

Te Rāngai Pāpāho Māori

Workforce and Capability Development Proposition

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Key Points

- Despite workforce development having been a longstanding issue and identified priority in the Government’s *Māori Media Sector Shift* (initiated in 2018), there has never been any coordinated strategy or investment in it. Action is needed now.
- Whilst the Government defines the Māori Media Sector as ‘publicly funded Māori entities and enterprises which support the protection and promotion of te reo Māori me ngā tikanga Māori’ in practice, the sector is so much more than this. It educates and entertains, creates and strengthens connections, celebrates culture and characteristics (and characters!), measurably supports language and local, regional and national identities, and enables the growth of talent and innovation throughout Aotearoa.
- This Workforce and Capability Development Proposition has been developed through a series of wānanga and subsequent Working Group (Te Ohu Whai Pūkenga mō te Rāngai Pāpāho Māori) hui. This cross-sector collaboration has been well-supported and highly productive. As the Government addresses the policy and funding settings, it is proposed that it also invest directly in the sector delivering its own workforce development solutions.

Recommendation

It is recommended that the Government's Māori Media Sector Workforce and Capability Strategy adopt the priorities we've collectively identified, and appropriately resource the Māori Media Sector to lead these.

The sector must be enabled to deliver its own solutions.

Priorities

- a. Supporting targeted investments in, and coordination of, workforce development within and across the Māori Media Sector, and enabling the exploration of opportunities to create a networked labour market (like a structured gig economy), whereby staff and contractors have more security in moving within and across the sector as their specific skills are needed across projects/as evident development opportunities emerge.
- b. Developing a framework that enables vertical and horizontal pathways, and working with Toi Mai, NZQA and TEC to develop bespoke/tailored micro-credentials for the Māori Media Sector.
- c. Developing a sector-led promotional campaign showcasing the range of roles/opportunities in the sector (related aspects are referred to in Element 5 *Whakatairanga* of our Budget 2023 Bid).
- d. Developing a sector-wide workforce development plan that supports new entrants into the sector to understand the end-to-end process of content creation, and enabling the sector to provide work experience in each of these areas.

- e. Holding biennial summits to explore cross-sector-collaboration opportunities, recognise excellence, showcase content, and enable potential entrants to see the magic that is the Māori Media Sector (related aspects are referred to in Element 5 *Whakatairanga* of our Budget 2023 Bid).
- f. Developing technical and leadership/business development capabilities in our current workforce to meet immediate/short-term needs, including:
 - (Element 1 of our Budget 2023 Bid) *Whakapakari* — A two-year structured development programme to give new entrants experience within and across the Māori Media Sector to build their technical skills and increase their work-readiness/employability (including soft skills);
 - (Element 2 of our Budget 2023 Bid) *Whakatinana* — Strengthening technical capabilities, management and governance in Iwi Radio/Media to increase their relevance (in meeting modern platform needs), reach and development;
 - (Element 3 of our Budget 2023 Bid) *Te Puāwaitanga* — Increasing Reo and Tikanga development options for the sector, including expanding existing efforts and trialling more tailored/rohe- (and dialect-) centric approaches;
 - (Element 4 of our Budget 2023 Bid) *Te Rito* — Building on the Cadetships model to ensure that the distinct needs of the Māori Media Sector are met, and that Cadets are well supported and retained within the sector.

Introduction

This document in-part responds to the identified need, within the Government’s *Strengthening the Māori Media Sector for the Future* approach, for a workforce and capability strategy. More importantly, it’s an opportunity to provide direct advice to the Minister for Māori Development on what the Māori Media Sector needs.

Despite the limitations of outdated policy and funding settings, the Māori Media Sector has been able to provide valuable employment and development opportunities — often at a significant cost (in time and effort) to Owners/Managers. The potential for increased creativity, productivity and sustainability is significant — but only if the sector is equitably supported to create and share, and have the capabilities and technologies to do so.

It has at times been difficult to keep ‘workforce and capability development’ separate from the wider issues that the sector faces, as many are interdependent. It has also been important that we focus on all that ‘workforce development’ entails, and not just default to training or a focus only on ‘below-the-line’ roles (as governance and management capability are equally critical). In this regard, we offer this Workforce and Capability Development Proposition to complement the Government’s wider suite of actions to strengthen the Māori Media Sector.

Background

Since the Government initiated the *Māori Media Sector Shift* in 2018, workforce development has always been a priority need. As has been acknowledged (including in the consequent *Strengthening the Māori Media Sector for the Future*), out-dated policy settings and static funding have impacted the sector's ability to invest in workforce development, consequently limiting the sector's growth and economic sustainability.

The vision for the future of the Māori Media Sector, endorsed by Cabinet in 2019, is “a collaborative and capable Māori media community that promotes and demonstrates the use of te reo Māori me ngā tikanga Māori, promotes te ao Māori, and tells Māori stories in Māori ways” [CAB-19-MIN-0448.01 refers].

