



Pasifika Workforce Strategy

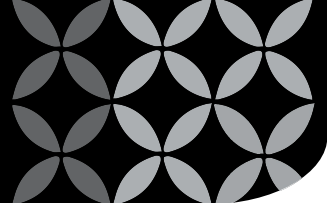
May 2024



PORT OF
AUCKLAND

TĀMAKI HERENGA WAKA

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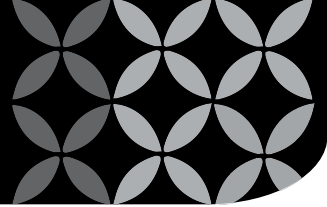
**“Halahala ki vavau, kae ke mau
ki pale o Tokelau**

To plan for the future is to understand the
past

- Tokelauan Proverb



Introduction



Our history...

Tāmaki Herenga Waka - Port of Auckland (POAL) is New Zealand's largest import port, supporting trade and driving **economic growth**. The Port provides direct access to the thriving local market.

As a profitable business owned by Auckland Council, POAL is instrumental in funding essential services and infrastructure for Aucklanders.

POAL are dedicated to evolving as a sustainable and relevant port, meeting the country's shipping needs with efficiency, sustainability, and innovation.

Our workforce composition...

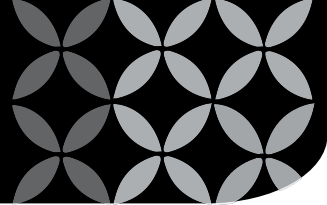
Our **workforce** is diverse and is **the backbone of our operations**. We have over **770 employees** (*243 employees identifying as Pasifika (31.6%), 85 employees identifying as Māori (11%) and 77.5% working in operations; 80% being male*), enabling the port's activities to facilitate around 180,000 jobs.

We operate on a high trust model, where hiring from connections of existing staff is encouraged to maintain a sense of family. This family culture also reflects the generations of Pasifika families that have been and continue to be a part of this organisation.

POAL is dedicated to empowering our people and helping them develop their skills. They have opportunities for work with different departments and get involved in various projects, gaining a wide understanding of our business.

We acknowledge that our success is built on the **dedication** and **knowledge** of our people. By fostering a safe and inclusive environment, we are backing their development and growth, as they drive our collective achievements forward.

Why a Pasifika Strategy?



Our why...

Within POAL, Pasifika individuals make up nearly a third of the workforce (31.6%), bringing their rich cultures and perspectives to our operations. They are a diverse group, representing different ethnicities, but united by shared values and beliefs. Recognising the huge potential within this workforce, POAL has set out on a journey to empower its Pasifika staff and unlock their untapped talents.

The journey...

Over the past 18 months, POAL has dedicated itself to regaining its mana, and sense of pride and purpose. At the heart of this realignment is a specific focus on enhancing the capability, experience, and efficiency of its Pasifika workforce. This is not just a nice-to-have initiative; it's an important step towards POAL's sustainability and success as an organisation, as well as the realisation of our Pasifika staff's true potential.

Our aspirations...

With this Pacific strategy, POAL are transitioning their journey from one of regaining its mana to **strengthening it**. As part of this movement and to ensure the strategy reflects the aspirations and needs of our Pasifika staff, we have taken a collaborative approach. We have partnered with our Pasifika staff, involving them in the **co-design of a Pasifika workforce strategy and roadmap**. Grounded in Pasifika world views and frameworks, this inclusive process has given voice to the diverse perspectives within the organisation.

The Pasifika workforce strategy is not just a document; it is a testament to POAL's commitment to our Pasifika employees. It sets the intention for a future where their voices are heard, their talents are nurtured, and their contributions are valued. By investing in our Pasifika workforce, POAL is not only investing in its own success but also in the unrealised potential of our Pasifika staff for generations to come.

