



Kaupapa Māori Aviation Hui 2024



RINGA HORA
Services
Workforce Development Council

MIHI

E Tāwhirimātea, e tū mai nei i te rangi,
Ko koe te rangatira o ngā hau e whā.
E kimi ana mātou i tōu manaakitanga,
Kia tau mai te marino, te rangi mārie,
Mō te hui rererangi o Ringa Hora.
Tāwhirimātea, whakarongo mai rā,
Kia hau mai he hauora mō mātou katoa,
Kua huihui mai nei i raro i tō korowai.
Tāwhirimātea, tiakina mātou, ārahina mātou,
Hei oranga mō te iwi, mō te rangi hou.

E Tāwhirimātea, nāu te hau e pupuhi nei,
Nau mai te āio, te rangi pai.
Kua oti mātou i ngā mahi o te rā,
E hoki ana ki te kāinga, me te aroha nui.
Tāwhirimātea, tiakina mātou, ārahina mātou,
Kia tau te mauri,
kia tau te wairua,
I roto i te wairua o te hui rererangi
o Ringa Hora.
Hui e, TĀIKI E!

Tāwhirimātea, standing in the sky,
You are the chief of the four winds.
We seek your blessings,
Let calm and peaceful weather prevail,
For the aviation gathering of Ringa Hora.
Tāwhirimātea, listen to us,
Blow health and well-being to us all,
Gathered here under your cloak.
Tāwhirimātea, protect us, guide us,
For the well-being of the people, for the new day.

Tāwhirimātea, it is your wind that blows,
Welcome the calm, the fair weather.
We have finished our tasks for the day,
Returning home with great love.
Tāwhirimātea, protect us, guide us,
Let the life force be settled,
let the spirit be settled,
In the spirit of the aviation gathering
of Ringa Hora.
Unified, we are one!



Attendees of the
Kaupapa Māori
Aviation Hui,
Whareroa Marae,
Tauranga Moana

Welcome

Ringa Hora Services Workforce Development Council held our first industry hui for Māori aviation on the home soil of Ngāti Kuku and Ngāi Tūkairangi hapū at Whareroa Marae in the rohe of Tauranga Moana. Under the incoming flight of aircrafts landing at the neighbouring Tauranga Airport, Ringa Hora and our manuhiri were welcomed on, greeted with warmth and a taste of the day-to-day experience of the local hapū in relation to the neighbouring aviation industry and airports.

The hui was the first time Ringa Hora has been able to welcome whānau Māori within the aviation industry to whakawhanaungatanga, to hui and to wānanga about Māori aviation. The event provided a forum for Māori in aviation, kaimahi, whānau, hapū, and interested partners to participate in sharing kōrero, identifying challenges, and future thinking for Māori within the aviation industry. Hui participants along with panel experts shared their experiences, examples, and opportunities for identifying and approaching challenges, as well as ways to support the current and future Māori workforce.



Details

Te Ao Māori is woven through the aviation industry in ways that can be seen, heard, and felt domestically and internationally. Since the widespread use of the tohu mangōpare Te Ao Māori has been synonymously identified domestically and overseas as the symbol of one of New Zealand's leading airlines. Aerospace engineering firms are launching satellites through the earth's atmosphere, from whenua Māori in Māhia as a result of tangata whenua relationships with industry. Te Ao Māori values embodied by the NZ Defence Force (NZDF) during international aid efforts leave a lasting impact on nations, who experience the manaakitanga that the NZ Air force carry with them.

Despite powerful aspects of Te Ao Māori woven through aviation, Māori aviation roles are mainly ground-focused positions such as baggage handling, and customer-facing roles such as aircrew and airport administration with a smaller margin in higher paying roles such as piloting, air traffic control and engineering. Unpacking the factors around Māori participation in the aviation industry can help to identify challenges and opportunities.

Focus of the hui

The aim of the hui was to hear about the experiences of Māori in aviation, and wānanga with them about supporting the success of Māori. Attendees were Māori in the aviation industry and key Industry partners from throughout the sector who shared their experience, challenges and ultimately excellence in their journeys. From the hui we shaped a thematic view of developing the Māori aviation workforce, then dove deeper into pathways, careers, and training.