In 2022, the Government:

- Identified that ‘developing the Māori media sector workforce is a priority for delivering a capable, agile, and sustainable sector. Insufficient investment in capability and talent development over time has limited the growth and economic sustainability of the sector. The sector will need to be incentivised to develop and retain talent to minimise the risk and impact of talent loss to other sectors’.
- Provided initial funding to the Māori Media Sector (through Whakaata Māori) to build the capability and capacity of its workforce, and enable cross-sector engagement to:
 - » understand current sector capability and capacity;
 - » identify market developments, innovation, or potential areas of growth in the market that require support; and
 - » identify a responsible entity within the sector to establish or maintain a cohesive approach to Māori media workforce development and capability build.

How we developed this Proposition

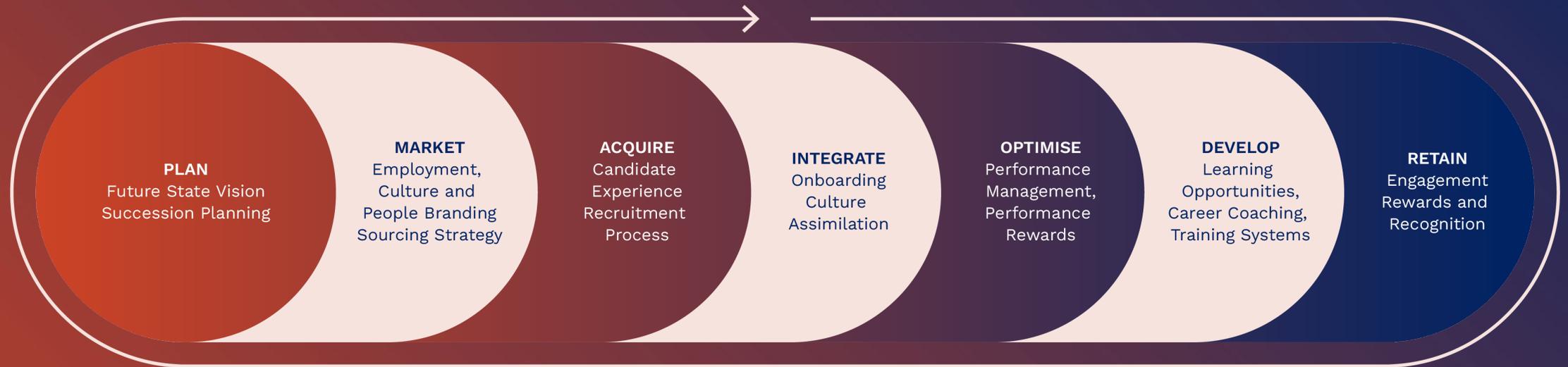
Three workforce development wānanga were convened by Whakaata Māori in 2021 and 2022 bringing together iwi radio/media, independent producers, funders, sector groups and several public media organisations. The wānanga created space for highly productive discussions on:

- what ‘workforce development’ for the Māori Media Sector meant and could look like as a cross sector/collaborative approach;
- a desired future state for the Māori Media Sector, and consideration of shared (with the wider media sector) and distinct needs;
- workforce development options learning from/leveraging off/scaling up existing models, or entirely new approaches; and
- key stakeholders and potential partners to build mutually beneficial relationships with.

At the third wānanga, it was agreed that a Working Group (Te Ohu Whai Pūkenga mō te Rāngai Pāpāho Māori) be established to work with and on behalf of the Māori Media Sector to provide advice to the Minister for Māori Development on a workforce and capability strategy to be reported to Cabinet in June 2023.

Workforce Development Cycle

used by Te Ohu to frame thinking



An anonymised *survey was conducted over two weeks in October 2022 to collect detailed information on the profile/size and nature of the Māori Media Sector's workforce, and inform this proposal/advice to the Minister.

*Sector Survey results highlighted in subsequent slides

Strategic Context

The Government defines the Māori Media Sector as ‘publicly funded Māori entities and enterprises which support the protection and promotion of te reo Māori me ngā tikanga Māori’.

In practice, the sector is a much broader community of storytellers that span theatre, film, radio, television, print, music and digital platforms. This span/diversity is challenging as not all outputs are publicly-funded — and the range of workforce and capability development needs are not necessarily easily identifiable.

Regardless, alongside its interest in supporting the revitalisation of te reo Māori, the Government also seeks to ‘build a skilled workforce so workers have the skills they need to achieve their career aspirations, and support thriving industries and regions so businesses can create more jobs and people can work where they choose’*.

The Māori Media Sector offers a wide range of employment and self-employment opportunities to meet the aspirations of Māori and non-Māori, and more of the localised opportunities that are being sought.

* See <https://www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/#:~:text=the%20Employment%20Strategy-,About%20the%20Strategy,a%20well%2Dfunctioning%20labour%20market>

The sector also importantly frames products and tells stories (Māori and mainstream) in Māori ways/from distinct iwi/hapū or Māori perspectives. This enables: a more balanced and informed evolution of our national and regional/rohe-centric identities; improved understanding of our unique and shared histories; and increased receptiveness to other perspectives/frames of reference.