Developing the Pasifika strategy and roadmap



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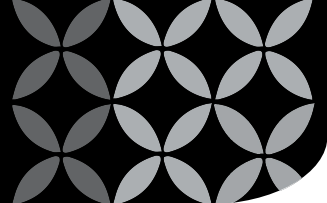


“Tou malosi ko tou maumea”

You reap what you sow

– Tuvaluan Proverb

Our approach



Our how...

Traditionally, Pasifika people are grounded in their values, often deep-seated in culture, family, faith and spirituality. We know that if we engage with our Pasifika staff in an authentic, meaningful and culturally appropriate way, we can unlock a lot of opportunities for the individual, their communities, and sustainable impacts for the Port of Auckland.

Through talanoa, grounded in Pasifika values and frameworks, we have developed the key building blocks for the creation of a Pasifika workforce strategy. **Talanoa** was the method used to apply the **‘Fofola e fala kae talanoa e kāinga’** (Tongan conceptual framework) framework which means, **‘Roll out the mat so that family can dialogue.’** The fala (mat) signifies safety, grounding and an equal playing field where there is no cultural ranking system and all participants have an equal say. This ensured that people felt safe and empowered to share their stories and draw out their current experiences and aspirations.

It was important for us to have representation of our Pasifika staff across the business in the talanoa supported by Pasifika facilitators.

Our talanoa...

The talanoa focused on values, aspirations and our current experiences providing a unique and honest experience for the participants involved. Participants were provided the opportunity to ideate their insights and ideas around the key themes taken from the talanoa which was critical to establishing the key parts of the Pasifika workforce strategy and roadmap.

“Taku reo ko toku ia akairo”

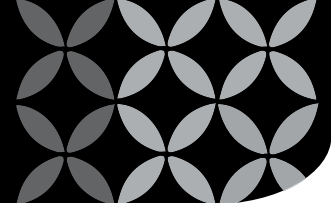
My language gives meaning to my existence and identity

- Cook Island proverb

Our approach makes sure that we begin our journey the right way together with our Pasifika staff and is set up for continual success. **We have also ensured that our Pasifika workforce strategy aligns with the firm wide strategy and values to ‘regain and strengthen our mana,’** particularly the focus area set in our Whanaungatanga HPHE Framework.



Emerging key themes



An analysis was completed to identify the key themes from the talanoa, insights and key POAL documents. These themes were grouped into two categories: Systems and Capabilities. **Systems** refers to insights relevant to the Port of Auckland processes, systems and current operating environment. **Capabilities** refers to insights relating to the Pasifika workforce skills and opportunities to further enhance their journey within the Port of Auckland.

Systems		Capabilities	
Key theme	Impact on Pasifika workforce	Key theme	Impact on Pasifika workforce
Communication: Lack of communication across the management levels, and across the organisation	Feelings and perceptions of separation, lacking unity and understanding of what is happening across POAL	Mentorship: No formal avenue for Pasifika staff to mentor or be mentored, this happens organically where older staff support younger staff	Underrepresented in leadership roles and no formal avenue towards leadership opportunities
Safety: Pasifika staff want to feel safe, “they don’t understand me and my culture”	Unable to bring their full selves to work and confidently feel a strong sense of belonging	Participation: Unable to participate in meaningful activities important to them as individuals	Feel disconnected to POAL which diminishes sense of belonging
Lack of support: Feeling of inconsistency in support provided across the workforce or people are forced to source support from within their cohorts	Unable to resolve issues that continue to occur and develop which then have wider implications	Opportunities to grow: There are systemic barriers and a lack of awareness that impacts Pasifika opportunities to grow both within the organisation and as a person	No clear career pathway and no opportunities to develop themselves and their leadership
Reward and recognition: Inconsistency in how people are rewarded or recognised for their work and impact	Builds a culture of nepotism, Pasifika staff questioning their self worth, or Pasifika staff’s unrecognised leadership within their tight-knit brotherhood		
Negative external perception: Impact of issues over the last few years has shaped a view of POAL in the Pasifika community	Unable to connect community to their work at POAL		



Our Pasifika workforce strategy



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E so'o le fau i le fau

In unity there is strength

– Samoan Proverb



Pasifika Workforce Strategy

Our Purpose: The Pasifika workforce strategy and roadmap was designed by our Pasifika staff and highlights Port of Auckland's intentions for a future where our voices are heard, our talents are nurtured, and our contributions are valued. This page reflects a high level overview of our strategy and roadmap.

