Te Kawa Mataaho
Public Service Commission

12 September 2024

Official Information Request
Our Ref: OIA 2024-0218

I refer to your official information request received on 15 August 2024 where you have asked for:

1. *Documents outlining the establishment and objectives of the Diversity and Inclusion Hub.*
2. *Records of meetings, including minutes and agendas, where diversity and inclusion were discussed.*
3. *Communications (emails, memos, etc.) pertaining to the activities and strategies of the Diversity and Inclusion Hub in the first week of the Diversity and Inclusion Hubs operation.*

On 19 August 2024, we sought clarification from you to confirm if your request was in relation to the Diversity and Inclusion Resource Hub that was created in 2020/21 and the specific information you were seeking, as conducting a search for "Diversity and Inclusion Hub" would identify a large quantity of documents, which would require substantial collation

On 19 August 2024, you confirmed that you were seeking any documentation that will provide information on the origins of this project, in regard to the Public Service Commission, that became known as the "Diversity and Inclusion Resource Hub".

You further advised that you are seeking information to understand where this initiative came from, what the initial idea was, and how it went from an idea, or an instruction from an organisation external to the Public Service Commission, as may be the case, to a project that could be allocated resources, such as human resources for example. You would like any documents or communications that would assist in providing a full understanding on this matter.

Information being released

Papa Pounamu, established in 2017, sets the diversity and inclusion work programme for the wider Public Service and includes five priority areas of focus. Public Service chief executives agreed to make these mandatory in their organisations to help them meet their diversity and inclusion obligations under the Public Service Act 2020 and to help create fair, diverse and inclusive workplaces.

The Diversity and Inclusion Resource Hub (the Hub) is a digital repository that was developed to support Public Service agencies to implement those five Papa Pounamu priority areas.

Please find enclosed and listed in the table below documents we have identified within scope of your request.

Item	Date	Document Description	Decision
1	4 August 2021	Draft Commissioning/Scoping Document	Released in full
2	18 October 2021	**MEMORANDUM** – Update on the D&I Resource Hub	Released in full

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely

Nicky Dirks
Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission

Commissioning/Scoping Document

Project name	Diversity and Inclusion Capability Build		
Version and Approval to proceed	**Draft**	Consultation	Final
	By: Desigin Thulkanam		Date: 04/08/2021
Authorisation/ Governance	*Work Commissioned Through:*		*Any External (to SSC) Governance:*
	Heather Baggot		n/a
Project Profile	*Minister/s:*		*Media:*
	n/a		

Project Overview

Purpose/Goals/Objectives/ Critical Success Factors	**Background** The Public Service Act 2020 places responsibility for diversity and inclusion with the Chief Executives. It also resets the system settings to being a joined up Public Service. This means that there should be greater collaboration and sharing across the Public Service. The Public Service data shows that disparities remain within the Public Service workforce across a range of diversity dimensions. That includes, but is not limited to, an under-representation of Māori, disabled people and ethnic minorities in public service roles and the continued existence of gender and ethnic pay gaps. Papa Pounamu, PSLT steering group for system diversity and inclusion, has made five system priorities mandatory that will make the most difference across diversity dimensions. Chief executives have made these mandatory for their agencies and build on existing diversity and inclusion work. *Papa Pounamu Five* 1. Addressing bias: training/on-going awareness raising to reduce bias/discrimination 2. Cultural competence: training that recognises world views and social norms 3. Inclusive leadership: training for managers that promotes inclusion 4. Build relationships: use of inclusivity tools in their performance development 5. Employee-led networks: actively support, resource and engage with ELNs These priority areas that have been made mandatory for Public Service agencies for over a year and will report on their activities over FY 2019-20. A survey was conducted in July 2021 to understand the status of the Papa Pounamu priorities at an agency level. Some agencies have made strides in their approach to diversity and inclusion but, for a variety of reasons, other agencies who have some way to go, including not having access to the range of diversity and inclusion tools and resources. Agencies indicated that they wish to work more closely together and share resources. The capability approach will seek to address these differences but is reliant on agencies to share their resources.