As evidenced:

- throughout the COVID-19 pandemic, Māori Media became lifelines for communities and whānau, in providing timely and relevant/bespoke information, enabling engagement/reducing feelings of isolation, and supporting learning and social interactions.
- in the recent adverse weather events, Māori Media play critical roles in supporting emergency management efforts by keeping whānau and hāpori connected, sharing important information, and (through their extensive networks) providing real-time insights into event and recovery effort impacts. These events also exposed numerous infrastructural vulnerabilities (e.g. transmitter inequities) and reinforced the need for more active investments to support business continuity and accelerated technology adoption.

Desired Future State

A thriving ecosystem of Māori content production — grounded in aroha, whānau, hapū, iwi and hapori

A Māori Media Sector that:

- receives equitable pūtea to support the sector in a sustainable way.
- supports Māori to tell their stories in their ways — available all the time to all audiences in the places where all other content is also made available.

A Māori Media Sector that:

- is strong (co-creation, co-design, collaboration, products, skills and people) to meet the needs of our diverse audiences including pakeke and rangatahi.
- is audience centric — meets the needs of our audiences and our audiences see themselves in the content we create.
- Is rewarding, has attractive career pathways and can compete with other industries.
- creates more reo speakers, content creators and technical experts who bring a Māori view to what they do.
- is visible and can measure its contributions to the revitalisation of te reo Māori.
- supports rangatahi and pakeke to come through with a strong desire and passion for te reo me ngā tikanga and content creation.

We need:

- dedicated funding for our sector workforce development (support and affirmation of value);
- more people (capacity);
- more that are platform-agnostic and multi-skilled (capability);
- an ongoing supply into the sector (clear pathways); and
- exposure to ‘world-class’ standards/opportunities (aspiration).

Current State

Workforce challenges that the Māori Media Sector and wider screen sector ('Toi Pāho') share include:

- career pathways and entry points not being well known or understood by rangatahi (potential entrants) and pakeke (potential career-changers);
- significant gaps between skills and attributes the sector needs and what education and training providers are delivering;
- needing specific capabilities for projects but not always being able to offer a security of tenure due to funding being project-based;
- having to prioritise short-term production demands over capability growth and development; and
- more needing to be done to prepare industry entrants to navigate a career within the gig economy (as the vast majority are sole traders).

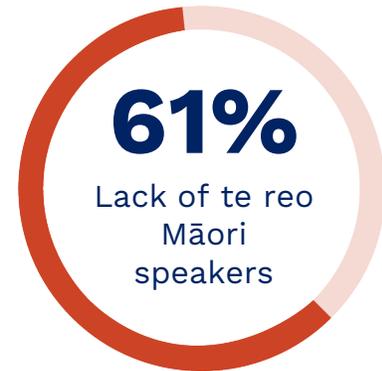
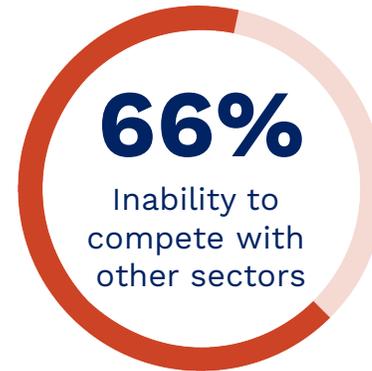
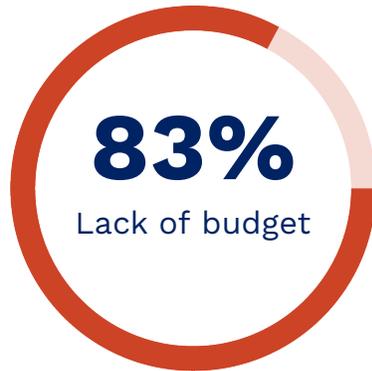
However, the Māori Media Sector:

- receives far less funding (in general and per production) than mainstream media, resulting in less favourable employment and development opportunities; and
- requires distinct capabilities that there is an insufficient supply of from current education and training/qualification programmes, there is significant competition for, and that can't be met through immigration (to fill skill shortages).

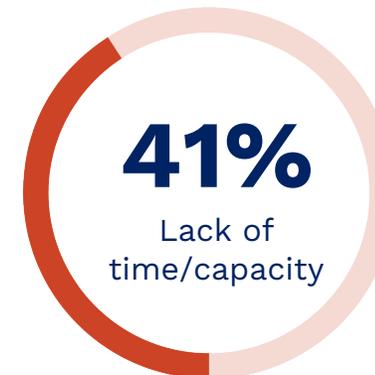
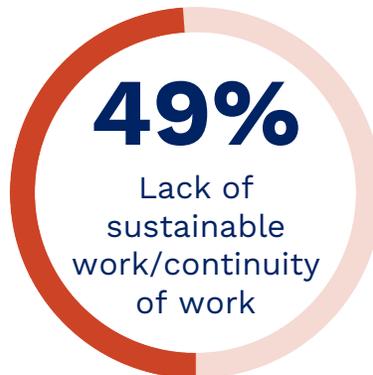
Current Workforce