Our Vaka: This vaka metaphor is inspired by the voyage of the first Pacific explorer, Kupe, and reflects the richness of the Pasifika narratives we seek to uphold. In honour of the intergenerational wisdom provided by this well-renowned Pasifika story, we've chosen to base our strategy on the same metaphor.

In our context, the vaka travelling across the moana metaphorically illustrates the journey (including the actions) required to navigate towards the achievement of our goals and aspirations (north star). The key dependencies of our strategy are represented by the various components of the vaka. The moana's currents and tides demonstrate the challenges ahead and the importance of unity and community to withstand any turbulence.



Mast: Pivotal to supporting the sails, the mast represents the strength and wisdom of our Pasifika staff to ensure they own the strategy within the mainstream. We must be the drivers of our own change if we are to stand tall.

Main Sail: To keep the vaka propelling forward, the main sail represents our key Pasifika champions driving change (actions of the roadmap). The winds signify the whole POAL family fulfilling their roles enabling the vaka to keep moving forward. If all of us play our part, progress is maximised.

Hull: As the watertight body, the hull represents our strategy values that form the foundation of our actions in navigating this journey.

Voyagers: An embodiment of the Pasifika staff of POAL, working together to journey forward amidst the moana's currents and tides. The drumming and Pasifika songs bring a shared sense of cultural pride and unity.

Outrigger Canoe: As the stabiliser of the vaka, this denotes the need for our wider POAL family to be on board with us in this journey. With alignment, there is cohesion. With cohesion, the vaka is stable and balanced.

Our Mission: To empower Pasifika staff to thrive in their work and communities, while also nurturing the development of Pasifika leaders for generations to come

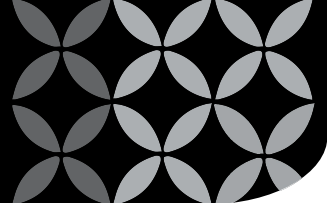


North Star: This represents the goals and aspirations of POAL and the community, including the navigation towards this. This is referred to as the 'Future State' in the Strategy. Our North Star: Our Pasifika staff are at the forefront, leading and enriching the POAL organisation with their vibrant culture and exceptional capabilities.

Drivers (Values and Strategy Elements): This translates to the enablers of the operating conditions to ensure the Vaka sails and moves forward. This is navigating and getting things aligned to the values of our strategy.

Our Vaka, Our North Star, Our Journey			
Values	Strategy Elements	Timeframes	
		Year 1	Year 2-3
Dignity	Career journey	<ul style="list-style-type: none"> Roadshow of strategy Bring together our Pasifika champions network 	<ul style="list-style-type: none"> Review Pasifika workforce strategy focus areas
Family	Community Engagement	<ul style="list-style-type: none"> Review HR policies 	<ul style="list-style-type: none"> Strengthening Pasifika workforce strategy focus areas
Faith	Effective communication	<ul style="list-style-type: none"> Establish cultural competency programme 	<ul style="list-style-type: none"> Develop Pasifika centre of excellence at Port of Auckland
Relationships	Pasifika Champions network	<ul style="list-style-type: none"> Establish career journey 	
Intergenerational	Capability building	<ul style="list-style-type: none"> Establish capability building programme 	
Wellbeing	Support		

Our values



The talanoa captured what was important to our Pasifika staff, when we come to work, outside of work and important to our overall selves. We have captured six key values that resonated strongly. These values are:



Dignity: We deeply respect and honour the inherent worth and value of every individual.



Family: We ensure the needs and aspirations of family underpin the work we do.



Faith: We honour the faith and beliefs of individuals.



Relationships: We build and sustain meaningful relationships across the board.



Intergenerational: Our outcomes are aligned towards building intergenerational prosperity.