Hui focus areas:

Māori aviation

- How to support Māori succeeding as Māori
- Attracting and retaining the Māori workforce
- Incorporating Te Ao Māori values
- Relationships with Iwi Māori

Potential, pathways and progression: Skills and training

- Visible aviation careers
- Pathways and access
- Demystifying the aviation ecosystem
- The cost of flight training



What we heard

Māori aviation

In addition to wider aviation industry challenges and opportunities, Māori aviation requires a unique approach to address the needs of tangata whenua. Ringa Hora wants to better understand current Māori aviation challenges and opportunities and discuss consideration of the future workforce.

How to support Māori succeeding as Māori

“It's a lonely place to work from, culturally, what helped me was tuakana teina.”

Normalising Te Ao Māori in aviation spaces supports the workforce pipeline to reflect the current and future Māori workforce. The Māori aviation workforce make up 8% of the overall NZ aviation workforce despite Māori accounting for just over 17% of the overall NZ population. The future Māori workforce requires multiple approaches to support their success as they are made up of many different experiences of Te Ao Māori. The range of Māori candidates varies from kohanga reo, kura kaupapa and wharekura cohorts, who are immersed in te reo, and mātauranga, to an even larger group of Māori learners in the mainstream learning system who have varying degrees of te reo and mātauranga to very little or no level of te reo and mātauranga. There are those with strong value systems and tikanga in the home, some

with links to their hapū and their communities and also some with little or no interaction with their whānau, hapū and communities. All the realities of our whānau Māori encompass a Te Ao Māori world view. Ensuring the industry is reflective of tangata whenua by normalising Te Ao Māori can take shape in a variety of forms to reflect the diverse experiences and realities of Māori across the board.

Nurturing the Kōhanga Reo generation nurtures Māori collectively. The Kohanga generation has arrived and will continue to grow in numbers bringing their reo, mātauranga and distinct Te Ao Māori world view into every industry, including aviation. Fostering an environment where the kohanga generation can thrive will nurture all Māori. Moving from a supportive kura kaupapa environment, grounded in tikanga, to a less supportive aviation industry is a barrier. One attendee shared that the transition was a significant cultural shock when relocating from a close-knit Māori community to a sparsely Māori populated region which lacks the support systems found in Māori immersive communities. Kōrero was shared around the extent to which some candidates feel they can bring their whole self as a Māori to their place of training or work, “I park who I am as Māori at the door.” This reflects the difficulty of seeing and understanding how Te Ao Māori is incorporated into aviation consistently ensuring that work and training options are relevant, accessible, and incorporate Te Ao Māori values and practices to improve the viability of aviation careers for Māori. Transforming aviation spaces to embrace and embed Te Ao Māori furthers potential for Māori excellence, Māori innovation, and Māori growth across the industry. Attendees shared that introducing practices incrementally is helpful, such as implementing their own tikanga before carrying out activities and incorporating Māori words into the workplace.

“My whanau, they have been the backbone, they have been the strongest driving force of why I do what I do.”

Incorporating whānau and social support systems in skills training and the career journey can support and open opportunities for Māori candidates. Ensuring trainees maintain connections and supportive social units can assist with stress and enhance motivation when facing the challenges of aviation training. Developing whānau focused solutions that allow trainees to remain connected to their whānau and support systems can mitigate some of the social and emotional expense. This could look like whānau days for away training locations, increased regional training programs or financial support targeted at Māori.

Operating as the social support system supports Māori candidates to succeed. The NZDF embrace the concept of whānau and belonging to a collective throughout their organisation. The concept of the whānau unit translates directly to how candidates are trained and it is an essential element of everyday work life in the NZDF. Building trust among your peers and growing through the organisation is done collectively and is vital for high trust assignments where collective responsibility and accountability for the lives of your unit are the reality of the job. The clarity and appeal of joining a whānau during your career creates value and appeal for potential Māori candidates. Organisations could explore being the social support network for trainees who have relocated, while incorporating whānau support aspects as mentioned above.

Attracting and retaining the Māori workforce

“The pipeline is always going to be the same people if we do not do something different.”