Survey Highlights

Workforce development barriers/issues that Māori Media Sector Owners/Managers have faced in the last 12 months include:

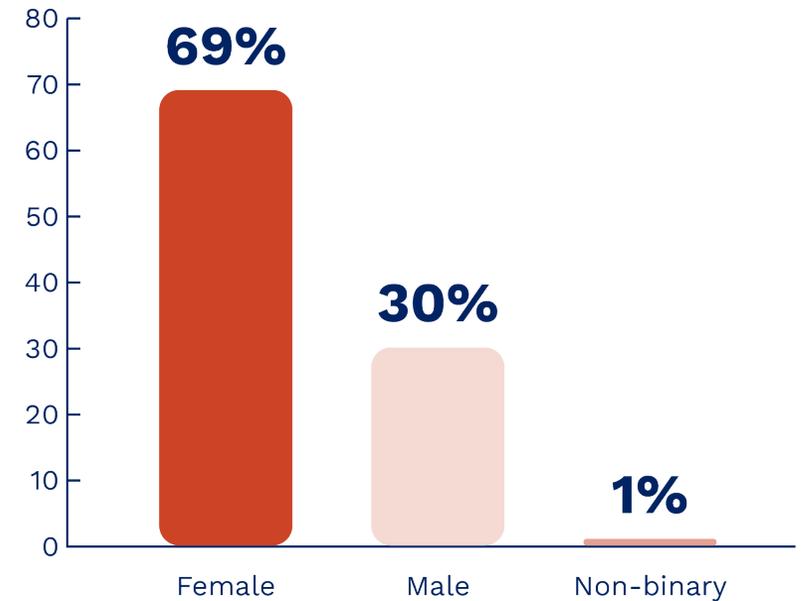
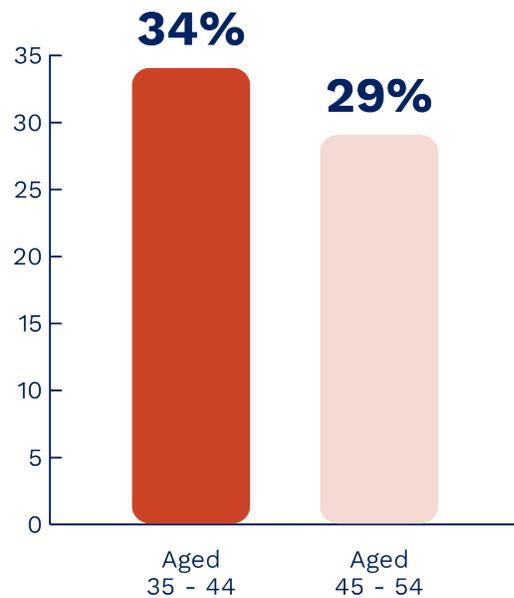


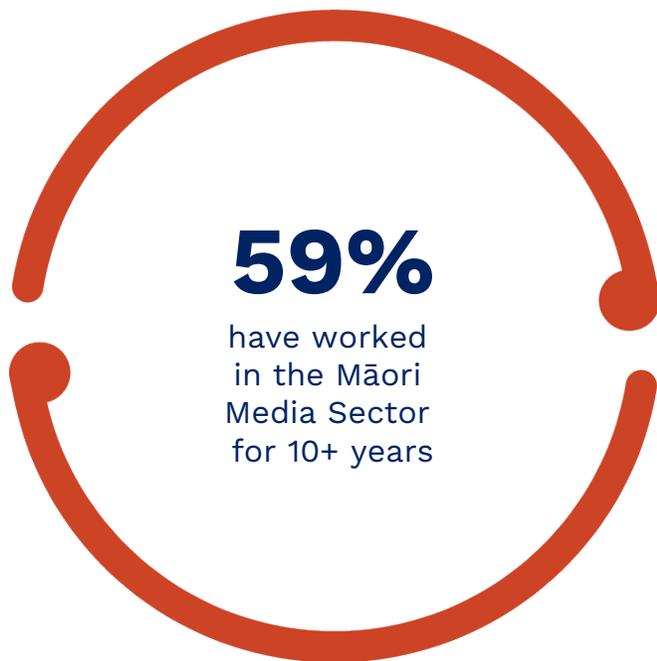
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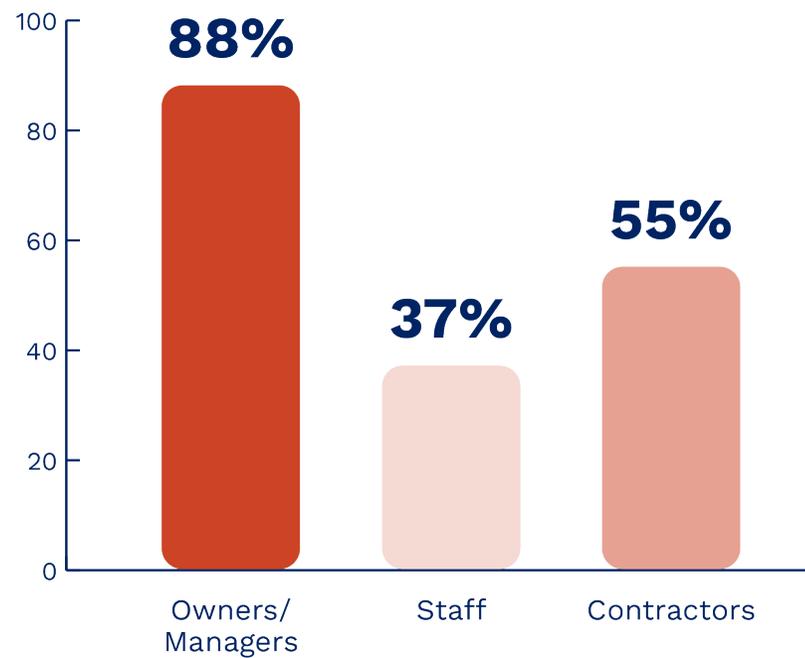
Exact workforce numbers are not known, but are estimated to exceed 1,500 nationwide. Like the wider screen sector, it is estimated that around 70% of Māori Media Sector members are SMEs/self-employed.