	Purpose
	The purpose of this project is to support the implementation of the Papa Pounamu five priority (PP5) areas by curating agency resources for system sharing and building on opportunities to address resource gaps and make any improvements.
	Objectives
	a. Work with agencies to share their D&I resources, with focus on the Papa Pounamu priorities.
	b. Understand what is happening at the agency implementation level of the PP5.
	c. Develop an online platform for agencies to access with a focus on security and managing access.
	d. Curate resources on the on-line platform.
	e. Work with agencies to identify gaps and build on opportunities.
Significant Matters of Context	**Encouraging agencies' participation**
	Public Service agencies are at different stages of their D&I journey and have responded to the Papa Pounamu Five differently. A challenge will be to get agencies to share their resources. From initial discussions with a selected number of agencies, they were interested in participation and learning from others. However, agencies have concerns about how the resources will be shared; sharing of programmes where the IP is developed by external parties (particularly profit making); IP that is agency created, bought and owned; decisions on sharing can be made senior managers; and the inability to share D&I programmes that have contracted out.
	LDC embarked on a similar type of project that required sharing of resources. Despite the interest and good will, when little or resources were shared it was assumed (or anecdotal) that agencies did not want to be judged based on the resources they produced. In response to this the project plan will take a principled approach where judgement/ assessment is not part of the approach as *our role is curating*. It is worth noting that after agencies' concerns are addressed, there is a tension with curating agency resources and developing a "best in class" approach. The latter approach will need to be thought through carefully and have agencies actively involved in the process, as they will be the end users.
	D&I programmes approach: contracting out or Public Service owned?
	The approach being taken to share resources is based on the PSA 2020 intent that the Public Service is one system working together. The approach is not about show casing private sector programmes which are always available to agencies from these providers. In contrast to contracting out, the approach for this work requires use of existing Public Service programmes and, where required, to improve what Public Service has available. This approach requires sharing and collaboration that can deliver Public Service savings.
	Developing a secure on-line repository
	In the initial discussion it was assumed that the LDC website would be the best place for the resources to be held. After a discussion with LDC, there were concerns about providing access to repository for all PSLT agencies; time required to set up and maintain; and how this will be set up on the LDC website. Discussions were also had with TKM's web services personnel who suggested a closed access share point website that is external facing. This will also require dedicated resources to design, set up and maintain.
	Other solutions have been considered, such as Drop Box but this can only be used as a short-term solution. Drop Box has not been offered to agencies, even for the short term as this would create expectation amongst agencies about running all digital modules, particularly if they are on proprietary platforms. The presentation will be considered in the repository design.
Deliverables	a. Analysis of resource usage: overview from D&I survey (developed with the support stream) — August

	b. A secure, restricted access repository is designed and developed	September
	c. D&I resources are uploaded to the digital repository	October
	d. Partnerships to improve and develop D&I resources are in place.	November

Scope	**In Scope:**		**Out of Scope:**
	• Meeting and working with agencies about D&I resources. • Focus on Public Services owned resources. • Resources will be curated. • Work with agencies about resource improvements. • Resource hub development. • Work with others to improve resources.		• Private providers D&I products not to be included. • D&I resources are not assessed. • Direct resource development.
Consultation	1. Community of practice: • initial discussion completed • Next meeting/ September 2. Heads of HR: September • Item and notice 3. HUDO: September – Notice 4. Legal • Advice on IP and sharing.		

Key Milestones	Milestone	Estimated timing	Deliverables
	Project initiation	August 2021	Project Scoping Document
	Agency engagement	August 2021	Analysis of resource usage: overview from D&I survey (developed with the support stream)
	Repository is designed and developed	September 2021	A secure, restricted access repository is designed and developed
	There are resources are on the repository.	October 2021	D&I resources are uploaded to the digital repository
	Partnerships in place and potential project identified.	November 2021	Partnerships to improve and develop D&I resources are in place.