Recruiting, and progressing Māori. Recognising organisations that excel in supporting Māori talent and replicating their model of success across the industry can pave the way for attracting and retaining Māori candidates. JNP Aviation have implemented a Māori cadetship in collaboration with external stakeholders which has provided examples of attracting rangatahi, training and supporting their progression through the industry, and creating an environment where their kaimahi and trainees can bring their whole selves to the organisation. Māori cadetships exemplify walking alongside candidates in their career journey ensuring they are supported through growth and change. The key features of the Māori cadetship that are not already discussed in this document outline:

- **Identifying Māori talent** can shift the low Māori percentage in aviation and grow the Māori aviation workforce. Identifying potential within candidates and nurturing it, increases the growth and calibre of the Māori aviation workforce. Recognising the skills and talent of Māori candidates beyond work reframes how potential and talent is identified. Rangatahi are hesitant to present their achievements and potential when they may feel like they are teina in settings or feel that they are undeserving of opportunity due to misconceptions of their value and talent. Framing Te Ao Māori in the scouting, selection and interview process can assist in being able to communicate effectively with candidates to identify their skills and potential.
- **Mentorship** programs give support and guidance so candidates can navigate challenges and remain steadfast in their aviation career journey. Resilience is vital for working through challenges and difficulties in all career journeys, particularly in the aviation career journey for roles with high responsibility and high stress factors. JNP walk alongside their candidates providing guidance, coaching and continuous support for effective skills and progression during the aviation career journey.

Incorporating Te Ao Māori values

“I wanted to contribute ideas, but was too nervous to speak up. Push to be part of the conversation.”

The values of an organisation can impact how Māori are applying for and entering the industry. In some organisations Māori values may be present in how they operate and how they build relationships, while in other organisations they can be defined and incorporated at a strategic and governance level. One organisation shared that while there isn't a high volume of Māori applicants, those who do apply often demonstrate a strong alignment with the organisation's values and goals, leading to high conversion rates from applicant to full-time employment. Ensuring values are genuine and applied impacts how candidates are received and what their journey in the industry looks like.

Industry wide relationships and collaboration can address approaches to grow and strengthen the Māori aviation workforce at a corporate level. While some large established organisation's understand how Te Ao Māori fits within their organisations many other organisations are still in the early stages of their journey of integrating Te Ao Māori or are uncertain about what it means for their business. This uncertainty can stem from various factors.

- *Organisations may lack an understanding of Te Ao Māori* and how it can be applied within their context. This can lead to hesitation and slower adoption of Te Ao Māori.
- *The journey to change is collective*, and some may be reluctant. There can be resistance from within the organisation, particularly if there is a lack of awareness around Te Ao Māori history, social value and the equity impact of incorporating Te Ao Māori.

- *Clear guidance* and best practices are essential for organisations to effectively incorporate Te Ao Māori. Relationships between Māori industry and the wider industry are crucial for providing guidance toward practice and implementation.
- *Adequate resources and support* are crucial for meaningful integration. Organisations may struggle with limited resources or support to implement and sustain Te Ao Māori initiatives.

Leadership driven change to support Māori within organisations is crucial to implement change, empowering organisations to identify and address the barriers within their organisation. One organisation shared their strategy in which their senior leadership learnt how to identify unconscious bias on a personal level and how it potentially impacts their work. Once kaimahi were able to identify what barriers they may be upholding, their organisation supported them in addressing how to unpack and realign to more equitable practices.

Growing Māori leadership is essential to Māori growth at every level. Established industry organisations proactively nurturing Māori leaders builds a legacy to maintain and uphold positive change for the organisation and the Māori following behind them. AirNZ have set their organisation a KPI for leadership diversity, with a target percentage of leadership roles to be fulfilled by Māori. Setting a leadership goal will assist in progressing Māori within the organisation to leadership and also attract leadership talent into the industry, growing the Māori aviation leadership pool. Proactively targeting and investing in Māori talent to leadership strategies is as vital as resourcing them.