Whilst not representative of the whole sector workforce, the 165 responses to the October 2022 workforce provide valuable insights into workforce development needs, and generally align with anecdotal feedback from sector members:

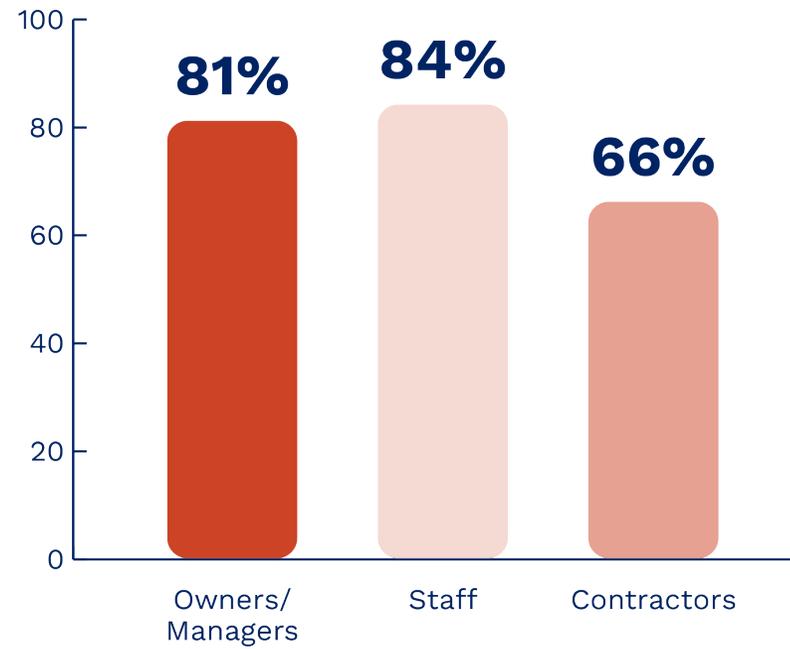




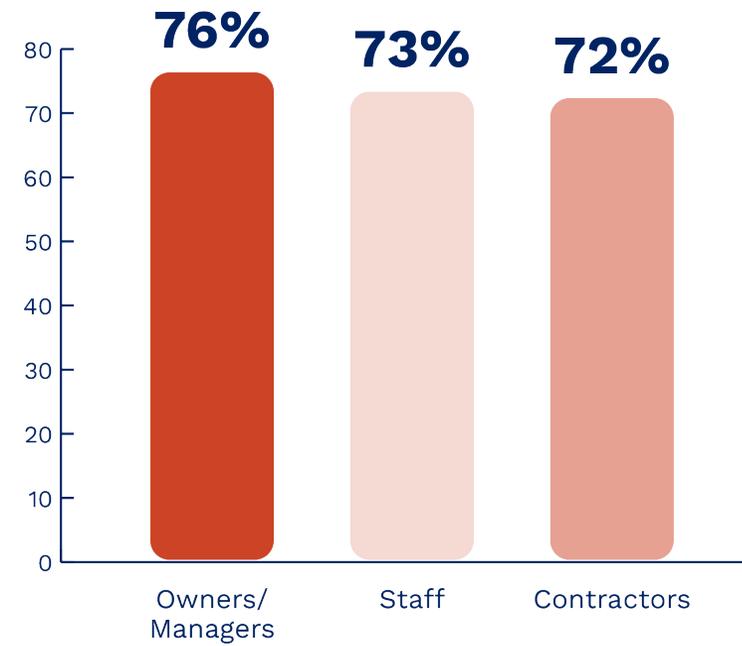
This included:



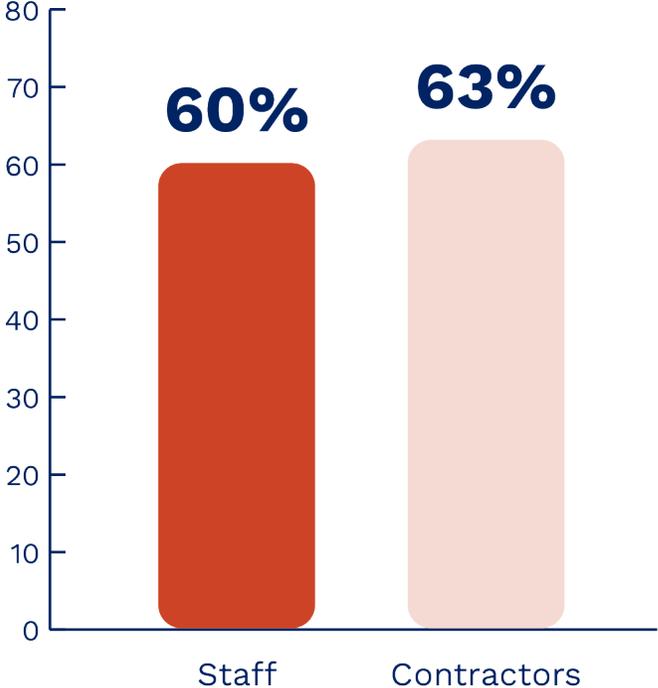
Identified as Second Language Learners



Rated their use of te reo and tikanga 3-5 (medium-high)



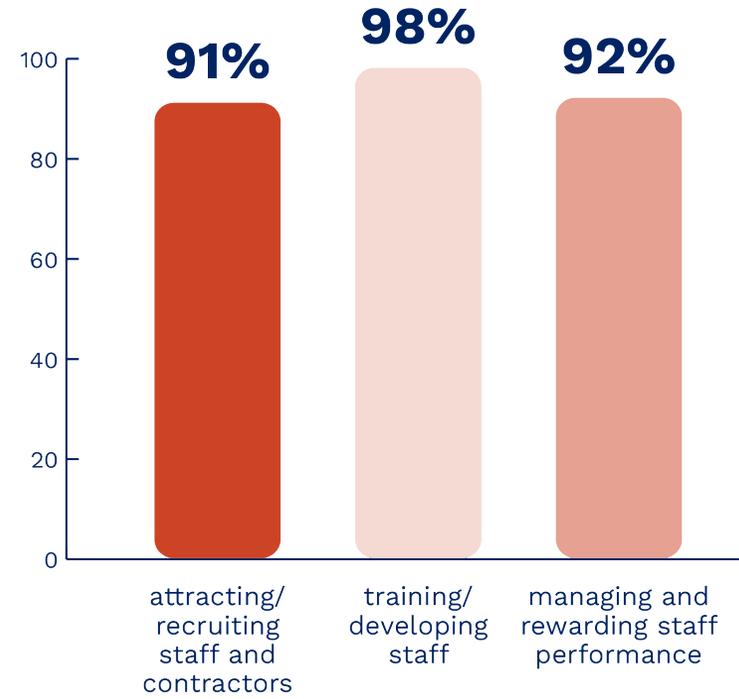
Owners/Managers found
shoulder-tapping/head-hunting
most helpful in recruiting and finding:





Most preferred this as it has context, is culturally relevant and tailored to particular operations, and provides the necessary exposure and experience.

Funding is the greatest workforce development support Owners/Managers need:



Future (of Work) Requirements

The ‘global future of work’* was shifting even before COVID-19, but the pandemic, and recent adverse weather events, have accelerated three broad trends that will continue to reshape work as the effects of the crisis recede: remote work and virtual meetings; e-commerce and other virtual transactions (e.g. telemedicine and streaming entertainment); and adoption of digital technologies, including automation and Artificial Intelligence.

Of these, increased employee expectations of being able to work remotely will be the most significant challenge for the Māori Media Sector — and a number of other sectors that primarily require physical presence.

Like media organisations worldwide, the Māori Media Sector faces the need to adapt to major change in the shape of new technologies, shifting audience behaviours, and changing business models**.

* *McKinsey & Company, What is the future of work?, 2023.*

** *Strengthening the Māori media sector for the future (Cabinet paper), 2022.*

In a domestic context, there will continue to be a high demand for Māori (reo, tikanga and lived experience) capability, and fluidity in the labour market as career-changers seek more work-life balance, and Millennial and Gen-Z participants seek ascension opportunities. Employers, including those in the Māori Media Sector, will need to be more creative in attracting, developing and retaining staff, and will need more bespoke/tailored training packages (including micro-credentials) to balance their business delivery and immediate capability and workforce development (and employee skill/qualification) needs.

From a workforce management perspective, organisations will increasingly need to:

- *expand managers' focus* on strategic clarity, coaching, and empathy (providing employees with purpose);
- *foster outcome-based management* of small, cross-functional teams (empowering and enabling teams and people to perform);
- *increase talent velocity*, especially with reskilling (developing talent marketplaces or hubs for talent redeployment, and reskilling and upskilling people more quickly than in the past); and
- find new zero-cost, high-optionality ways to *collaborate, and increase the rate of technology adoption*.