Challenges Issues Risks	Challenge Issue or Risk	Description	Response or Mitigation
	• Agencies are reluctant to share their resources. • Agencies don't want to share.	Engagement, related to agency confidence/ feeling exposed.	• Develop a principled approach for agency engagement. • Promote "one public service" concept. • Identify potential partners who would be interested in developing resources. • Include ACs into discussions about accessing D&I resources.
	Quality of resources are poor.	Quality	• Discuss with agency using a learning mindset. • Encourage agencies to co-design.

			• Include agency in partnership discussion about developing new resources.
	IP prevents sharing	IP	• All resources are to be confidential to the Public Service, particularly D&I leads. • Explore approach with Legal. • Agencies have ownership rights and only they can give permission to use. • Showcase limited parts of resource for other agencies to view.
	Resources available on the repository look different.	On-line presence	Use a consistent approach, for example: • "Gifted" resources with clear IP ownership: use AoG branding. • Agency-owned resources: agency branded.
	LDC does not agree to host the repository.	On-line hosting	• Consider a closed-access, external facing SharePoint site.
Project Lead/ Team	Diversity and Inclusion Team **Design**		
Other Resources	• Employee-Led Network Resources • Community Intelligence		

Quality Review/ Deliverable Sign-off	*Level (where needed)*	**Who**	**For**
	Manager	Nicola Richardson	Quality review, scope check, review of on-line repository.
	LT	Heather Baggott	Sign-off work from the Commission perspective
	Papa Pounamu	Naomi Ferguson and Peter Mersi	Sign-off work from Papa Pounamu

Planning level	A project plan will be developed.	

Interdependencies		
Bigger Picture Contribution	*Unified Public Service*	The resources will be made available to identified contacts from Public Service agencies and Crown Entities.
	PSLT	Require support from chief executives so that resources can be made available, shared and co-designed.

	Other	Diversity and inclusion are the heart of Public Service as it is essential to provide better policies and services to improve the lives of all New Zealanders. This advice will help build a greater understanding of Diversity and Inclusion contributing to building Public Service that reflects, values and understands the communities we are here to serve in Aotearoa New Zealand.
Linkages with other TKM projects &/or work streams	*Linkages*	*How Linkages will be Managed*
	Papa Pounamu	Updates
	D&I engagement/support workstream	Direct engagement Cross-referencing agencies support
	Pipeline work	Indirect engagement

Wider Stakeholder Communication and Engagement			
Additional Stakeholders	*Stakeholders*	*Exchange Sought*	*Consultation/Engagement Method*
	Te Kawa Mataaho Legal Team	Advice on IP	Direct engagement
	Public Service agencies	Make resources available Potential partnerships to develop new resources explored	Direct engagement
	Crown entities	Information sharing	Indirect

Te Kawa Mataaho
Public Service Commission

To:	Heather Baggott
	Deputy Commissioner, Leadership, Diversity and Inclusion
From:	Desigin Thulkanam
Copies:	Bill Moses, Chief Digital Officer, Information Technology Services
	Nicola Richardson, Manager, Diversity and Inclusion
Date:	18 October 2021
Subject:	Update on the D&I Resource Hub

Purpose

1. The purpose of this memo is to provide an update on the D&I Resource Hub and confirm the next steps.

Background

2. The D&I Resource Hub is a digital repository that is being developed to support Public Service agencies' capability to implement the Papa Pounamu five priority areas (PP5). Te Kawa Mataaho will curate and host the D&I resources so that they can be accessed by D&I professionals from Public Service agencies.

3. In 2020 the PP5 priority areas were made mandatory by the chief executives and are now an essential part of an agency's diversity and inclusion work programme. The PP5 priorities were agreed upon as they will make the most difference across all diversity dimensions.

4. To implement the PP5, agencies are expected to identify and develop or procure their own D&I solutions. Te Kawa Mataaho made available a few free D&I resources that agencies could use or take inspiration. The Public Service's approach to D&I has started to mature with agencies seeking D&I resources that are more grounded in the Aotearoa-context, has a record of impact, and cost-effective.

Why are we developing the D&I Resource Hub?

