space, and having curiosity and passion.

Why do you think diversity in governance matters?

There is evidence that organisations that have diverse boards and management structures achieve balanced, sustainable long-term outcomes. A Samoan proverb, O se pulega lelei e fua ni fua lelei; echoes that through strong leadership, robust results will be achieved. Another benefit of diversity in governance boards is that it promotes and provides innovative solutions and highlights issues across the board, instead of, from one perspective.

Fafine, Māori and Pasifika people are significantly underrepresented on both governance boards and in the engineer profession. A deliberate, concerted effort is required to identify, nurture and develop individuals on to diverse boards that are reflective of our community. Having a presence on the board is not enough, when we provide a platform to speak as an equal, you will hear the voice of many. Pasifika and Māori people inherently understand risk, the benefits of sustainability, and the effects on our future generations. Through change, we can be at the forefront of decisive leadership and a strategic governance framework that leaves a long-lasting diverse legacy.

Glossary of words for above:

- **Aiga** – family
- **Whakapapa** – genealogy, ancestors
- **Lu'itau** – challenge
- **Fafine** – females
- **Whanaungatanga** – relationship, kinship, sense of connection
- **Talavou** – Young leaders, youth
- **Kaitiakitanga** – stewardship knowledge
- **O se pulega lelei e fua ni fua lelei;** echoes that through strong leadership, robust results will be achieved.
- **Fanua** – Land

New Zealand Honours

Our honours system is a way for New Zealand to recognise those who have served and those who have achieved.

Anyone can nominate a person they think deserves a New Zealand Royal Honour.

Nomination criteria, guidelines and form are available at <https://dpmc.govt.nz/our-business-units/cabinet-office/honours-unit>

(Report of the Prime Minister's Honours Advisory Committee, September 1995)