Gaps

As was identified through the workforce development wānanga:

Limited workforce development capacity:

- Most Māori Media Sector employers lack the scale for full workforce development including planning, marketing, acquisition, integration, optimisation, development, and retention. Short-term funding contracts also make any meaningful workforce development difficult, as teams/capabilities will largely be secured as and when needed.
- The sector's ability to collaborate is limited due to competitive and fixed/short-term funding processes and a lack of support to come together to identify opportunities to pursue shared interests/maximise combined strengths.

Career and qualification pathways are not clear, fit-for-purpose and/or well-understood:

- Many of the traditional pathways through which more experienced members of the sector entered are no longer available, and there are significant gaps between theoretical teachings and practical requirements. At present there is an insufficient flow of sector entrants that have the required skills/qualifications and attitudes to develop successful careers within and across the sector. More visibility of the diversity of roles and opportunities within the Māori Media Sector is required.
- A majority of new entrants to the Māori Media Sector have limited understanding of the sector and opportunities within development/design, production, and delivery processes. Many also:
 - » have limited capability (e.g. have te reo Māori but no content creation or broadcast skills, or have limited platform-specific experience but no content creation or journalism skills); and/or
 - » tend to specialise (by virtue of their employer's business and platform) early without having developed a strong foundation to enable them to work within and across a content creation and broadcast supply chain, multiple platforms, and the Māori Media Sector in general.

Iwi Radio/Media-Specific:

- The 21 Iwi Radio Stations have developed organically without fully structured support resulting in their having to learn ‘on-the-job’ — and consequently deprioritise development and growth opportunities due to operational realities having immediate/greater priority, and management having limited capacity when having to ‘pitch-in’ to sustain operations.
- Critical gaps are increasingly evident, including technical capabilities — particularly relating to the understanding and maximisation of production, platform and transmission technologies, and management and governance capabilities. These gaps aren’t affecting operations, but they are limiting growth and development opportunities — for the Iwi Radio Stations individually and collectively, and as critically, for their workforces.
- The specialist knowledge and experience that some Iwi Radio Stations would benefit from is not always located in the communities in which they operate. As such, costs in accessing such expertise invariably increase with the addition of travel and accommodation costs, resulting in compromises/sacrifices elsewhere — or in making the expertise effectively unaffordable (despite being highly needed/desired).

Reo-Specific:

- Whilst there are a range of Reo development options (e.g. through tertiary courses and other less-formal pathways), very few are specifically tailored to meet the needs of the Māori Media Sector. This spans basic knowledge/proficiency through to the highest levels of proficiency and ‘whakaaro Māori’ — enabling stories to be told from iwi/hapū and Māori perspectives.
- More focus is also required on dialect and rohe-specific needs as these offer further depth to the distinct characteristics (and consequent storytelling) of particular hapū and iwi. Whilst Te Reo Māori is supported by the Crown through its commitment to the Maihi Karauna and Te Whare o Te Reo Mauriora, te reo ake o tērā iwi, o tērā iwi remains an essence of being tangata whenua, as recognised in Article II of Te Tiriti o Waitangi.

Priorities

Workforce Development Cycle Element	Action	Timeframe
<p>Planning (and support for Marketing, Acquisition, Integration, Optimisation, Development and Retention)</p>	<p>Support targeted investments in, and coordination of, workforce development within and across the Māori Media Sector. Foci could include supporting the Sector in creating a workforce pathway framework and strategy (potentially working with Ngā Aho Whakaari and Iwi Radio), coordinating different cross-sector work experiences based on kaupapa/key events (e.g. Matariki or Te Matatini), and potentially managing a ‘moving workforce’ within the sector to fill immediate gaps.</p> <p>Through the wānanga workshops there was a recurring interest in cross-sector coordination of workforce development. Whilst it was acknowledged that Te Pae Tawhiti exists (in an advisory capacity, and having been inactive for some time now), it was thought that a more representative (of the diversity of Māori Media Sector interests), and more specialist (workforce development rather than general industry) capability would be required. It was identified that a coordination role would:</p> <ul style="list-style-type: none"> - Need to be inclusive of all interests in the Māori Media Sector; - Need to have access to/influence with decision-makers in a range of sectors including education/tertiary education/qualifications, business development, government in general, and ‘public’/ mainstream media; - Develop and implement a collaborative approach to sector promotion and workforce development, and enable the sharing of information, insights and expertise across the sector; - Enable a shift (even if only incrementally/in parts) towards a shared workforce. 	<p>Immediate</p>

Workforce Development Cycle Element	Action	Timeframe
Planning (and support for Marketing, Acquisition, Integration, Optimisation, Development and Retention)	Create a framework that enables both vertical and horizontal pathways across the sector and potentially overlaying micro-credentials to support work experience gained. This could be broken down into the following career pathway options: technical expertise (below-the-line); management/financial/production management pathways (above-the-line); and creative — especially for those that don't necessarily want to set up their own production company.	Medium-term
Marketing	Develop a sector-led promotional campaign showcasing the range of roles/opportunities in the sector, and (where relevant) training pathways. Kura and Wharekura will be targeted to attract potential entrants, and broader Māori audiences to attract potential career-changers (with reo, tikanga and lived experience, and leadership/mentoring experience).	Immediate