5. After the PP5 became mandatory, some Public Service agencies developed their own D&I resources to comply and, in some cases, surpassed market offerings. Agencies who were not able to make investments, struggled to access the same level of D&I resources. The resource hub will support and promote sharing of resources amongst Public Service agencies. It will also allow for Crown Entities to use these resources when appropriate.

6. The D&I resource hub builds on what is taking place as agencies are already sharing resources, but this is done in an ad hoc manner. With this sharing practice, it is not clear about the version control nor whether updates or improvements are being shared with existing users. Agencies are asking that Te Kawa Mataaho take a leadership role to ensure that the sharing of resources is done in a consistent manner.

D&I Resource Hub will benefit the Public Service

7. The D&I Resource hub will provide the following benefits:
   - Provides a platform for the sharing of D&I resources amongst agencies
   - Supports a more effective Crown spend on D&I resources

- Supports and promotes the Public Service Act ethos of "one system"
- Allows for a stronger focus on content and examples that are Aotearoa-specific
- Provides a consistent process to share Crown resources developed by agencies
- Strengthens the maturity of the Public Service D&I capability.

8. The D&I Resource Hub will require the use of resources for setup and maintenance, but the benefits will out-weigh the effort and investment.

Future users support the establishment of a D&I Resource Hub

9. In May 2021 a survey of Public Service agencies was conducted to understand how agencies are implementing the Papa Pounamu priorities. The survey confirmed that some agencies were advanced in how they implemented the PP5 whilst - for a variety of reasons - other agencies had some way to go, including not having access to the range of diversity and inclusion tools. Agencies indicated that they wish to work more closely together and can make their D&I resources available to other agencies.

10. At the July D&I Community of Practice, the D&I Team sought advice from practitioners about what could support their agencies implement the PP5 priorities. The D&I practitioners confirmed that would value Te Kawa Mataaho having a role in supporting D&I capability development, instead of leaving agencies on their own. It was suggested that a D&I resource hub would support the Public Service's D&I capability development. This approach was confirmed at the September Community of Practice where the concept of the D&I Resource Hub was presented for feedback.

What specifications should the D&I Recourse Hub have?

11. Agencies were interested to share D&I resources but wanted the resources to be in a secure location. Their interest was related to the protection of intellectual property (IP). IP issues are significant across two dimensions: IP created by the agency in developing a resource and IP created when an agency works with an external provider and IP is jointly created/owned. These considerations are part of the recommended build.

12. In response to agency feedback, the following specifications for the resource hub was agreed:

- Secure online storage of content e.g., quick guides or online learning
- Restricted access to nominated agency representatives
- Meets accessibility guidelines
- Can host a variety of material i.e., not only text based
- Ease of on-going usage and updating.

D&I resource hub options considered

13. Options for the resource hub build have been discussed with various teams at Te Kawa Mataaho: Learning Development Centre, Fale, GPG Taskforce, and Information & Technology Services (ITS). Based on the discussions the following options were considered:

	a. LDC Learning Hub	b. SharePoint Channel	c. Complete MS Teams/SharePoint
Concept	A stand-alone section on the LDC web site with restricted access. Separate D&I section using the PP5 headings. - Link to HR OD Hub	A restricted access, external facing hub that sits within SharePoint environment, using PP5 headings. Potential for development, for example MS Teams. - See example, developed for Taskforce	Similar to *option b* but bespoke build. Based on MS Teams/ SharePoint platforms. - Used by Fale (access can be obtained through ITS team)
Set up	Will require design, set up and maintenance to use. Issues around	ITS Team have offered to work with D&I Team to develop. Design,	Some work can be done internally but requires external contractors.