Ensuring that Māori in leadership have authority and resources to influence decisions drives equitable change. Attendees discussed positioning Māori in leadership and strategic roles where they can impact policy and operational decisions provides direction and action for Te Ao Māori growth and equity. One attendee shared building cultural competence across the organisation builds capability and confidence to action equity within the operational aspects of the organisation. Connecting and maintaining strong relationships with Māori industry can ensure a wider momentum of equity for Māori across the industry.

Relationships with iwi Māori

Collaboration between Māori communities and industry can increase growth for the Māori aviation workforce. Industry and Māori communities such as kura, hapū and iwi have an opportunity to unpack and establish the various ways in which aviation careers and relationships can impact iwi Māori collectively and the best approaches to delivering impact. Actively engaging with Māori communities to understand their needs and aspirations, ensures their approaches are included in the future Māori workforce planning process. During the pōhiri and whakatau process for our aviation hui the hapū of Whareroa Marae touched on their relationship with Tauranga airport and what the relationship entails. In Māhia Peninsula an Aerospace firm has a collaborative working relationship with Ngāti Hikairo for Aerospace development and activities on Ngāti Hikairo ancestral lands. Across the regions there are local hapū kura kaupapa and kura-a-iwi in close proximity to airports and airfields presenting an opportunity to collaborate and incorporate several of the strategies previously discussed.

Building meaningful relationships with Māori communities involves recognizing Māori as potential providers and relationship builders with the industry, fostering mutually beneficial relationships. Attendees discussed the potential of a flight training programme delivered at Whareroa Marae in collaboration with training providers and the local airport. Such solutions are training models which consider the challenges and opportunities explored and discussed throughout the hui. This model requires meaningful relationships, a collaborative approach alongside a mixture of social and financial investment from various stakeholders. In the Travel and Tourism industry, when providers engage with Māori communities, they gain valuable insights into effective learning strategies, attraction methods, and culturally appropriate delivery of skills training. These relationships have also facilitated better access to work placements for trainees.

“During study I just wanted a career and had a job focus, but then I saw how the skills could help whānau, hapū and iwi”

“Not sure you can fix it unless you have a flying school at a marae next to an airport.”



Potential, pathways, and progression: Skills and training

Ringa Hora wishes to support relationships between Providers and Industry. A closer working relationship will assist Industry skills needs identification and support working together to ensure quality skills delivery.

The cost of training

“The cultural shift was harder than the paperwork. Adapting to that was probably one of the bigger challenges in terms of going through aviation”.

Training for many Aviation roles can cause a substantial financial burden and comes with a significant social and cultural cost.

Flight training is particularly expensive as approximately 500 hours of flight time is a requirement for advancing in pilot pathways. Trainees must self-fund approximately \$200 per flight hour, adding up to significant amounts over the course of training. This financial strain can extend

over many years, with some investing around \$120,000, or it is financially unattainable leading to non-completion or candidates not taking up flight pathways. Opportunities to accumulate these hours are limited and often come with little to no pay, adding to the financial burden. Trainees may have to choose between low-paying positions that provide flight hours or paying significant amounts per flight hour out of pocket. Alternative funding options such as scholarships and flight cadetships were discussed by attendees as potential solutions.

The cost of time and service. NZDF pathway, which involves serving for 8-10 years, provides a clear and structured entry point into aviation-related roles, such as pilot training, engineering or air traffic control however the cost of service can be as much of a burden on trainees as the financial cost of flight training. The length of service requirement following NZDF funded training provides a stable career pathway but also limits exploration of alternative career opportunities outside of the organisation. Reducing service period requirements were discussed, as well as part time service models for candidates to be able to explore career progression across industries.

The cost of whānau connection and social safety networks. Relocating for training can be a significant cultural barrier, particularly for candidates from close-knit Māori communities. Candidates frequently have to move away from their whānau and social support systems to pursue aviation training. This separation can create additional challenges for candidates, as the proximity to whānau, who provide essential living costs, emotional and cultural support, is lost. This can also mean distancing from whakapapa whenua connections such as hapū, iwi and the core of their whakapapa identity. This change can be one of the bigger challenges in the aviation training journey, requiring adjustment to a new environment and adapting to new social norms. The possibility of relocating whānau to support trainees is often not feasible, creating additional barriers. The mobility of whānau to accompany the trainee can alleviate some of the social and emotional expenses but is usually hindered by financial and logistical constraints. Developing methods of alternative social support, as well as methods for Māori to maintain connection to their whānau can increase Māori participation and success.