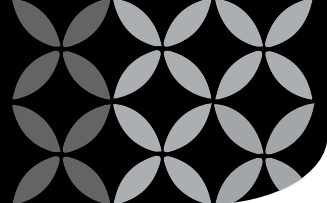


Wellbeing: There is a holistic approach to our wellbeing and it is a priority.

**Intergenerational
Faith
Family Wellbeing
Dignity
Relationships**



The vaka concept



Our Pasifika Vaka

The vaka, aka, va'a, waka, or wa'a represents a strong history for Pasifika staff and holds a direct and meaningful connection to POAL as an organisation operating in the moana.

The vaka carries a long history of Pasifika excellence in voyage and navigating the Pacific ocean, carrying close connections to Māori as tangata whenua in Aotearoa and their journey across the Pacific ocean to Aotearoa; a shared history of navigating and wayfinding. The structure of the vaka, along with the outrigger connected to the main body uplifts the idea of many people on one journey.

We believe the vaka concept represents the Pasifika workforce strategy strongly, as it takes on the spirit of our Pasifika staff and collective journey towards our north star.

Our north star is aspirational, visionary and serves as a metaphor in our navigational journey to strengthening our mana.

Just as the stars guided our Pasifika ancestors to new horizons and discoveries, they continue to guide our modern-day navigators.

With our sights set on a common goal, we have established our north star and crafted a mission firmly grounded in the values co-designed with our Pasifika staff. The vaka allows us to invite our POAL family onto the vaka, to journey together for better prosperity not just of Pasifika staff but our wider POAL family.

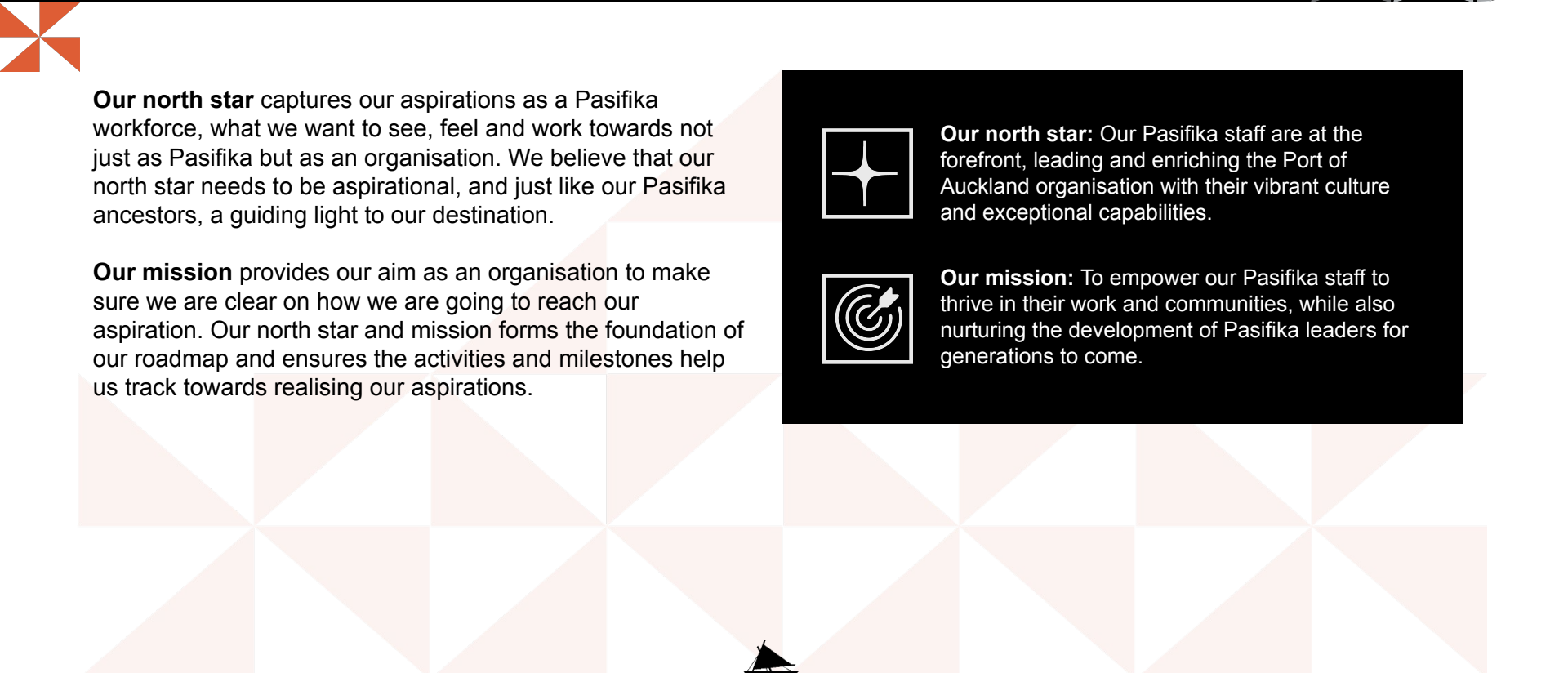
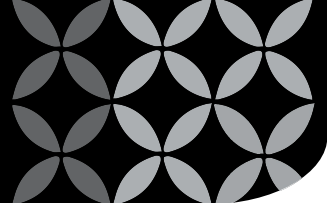
"Fakamalolo ke he tau amaamanakiaga, ke mafola ai e tau matakainga"