	agency access relating to membership – difficult to address and out of scope. Not progressed further.	set up and maintenance can be integrated into BAU. Easy to do and improve – future focused.	Requires direct budget investment and has dependency on the availability of contractors.
Time and cost	Potentially require an external resource. If done through Te Kawa Mataaho, could be cost neutral but will require dedicated input from ITS team.	Cost neutral as it is internally resourced. Timing will depend on workflow, but it can be done with existing resources.	Fale build was estimated at $20k for contractors. It took about one and half months to build but this will depend on resource availability.
Assessment of the options			
Negatives	• Access to LDC resources, including their website, is open to members but not all PSLT agencies are LDC members (Police, NZDF). • Even if all agencies could access the website, from the initial discussion there was no indication of how to absorb hub development into existing resourcing and this would require costing.	• Potential access issues for some agencies relating to security, for example MFAT. • Taskforce reported that some individuals were hesitant to go through the 2-factor authentication process.	• Expect to incur costs and could have to wait on the on the availability of contractors. • Potential issues with 2-factor authentication related to users and being in other jurisdictions.
Positives	• Single place to access system learning material. • Some agencies are already using this platform.	• Have the support of ITS Team and IT support to navigate above issues. • Cost neutral – part of baseline. • Has potential to add more functionality based on future needs.	• Purpose built so can have choice on what is required. • Fale experience reportedly positive.

14. Based on the assessment, *option a* had many barriers and out of scope issues. Even though *option b* and *c* are similar, *option c* was dependent on the external contractor availability and investment. _Option b_ is the preferred option.

15. Option b can be progressed as part of the existing work programme and capability. It also allows for increased functionality to be added later. This decision is supported by the Chief Digital Officer.

Proposed arrangements

16. Through consultation with ITS it is proposed that a digital D&I resource hub is set up on an external-facing SharePoint environment. The resource hub will allow for agencies' D&I resources to be curated and shared. To protect IP, both Crown-owned and privately owned, access will be available to nominated personnel in agencies will be supported by ITS/IT support to be set up as users. Support for users to set up their on-line profiles is essential as this has been the problem with options using SharePoint.

17. The approach for the D&I resource hub will draw on learnings from how LDC went about the Common Core Leadership development and their engagement with agencies.

18. As indicated above, the specifications were developed on what agencies considered to be essential for a D&I Resource Hub. It is proposed that development will be based on keeping the "end-user" and their needs central. This will ensure that the hub is part of the D&I system maturity and has great future functionality.

19. The navigation will be based on the type of permission required to use a particular D&I resource. More details can be found in Appendix 1. It is proposed that following approach to navigation is used:

- system-endorsed D&I resources (for example, MBIE's Mana Aki; Kāinga Ora's Addressing Bias). These will be free to use and ideally have All of Government (AOG) branding
- resources to view and be inspired by (for example, a D&I resource developed for an agency and joint ownership with an external provider)
- agency-developed resources that permission needs to be sought to use (for example, MBIE's Rainbow awareness module; Customs' Addressing Racism resource)
- D&I resources that can be freely used (for example, intranet content for D&I; D&I calendar etc.).

20. The development for the hub will take place in-house and is reliant on the ITS Team for the technical work. This means at this stage there is no direct investment required.

21. A medium-term cost relating to the Resource Hub's maturity that should be considered is for a software license for Articulate Rise to *host* the actual online learning modules – in contrast to developing the modules. At this stage the resource hub will use links from other license holders but as the hub grows this could be untenable. Owning a licence will also allow Te Kawa Mataaho to make changes to modules.

22. The set up and design of the hub is based on a minimum viable product (MVP) approach. The justification for this approach is to be able to set up the hub quickly so that more effort goes into making D&I resources available to the Public Service.

Objectives and timeframes

a. Work with agencies to share their D&I resources, with focus on the Papa Pounamu priorities.	*July - August*	Complete
b. Understand what is happening at the agency implementation level of the PP5.	*July - September*	Complete
c. Develop an online platform for agencies to access with a focus on security and managing access.	*October* 6 October • Confirmation of platform options (Nehal/Eddie) • Confirmation of the topic headings (Desigin/Nicola) 29 October • Draft build completed (Nehal) 29 October • Draft content developed (Desigin) 19 Nov *tbc* • Banner/icon design (Julie) 5 November • Memo to ITGB (Desigin) 10 November • Privacy sign-off (Julian)	Complete Complete In progress - structure and main pages set up In progress – starting with cultural capability Booked tbc tbc
d. Curate resources on the on-line platform.	*October – December* • Currently working with Kāinga Ora on the Addressing Bias module (DT)	In progress