“ When rangatahi come out of high school and start looking at career opportunities they look up and say, can I see people who look like me?”

Visible aviation careers

Sharing stories and experiences of other Māori in various aviation roles supports and normalises aviation careers. Seeing stories of other Māori that resonate reaffirms the potential to join the industry and succeed. Promoting success stories of Māori in aviation through media and community engagement events can improve access and information for Māori candidates. Sharing stories goes beyond visibility through media and campaigns and transfers to stories shared along the kumara vine, face-to-face among Māori networks, and Māori spaces such as communities and whānau.

Role models within the industry are essential for empowering Māori talent. The industry can attract and empower the next generation by showcasing current aviation kaimahi that are relatable for Māori at every level in a range of roles and providing opportunities for mentorship and networking. Providing leadership development programs,

mentoring and coaching opportunities tailored to Māori aviation networks can develop their potential and support their growth within the industry.

Providing visible pathways for a range of aviation careers can present in various forms. Coordinating industry promotion efforts and aviation experiences through schools, including kura kaupapa and wharekura increases exposure to a wide range of aviation career options from an earlier age. Leveraging social media platforms like Instagram and TikTok allows for broader reach and engagement with rangatahi, raising visibility and interest. NZDF provide clear visible pathways that are promoted and shared via multiple media outlets and at community events by kaimahi who resonate with Māori candidates. Endorsing engineering and flight related pathways and promoting them effectively to Māori candidates can address the gap in awareness and understanding of the diverse career options available within aviation.



“ I finished school early, started with the Navy in electronics, then I was interested in a deeper understanding of tech, and went on to achieve a Bachelor of Engineering. Goals change over time.”

Pathways and access

Clarifying pathways and opportunities for Māori audiences increases access for a greater number of Māori candidates to enter the industry and transition between roles within the industry. Mapping aviation pathways entails accessing information on training and preparation, entry points, potential transitions between roles, and progression opportunities within the industry. Charting pathways in consideration of training location options, eligibility criteria, bridging pathways and age limitation for entry can provide clarity for candidates and what the career journey looks like for them, attendees emphasised the gaps between school leaver training, and the age restriction of roles that require 20yo entry. The transition from training to Commercial Pilot License (CPL) followed by securing a position in the industry is highly fragmented. This lack of a clear and cohesive pathway makes it challenging for trainees to progress in their careers effectively. Attendees discussed groundcrew roles during the 18-20yo period and then progression into roles once the age criteria is met. Age specific considerations discussed include 20yo entry criteria for Air Traffic Control & 21yo Tower Controller Rating. The training period for these roles is typically 12-15 months. Information and knowledge to plan around these factors provides continuation of industry skills training rather than falling into a gap.



Connecting Rangatahi to Pathways can mean an earlier uptake in STEM related subjects during y8-9 broadens the options available to students and better prepares them for aviation-related careers. Secondary school math and science subjects in addition to numeracy and literacy are core desirables where candidates want to pursue technical roles, flight related roles and engineering. Gateway options as an introduction into aviation are encouraged when a learner may not excel in traditional classrooms. Connection to pathways includes expanding aviation-related activities outside of traditional training spaces and workplaces and fostering community initiatives to increase exposure to the industry. Building a network and growing knowledge through NZDF Cadets Air Training Corps and joining a local Aero club.



Photos left & above: Māori & Pacific Aviation Career Expo 2023, Tauranga Moana

Relationships and networks can play a role in accessing information and mapping pathways within aviation. Relationships and networks serve as avenues for connecting with industry professionals, obtaining mentorship, and learning about available opportunities. Some attendees shared having a family member or friend in the industry can provide valuable insights and guidance, influencing decisions about applying for roles. Growing this approach could look like candidates connected directly with the aviation industry through various means, including introductions to build relationships, networking events to grow connections and mentorship programs.

Demystifying the aviation ecosystem

Understanding the aviation ecosystem through exposure and experience provides an advantage for candidates. Growing through the aviation journey can look like progressing from one area of the business into another. Growing and adapting as you gain skills and progress is key in supporting kaimahi to understand the aviation ecosystem and expose them to various roles and responsibilities related to differing parts of the industry.