Strengthen all endeavors and the community will benefit

- Niuean Proverb



Our north star



Our north star captures our aspirations as a Pasifika workforce, what we want to see, feel and work towards not just as Pasifika but as an organisation. We believe that our north star needs to be aspirational, and just like our Pasifika ancestors, a guiding light to our destination.

Our mission provides our aim as an organisation to make sure we are clear on how we are going to reach our aspiration. Our north star and mission forms the foundation of our roadmap and ensures the activities and milestones help us track towards realising our aspirations.



Our north star: Our Pasifika staff are at the forefront, leading and enriching the Port of Auckland organisation with their vibrant culture and exceptional capabilities.



Our mission: To empower our Pasifika staff to thrive in their work and communities, while also nurturing the development of Pasifika leaders for generations to come.



Our Pasifika workforce roadmap



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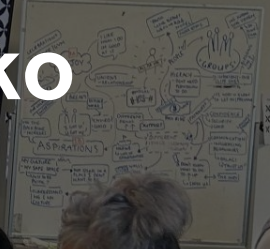
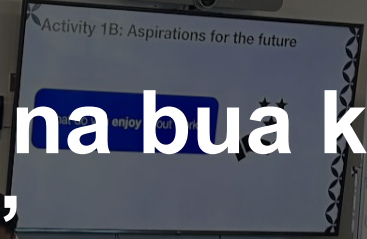




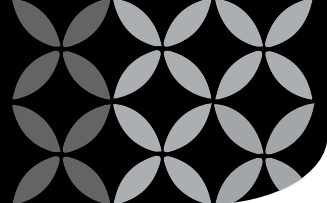
“Dui seva ga na bua ko tea”

You will reap the bua (frangipani) that you planted

– Fijian Proverb



Key focus areas



We have identified key focus areas of the roadmap from the talanoa, including:

Career Journey

Career journey is important for the Pasifika workforce to realise our full potential. For Pasifika, it is more than just knowing there are opportunities for progression, or openings in other areas of the business; it is about building the confidence and having the support to act on our career aspirations within or outside of POAL.

Community Engagement

Community engagement is vital for Pasifika staff as it provides the critical sense of belonging, support, and empowerment. It allows them to connect with their cultural roots, access resources, and back their rights, leading to improved wellbeing and opportunities for personal and professional development.

