



CASE STUDY ANALYSIS OF EXAMPLES OF SECONDMENT & JOB SHARING WITH OTAGO RŪNAKA

OTAGO REGIONAL SKILLS LEADERSHIP GROUP | 2024

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Executive Summary

In mid-2023 the Otago Regional Skills Leadership Group (RSLG) completed a series of engagements with economic development representatives from the three Otago Rūnaka. The purpose of these engagements was to determine the primary workforce challenges rūnaka faced in the region.

Their collective response was that the primary workforce challenge was development of rūnaka capacity and capability. The demands on Rūnaka from Te Tiriti o Waitangi partnership mahi, economic development projects and the day-to-day management of marae and rūnaka activities are substantial and varied. Their physical location in isolated coastal locations also makes attracting and retaining key talent difficult.

A suggested response to this challenge was to explore how local employers could look to share people with rūnaka. The benefits of this approach would be to unlock talent from organisations to rūnaka flexibly, as well as providing a tangible way for employers to honour Te Tiriti. Encouraging employers to explore this was seen as desirable, and highlighting examples of where this has worked well would be a next step.

Subsequently, the Otago RSLG approached two individuals – Antony Deaker and Ivan Hodgetts – who have worked in a job sharing and/or secondment arrangement with Rūnaka. Short interviews were completed, and a summary of those conversations are outlined below.



Notes from discussion with Antony Deaker, 2/11/23

Describe your job/sharing secondment arrangement. How did this come about?

- Secondment from role as Project Co-ordinator at Enterprise Dunedin (Dunedin City Council Economic Development Agency) to Kāti Huirapa Rūnaka ki Puketeraki, one day/fortnight, one year term.
- Organised at Antony's suggestion in mid-2021, through his Professional Development process – he wanted to growth/ next steps personally, by building skills confidence and knowledge in te o Māori world.

Why did you seek this arrangement?

- Strong sense of familial responsibility in the family to rebuild and reconnect with whakapapa. Was heavily involved in a voluntary capacity at rūnaka.
- In his employment at Enterprise Dunedin, he was seen as an informal Māori adviser supporting project plans/engagement with rūnaka and Māori generally.
- Rūnaka advertised for a business development role. Discussed with rūnaka management what this could look like, he was a strong fit, but role wouldn't provide job security, would be a step down in income, so he didn't apply.
- A subsequent discussion with DCC Partnerships manager Jeanette Wikaira – Ivan Hodgetts example was discussed, penny dropped – was a secondment model something DCC could adopt? Sounded out with DCC CEO, talked with Rūnaka manager. Secondment could be woven in to meet this PDP objectives.
- Created 12-month secondment agreement.
- 2 parts/deliverables – consider a framework for Māori ED in rūnaka setting, and support manager with development of existing rūnaka enterprises.
- 1 day/week seconded employed and paid by council at normal rate.
- Reporting split – rūnaka projects to Manager, no DCC report back on these projects.
- TPK capability funding was tagged as budget for this position, now could be used to directly fund initiatives.

What processes were required for your employer to approve?

- Out of PDP process, and with alignment with rūnaka. Adjustment to contract.

How did your role at rūnaka work in with your substantive role?

- Formalised an existing situation – seen as a Māori expert with DCC EDU, ED expert with rūnaka.

How was the arrangement successful?

- Really successful for Antony, has provided real upskill, brings a much better understanding of rūnaka ED to benefit Council engagement in this area.
- Dot joining, structure & process brought to a largely organic process at rūnaka.
- Shift at rūnaka from culture of volunteerism to a professional structure – scale has been achieved (plant nursery to 45,000 plants pa eg, contracts to ORC and other large customers). Stock systems, QA, water supply – confidence of rūnaka exec, management.



- Help build flagship rūnaka business – Karitane Māori Tours, cultural tourism. Post covid, business in hibernation (but still incurring cost). Structure and scale achieved, introduced to Enterprise Dunedin tourism team, better alignment with cruise ship business through a better understanding of value proposition.
- Create employment in the Kaupapa of the marae, bring whanau home, ahika, keep home fires burning.
- 2021 – supported a new business plan, revision of operating manuals, re-think of business case process for ED evaluation.

What have been the biggest challenges?

- Was a short-term limited secondment, got a lot of things done, but could be so much more!

How would you do this differently in future?

- Thought we could do more than we did – right size the expectations at the outset.
- Should have thought of sequentially – sort our enterprises first, then framework! New investment framework – gap in the plan, around incubation/pipeline development? Bring whanau home with big ideas? Still much work to do here.
- Is still supporting refresh of rūnaka strategic plan – will help address (post secondment in voluntary role). Still a busy dad/person, may struggle to commit.
- Would have moved slower – get the scope right in hindsight.

Are there any others?

- Antony to consider.



Notes from discussion with Ivan Hodgetts, 2/11/23

Describe your job/sharing secondment arrangement.

- Annual secondment through to June 2024. Full time from MoE to Hokonui Rūnanga, supporting Murihiku Regen initiative (in education, training - workforce development context).

How did this come about?

- Existing relationship with Hokonui, been involved since early 2000's when returned to Murihiku to live. Have been engaged in various roles at the rūnanga in that time.
- Murihiku Regeneration work started (rūnanga response to announced closure of Tiwai Smelter, and potential for substantial workforce structure change), Ivan engaged from the outset.
- Realisation that this work and MoE role (Secondary Transitions Manager Otago-Southland) largely the aligned.
- Looked to formalise work arrangements with MoE – joint approach, Ivan and Hokonui Murihiku Regeneration).
- Secondment agreed, roiling on an annual basis.

What processes were required for your employer to approve?

- MoE confirmed after consultation with Rūnanga. Mutually beneficial and reflected nature of actual work. Relatively simple to conclude.

How does your role at rūnanga work in with your substantive role?

- Effectively confirmed how this work was actually happening as started with initially being a part of my general work, day or two a week and then scaled up.

How has this been successful?

- Clarifies responsibilities and 'hats'.
- Formalised arrangements for how Ivan was effectively working.
- Allowed for more transparent arrangements with third parties.
- Foot in 'both' camps, able to determine what resources could be available to support initiatives.

What have been the biggest challenges?

- Workload, shared understanding.
- Working in two worlds.

How would you do this differently in future?

- Worked really well, and was a natural evolution from his MoE role – expanded to think across capability within region.

Are there any others?

- Ivan to confirm.



Key insights from these conversations

- Arrangements were created from existing relationships – formalised existing informal working relationships and/or volunteering.
- As a result of these existing relationships, skills/capabilities of the secondees were well known to both parties.
- Opportunities for both came about through the consideration of a project or a new appointment at rūnaka. This project or change prompted alternatives to be considered (ie secondment versus engagement of another party/person).
- Being realistic on scope of secondment is very important.
- Value for employer(s) also much more substantive than just Tiriti considerations. Even if there is an existing relationship with rūnaka having an employee be more immersed in the rūnaka leads to a much deeper understanding between organisations.
- Formalisation of largely existing informal roles really adds value, particularly with third parties – more likely to engage with individuals who have a mandate confirmed by their employment.
- Both saw their secondment as a positive thing for employer and rūnaka.
- Both also saw value in promoting this to other potential secondees and employers – capability and capacity issues are massive for rūnaka.

Next Steps

- Explore suggestions of further secondee contacts to speak to – are there examples of less ‘set up’ working relationships, especially where skills/proposition might have had to be brokered with Rūnaka?
- Explore speaking to employers – how did these relationships work for them? What benefits did they see? How would they position this with other employers?
- Socialise this document with potential secondee organisations and rūnaka to provide confidence in exploring this approach.