Photos above and bottom right: Māori & Pacific Aviation Career Expo 2023, Tauranga Moana

Piloting and engineering pathway a gateway to aviation

Pathways to becoming a pilot or an engineer are well-defined and widely recognized holding the potential to provide clear access points to a variety of roles. Training for roles such as pilot or engineer can open doors to numerous other career pathways within the industry. Enhancing visibility of these alternative roles can significantly support workforce growth and diversification in aviation. Trainee pilots and engineers gain extensive knowledge about the various systems that keep an aircraft operational, including avionics, flight control systems, navigation, and communication systems. The technical skills acquired during pilot or engineering training, such as understanding mechanical systems, electronics, and software used in aviation, are transferable to various technical roles. Candidates can transition into roles in aviation technology development, aircraft design, systems analysis, or technical consulting, contributing to innovation and safety enhancements in the industry.

“At Southern Wings you go through the tower, you go through the airport operations.”

Experiencing aviation worksites and the daily activities associated with each role provides firsthand experience and interaction with different worksites within the aviation ecosystem. On-the-job learning to acquire skills relevant to various roles, prepares individuals for lateral and upward job mobility within the industry, allowing them to transition between roles smoothly. Exposure to the aviation industry supports candidates to see, connect and understand the range of roles available and gain insights into the industry’s workings. The following methods of exposure were gathered in the wānanga session:

- Māori targeted internships
- Māori work placements
- Industry tours for Māori candidates

The methods discussed support candidates to understand the interconnected nature of different positions within the industry including how each role contributes to the overall function of the aviation industry. Understanding the daily tasks and responsibilities associated with each role, provides realistic insights into what each job entails, helping individuals make informed career decisions



“I would tell young talented Māori not to pursue piloting, there are other roles.”

and identify roles that match their interests and skills. Exposure also supports career advancement and role transitions within the aviation sector, encouraging retention and professional growth by providing clear opportunities for employees to progress and diversify their careers within the industry.

Transferable skills matrix model was discussed as a method in which skills and attributes can be identified, tracked, and measured. A skills matrix also provides organisations with a way to view strengths and gaps of candidates to assist with training, development and the allocation of resources.

Leisure activities a window to skills training. Non-traditional methods of skills growth and skills association is an avenue to explore for attracting Māori talent. Motor skills such as hand eye co-ordination and related activities acquired via drone flying, e-sports and gaming were viewed as a transferable skill by some attendees. Many candidates in the current technological environment interact with these types of activities, but have not associated simulated online flight, and online operational activities to a potential career. Investigating simulated skills activities that are usually viewed as leisure for training has potential to attract tech savvy candidates and rangatahi into accessing the industry.





Solutions / Proposals

Ideas for action

- Provide more Māori specific forums that connect Māori industry with each other and amplify a wider range of Māori voices in the aviation industry.
- Nurture, maintain and grow existing relationships amongst Māori aviation networks.
- Work with Māori industry & Industry to understand how to nurture environments where Māori can succeed as Māori.
- Showcase real stories of Māori aviation, increasing visibility of Māori in the industry, and career options.
- Investigate industry skills matrix.
- Clarify career entry and progression strategies for kaimahi Māori to progress within industry, move across industries and across sectors.
- Identify and encourage support for existing strategies, training and skills growth that support Māori.
- Broker relationship building between Māori industry, wider industry and providers.
- Work with and support Māori industry to explore lwi, hapū, and hapori relationships and approaches with local industry and providers.

Next steps

1. Explore interest and support for further Māori in Aviation connection and development opportunities.
2. Further engage with people unable to attend, to include their insights in our mahi.
3. Identify kaimahi Māori in the Aviation and Airport Services sector willing to be interviewed as role models for rangatahi and those looking to enter the sector.
4. Continue to broker engagements and relationships across the Aviation and Airport Services sector to further support entry and development of Māori in Aviation.

The Kaupapa Māori Aviation Hui is part of Ringa Hora's process to identify the needs of the Service sector as we shape Workforce Development Industry Action Plans (WDIAP's) which will be released in mid 2024.