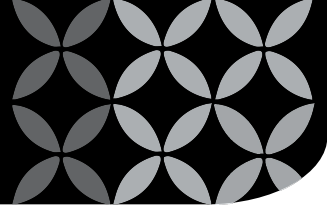
Proposed milestones (depicted in timeline)

- Establish a working group
- Create a career journey programme that highlights pathways within the Port to progress or moves across different Business Units
- Establish Comms Plan for Careers journey programme
- Launch of POAL awareness programme
- Review of POAL awareness programme
- Establish POAL awareness programme Excellence Framework

- Establish an internal and external events calendar for POAL
- External engagement relevant to the Port and Pacific communities (i.e. Pacific community providers etc.)
- Establish internal and external events calendar for POAL and wider community



Key focus areas



We have identified key focus areas of the roadmap from the talanoa, including:

Effective Communication

Effective communication is important for our Pasifika staff as it helps create understanding and collaboration to improve their work. It is also about our voices being heard and valued. There is an exciting opportunity for improved cultural exchange, to build relationships, and creates a positive work environment that supports our growth and success.

Pasifika Champions network

Pasifika Champions network to advocate for and support opportunities related to the Pasifika workforce. It is important that the champions are well supported, have opportunities to upskill and represent the different parts of the organisation. It is also a good opportunity to build our Pasifika young people by including them in the champions network.

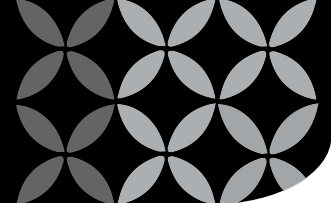
Proposed milestones (depicted in timeline)

- Strategy kick-off event
- Roadshows: sharing strategy across organisation
- Annual talanoa

- Create a Pasifika Champions network
- Establish the networking group, roles and responsibilities
- Identify current support systems used by Pasifika workforce outside of current workforce systems and processes
- Redesign support systems that are more relevant to the Pasifika workforce
- Group to work collaboratively with HR team
- Shout out any success stories from this collaborative approach and share across workforce and stakeholders
- Review of HR policies with a focus on any recommendations made by the Pasifika Champions network and its impact on the Pasifika workforce
- Evidence the impact of new HR Policies and its influence on the Pasifika workforce



Key focus areas



We have identified key focus areas of the roadmap from the talanoa, including:

Capability Building

Capability building programme related to the Pasifika workforce to grow and build their technical and soft skills. It is important that these programmes are delivered in a way that engages with the Pasifika workforce and they feel safe to develop as lifelong learners. This will improve current learning and development opportunities currently being delivered within POAL.

Support

Current Pasifika staff naturally **support** their fellow peers outside of their normal business as usual roles. Through a strong sense of brotherhood and trust, they have fostered an ability to provide wellbeing support when needed. This is a great opportunity for POAL to understand and build on such a model that challenges current support systems in place.

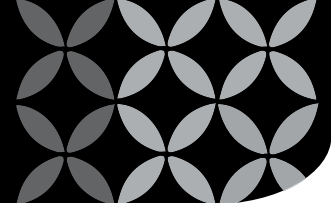
Proposed milestones (depicted in timeline)

- Engage with relevant Pacific related programmes and providers
- Establish all relevant learning opportunities to support Pasifika Workforce (i.e. leadership, management, technical skills, communication)
- Cultural competency training for leaders (external expertise or in-house)
- Development of internal cultural competency training programme
- Launch of Pasifika capabilities building programme
- Review of the Pasifika capabilities building programme
- Highlight any additional programmes to support
- Establish POAL Pasifika Excellence framework