	• Anti-Racism/Customs • Rainbow awareness module/MBIE (completed) • Inclusive leadership/MBIE (completed) • Mana Aki (completed) • Address bias/NZSIS tbc	
e. Work with agencies to identify gaps and build on opportunities.	*November – December* November • Community of Practice Mid- December • Soft launch of the D&I Resource Hub	In progress

Risk and Mitigation

Challenge Issue or Risk	Mitigation
Agencies are reluctant to share their resources.	• Promote "one public service" concept and relate that to the Crown's investment. • Develop a principled approach for agency engagement (non-judgemental – role is to curate). • As required, attribute recognition to the agency for their role/contribution. • In exceptional circumstances, include ACs into discussions about gaining accessing to identified D&I resources.
Quality of resources are poor.	• Sort the resources under the different categories. • If this is a gap in what is offered, take a "continuous improvement" approach where agencies are encouraged to collaborate and co-design a better system offering.
IP prevents sharing.	• Terms and conditions of usage will have a clause about respecting IP. • This will stipulate that resources are to be confidential to the Public Service and where it is agency owned and only, they can give permission to use. Joint ownership resources can be to inspire rather than copy. • Maintain discussion with Legal.
Hub build will have an impact on the ITS work schedule.	• Negotiate timelines but be flexible with ITS involvement. • Strengthen the MVP approach so that there is less impact on ITS.

Recommendations

It is recommended that you:

1. **Note** the progress made to date   Yes / No

2. **Acknowledge** the support from ITS team to the D&I Resource Hub   Yes / No

3. **Agree and support** the direction of the project   Yes/No

Appendix 1

Landing page

Cultural Competency

Home

Conversations

Notebook

Calendar

Project tracker list

Issue tracker list

Documents

Recycle bin

Edit

+ New ⌄   ↗ Send to ⌄   ⟵ Promote   ⊚ Page details   ⟦ Immersive Reader   ⊞ Analytics

Te Āheinga ā-Ahurea | Cultural Competence

Nehalkumar patel
Web and Technology Advisor

What do we mean by cultural competence?

For the purposes of this advice, cultural competence means recognising our own worldview and understanding and valuing cultural and social norms reflected in our diverse public service. Culture can broadly include, but is not limited to, ethnicity, nationality, age, gender, sexual orientation, disability, religious or faith affiliation and more.

How do we build cultural competence in the Public Service?

Public Sector agencies will adopt a cultural competence learning solution that best suits their needs and all employees will have access to this. People leaders 'walk the talk' by undertaking the cultural competence learning offered in their agency and will embody the learnings in their day-to-day actions. To make positive progress, agencies intentionally plan, do and report.

Planning

Each agency will need to assess and determine what the best approach is to build their cultural competence. This is likely to look different for different agencies and may even require different approaches within agencies. All agencies should outline their planned approach to building cultural competence in their forward annual plans.

Example: we plan on building cultural competence by ensuring that all employees have access to the Mana Āki cultural competence learning module. We expect 95% of all people leaders will have started and 75% will have completed Mana Āki by June 2021.

Doing

Building cultural competence is about increasing awareness, building knowledge, acquiring the right skills, learning behaviours and developing the right attitudes to value diversity and include everyone. The important thing is that we all take on the responsibility to do the work.

It is expected that agencies authorise the time for individuals and teams to fully engage with their cultural competence learning. Agencies should champion the value of developing our cultural competence as an important step towards building a truly diverse and inclusive public service.

Example: all leaders authorise time for training and development. Teams set aside time or use regular team meeting time to discuss and reflect on their cultural capability learning progress. This motivates team members to stay on track with their learning.

For more details, see

Resources that are system endorsed

⬛ Mana Aki by MBIE

⬛ Ministry for Ethnic Community's Intercultural Capability E-learning

List of resources that require permission to use/discussion with developing agency

⬛ Mana Aki by MBIE

⬛ Understanding of Pacific People's Cultural Foundations