We are also working with Industry across several projects to enable industry voice to create and influence positive change. These projects include Te Manu Arataki Leadership, Shaping the Future of Service Skills (Waihangatia te Āmua Ao) Māori and Pacific Transformation & Engagement Plans, among other initiatives. We look forward to continuing this mahi and welcome further Industry guidance and information.

Ringa Hora remains committed to addressing the needs of learners who have been underserved by vocational education, predominantly Māori, Pacific, and Tangata Whaikaha. A key focus of our work is developing methods of increasing access and reducing barriers for underserved learners to empower and assist them in realising their potential through training and employment.

Acknowledgement must be given to our hui attendees for their time and valuable input, sharing their experiences and industry knowledge with our team to shape a brighter future for tourism and the tourism workforce. We look forward to our relationship developing further as the journey of workforce development moves forward.

**Ngā mihi nui
ki a koutou katoa.**



Ko Matariki te whakamaharatanga o te whanaungatanga o ngā mea katoa, e akiaki ana i a tātou ki te whai whakaaro mō ngā mahi o mua, te whakanui i te wā nei, me te whakarite mō ngā rā kei te tū mai. Ka ara ake ngā whetū o Matariki, ka kawea mai te wā o te whakahounga, te tipu, me te whakanui i ō tātou tīpuna me ā rātou mātauranga. Mā te mārāma me te whai wāhi ki ēnei tikanga, ka whakapakari i tō tātou taonga tuku iho, ā, ka whakarite kia kawea tonu ngā kōrero o Tawhirimatea me Matariki ki ngā uri whakatupu. Hoki atu ki tōu maunga kia purea ai e koe ki ngā hau o Tāwhirimātea.

Tēnā koutou, tēnā koutou,
tēnā koutou katoa.

Matariki serves as a reminder of the interconnectedness of all things, encouraging us to reflect on our past, celebrate the present, and plan for the future. As the Matariki stars rise, they bring with them a time of renewal, growth, and a chance to honor our ancestors and their enduring wisdom. Through understanding and participating in these traditions, we strengthen our cultural heritage and ensure that the stories of Tawhirimatea and Matariki continue to be passed down through generations. Return to your mountain to be cleansed by the winds of Tāwhirimātea.

We thank and acknowledge you all.



Appendix 1

Attendees

Attendee	Organisation
Tupara Morrison	Air New Zealand - Māori Development
Laurissa Cooney	Air New Zealand - Director
Miriam Te Hira	Air New Zealand - Cabin Crew
Mijo Katavic	Air New Zealand - Cabin Crew
Robynne Sam	Air New Zealand - People
Mahanga Maru	Air Ruatoria
Greg Okeroa	Airways NZ
Christian Mooji	Airways NZ
Cameron Baker	Envico Drones
Josh Payne	JNP Aviation
Alice Jones	JNP Aviation
Apiata Maaka	JNP Aviation
Dave Jenner	JNP Aviation
Jayden Payne	JNP Aviation - Rangatahi
Caleb Kapua Priest	JNP Aviation - Rangatahi
Mihi Faulkner	JNP Aviation - Rangatahi
Matthew Pitts	RNZAF Project Manager Schools to Skies
Thomas Cookson	RNZAF Māori Cultural Adviser
Wirihana Teuri Maranga	RNZAF
JJ Ripikoi	Aupiki Travel / Pilot
Christina Leaupepe	Te Rūnanga o Toa Rangatira
Pere Bishop Paenga	Te Rūnanga o Toa Rangatira
Brent MacDonald	Ministry of Social Development
Carl Cowley	Te Puni Kokiri
Billie Moore	NZ Airport Associations
Simon Wallace	Aviation Industry Association NZ
Fabian Kopu	Ravensdown Aerowork Ltd
Aifai Esera	Pacific Growth Services
Ray Dumble	Tauranga Airport
Pam Walters	Tauranga Airport
Charlie Nelson	Vertilink
Turi Ngatai	
Shane Ngatai	
Keepa Smallman	
Phil Hooker	
Parata Ainsley	
Laura Parker	
Mariah Parker	



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