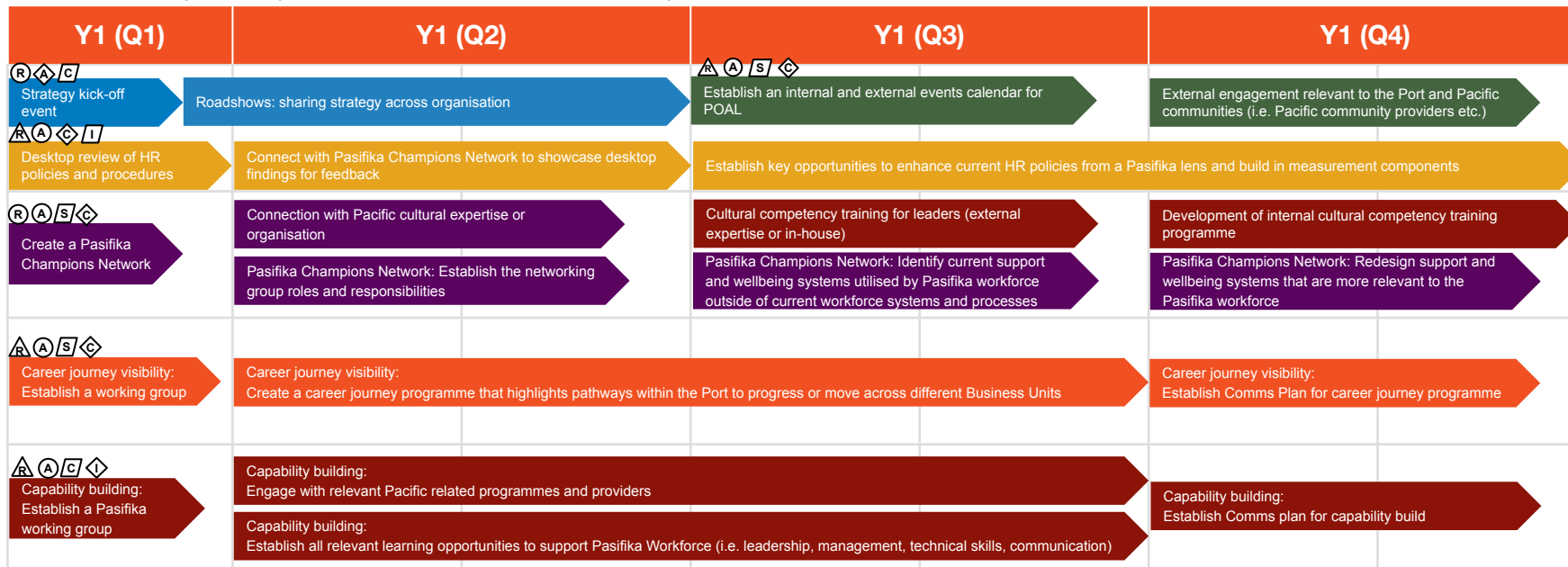
- Current review of HR policies and procedures
- Connect with Pasifika Champions Network to showcase findings for feedback
- Connection with Pacific cultural expertise or organisation
- Establish key opportunities to improve current HR policies from a Pasifika lens and build in measurements for success
- Roll-out of new support systems across all departments
- Launch of POAL internal cultural competency programme across the business
- Three-year mark celebration of Pasifika workforce strategy
- Review of support systems and its impact on Pasifika staff and implement any changes needed to enhance programme
- Establish POAL Pasifika support programme



High-level milestone timeline



This table illustrates the indicative time needed to achieve the recommended activities for Year 1 with a RASCI indication to denote roles and responsibilities. Note that the role groups align to the roadmap accountabilities on page 22.

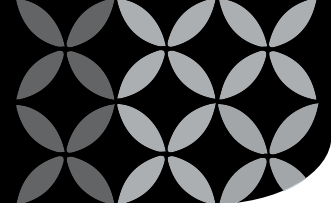


KEY






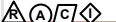
- Career Journey
- Community Engagement
- Communication
- Pasifika Champions Network
- Capability Building
- Support
- Manager Pasifika Outcomes
- Senior Management
- Pasifika Champions Network
- Taumata Group
- (R) Responsible
- (A) Accountable
- (S) Supporting
- (C) Consulted
- (I) Informed



High-level milestone timeline



This table illustrates the indicative time needed to achieve the recommended activities for Years 2-5 with a RASCI indication to denote roles and responsibilities. Note that the role groups align to the roadmap accountabilities on page 22.

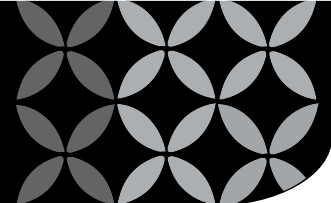
Y2	Y3	Y4	Y5
<p> Establish internal and external events calendar for POAL and wider community</p> <p> Annual talanoa</p> <p> Pasifika Champions Network: Group to work collaboratively with HR team</p> <p> Rollout of new support systems across all departments</p> <p>Launch of POAL internal cultural competency programme across the business</p> <p> Career journey visibility: Launch of POAL awareness programme</p> <p> Capability building: Launch of Pasifika capabilities building programme</p>	<p>Establish internal and external events calendar for POAL and wider community</p> <p>Annual talanoa</p> <p>Highlight any success stories from this collaborative approach and share across workforce and stakeholders</p> <p>Three year mark celebration of Pasifika workforce strategy</p> <p>Career journey visibility: Review of POAL awareness programme</p> <p>Capability building: Review of the Pasifika capabilities building programme</p> <p>Capability building: Highlight any additional programmes to support</p>	<p>Establish internal and external events calendar for POAL and wider community</p> <p>Annual talanoa</p> <p>Review of HR Policies with a focus on any recommendations made by the Pasifika Champions Network and its impact on the Pasifika workforce</p> <p>Review of support systems and its impact on Pasifika staff and implement any changes needed to enhance programme</p> <p>Career journey visibility: Establish POAL awareness programme Excellence framework</p> <p>Capability building: Establish POAL Pasifika Excellence framework</p>	<p>Establish internal and external events calendar for POAL and wider community</p> <p>Annual talanoa</p> <p>Evidence the impact of new HR Policies and its influence on the Pasifika workforce</p> <p>Establish POAL Pasifika support programme</p> <p>Establish POAL Pasifika Excellence centre</p>

KEY

-  Career Journey
-  Community Engagement
-  Communication
-  Pasifika Champions Network
-  Capability Building
-  Support
-  Manager Pasifika Outcomes
-  Senior Management
-  Pasifika Champions Network
-  Taumata Group
- (R) Responsible
- (A) Accountable
- (S) Supporting
- (C) Consulted
- (I) Informed



Roadmap accountabilities



The activities recommended under our strategy must be driven/led by nominated personnel to ensure accountability of strategy progression. The following table suggests an allocation of roles and responsibilities:

Manager Pasifika Outcomes	Senior Management (across different levels)	Pasifika Champions Network	Taumata Group
<p>Implementation</p> <p>The Manager is the <i>primary driver</i> of this strategy in its entirety, leading the implementation of all the activities, in collaboration with the key networks/groups.</p> <p>Monitoring & Evaluation</p> <p>As the primary strategy driver, the Manager will also lead in monitoring the progress of each activity and complete the necessary evaluation (or review), implementing necessary pivots as they see fit.</p>	<p>Advocacy</p> <p>Throughout the course of the strategy, Senior management will continue to advocate for the mission and vision of the strategy, ensuring senior management at all levels are relaying the same communications to their frontline (the Pasifika workforce in particular).</p> <p>Support</p> <p>At management level, ensure barriers are removed to allow the Manager and Pasifika Champions Network to progress their work and achieve their respective target outcomes.</p>	<p>Implementation</p> <p>This internal network will be championing the various activities of the strategy, under the Manager's oversight. These champions are vital as they represent the shared views, challenges and experiences of the wider workforce.</p> <p>Monitoring</p> <p>As the activity drivers, they will also be responsible for monitoring the status and progress of their respective activities and report to the Manager / other relevant oversight staff.</p>	<p>Support</p> <p>As a broader network group within D&I at POAL which includes representation from the workforce and the union, the Taumata group will be responsible for supporting and providing guidance to the Manager and the Pasifika Champions Network, and collaborate where relevant (shared initiatives and outcomes).</p>





“Tā pē mo laka”

There is more to accomplish, so let's move forward

– Tongan Proverb



Fakafetai Iasi

May 2024