Workforce Development Cycle Element	Action	Timeframe
Marketing, Acquisition and Integration	Develop a sector-wide development plan that supports new entrants into the sector to understand the end-to-end process of content creation. The sector can provide work experience in each of these areas i.e., starting in a production company where ideas are created, through to iwi radio and moving towards broadcast quality at Whakaata Māori.	Medium-term
Marketing Optimisation and Retention	Hold biennial summits to explore cross-sector-collaboration opportunities, recognise excellence, showcase content, and enable potential entrants (especially rangatahi) to see first-hand the magic that is the Māori Media Sector.	Immediate
Development	Developing technical and leadership/business development capabilities in our current workforce to meet immediate/short-term needs, and (where possible) giving them experiences across different content types/platforms.	Immediate
	Work with Toi Māori (Workforce Development Council), the NZ Qualifications Authority (NZQA) and the Tertiary Education Commission (TEC) to develop bespoke/tailored micro-credentials for the Māori Media Sector.	Medium-term
	Explore opportunities to create a networked labour market (like a structured gig economy), whereby staff and contractors have more security in moving within and across the sector as their specific skills are needed across projects/as evident development opportunities emerge.	Medium-term

ANNEX

Māori Media Sector Workforce Survey Results

Current Workforce

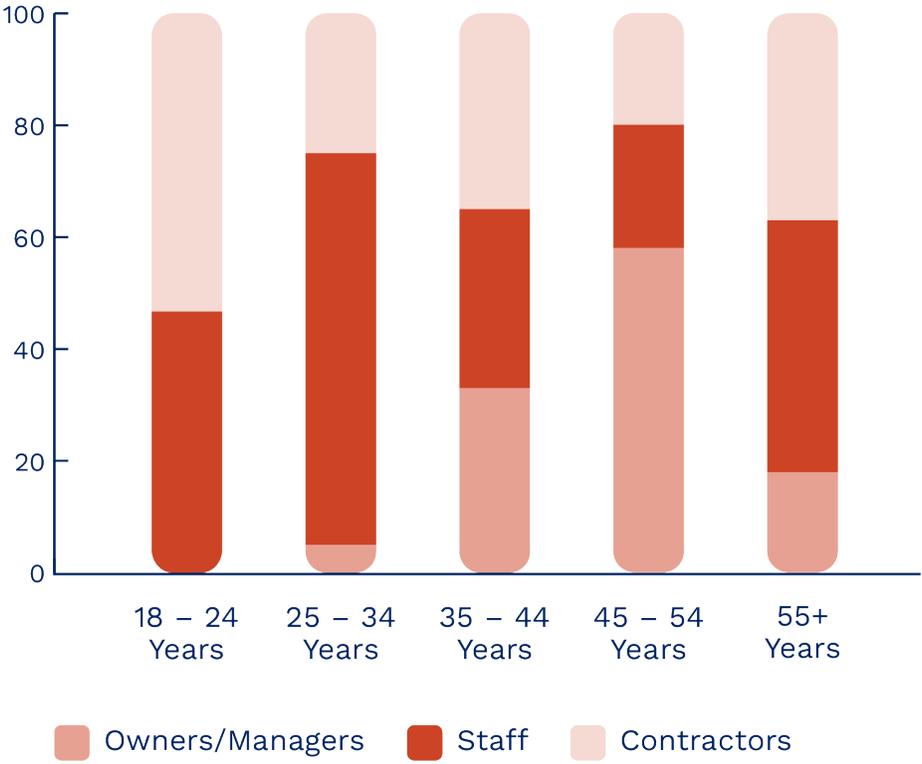
Demographics

Exact workforce numbers are not known, but are estimated to exceed 1,500 nationwide. Like the wider screen sector, it is estimated that around 70% of MMS members are SMEs/self-employed.

Whilst not representative of the whole sector workforce, the 165 responses to the October 2022 workforce survey provide valuable insights into shared (with the wider media sector) and distinct workforce development and retention challenges and opportunities. The results also generally align with anecdotal feedback from sector members:

- The majority of total respondents were aged 35-44 and 45-54 (34% and 29% respectively). Owners/Managers were primarily aged 35-44 and 45-54 (36% and 50% respectively); Staff were primarily aged 25-34 and 35-44 (25% and 33% respectively); and Contractors were primarily aged 35-44 and 55+ (34% and 31% respectively).
- The majority (69%) of respondents were Female, with 30% of respondents identifying as Male, and 1% identifying as Non-Binary.
- Most (85%) respondents identified as Māori.
- Fifty nine percent of all respondents have worked in the Māori Media Sector for 10+ years. This included 88% of Owners/Managers, 37% of Staff, and 55% of Contractors (working on and off in the sector).

Demographics



Current Workforce

Workforce Development Provided

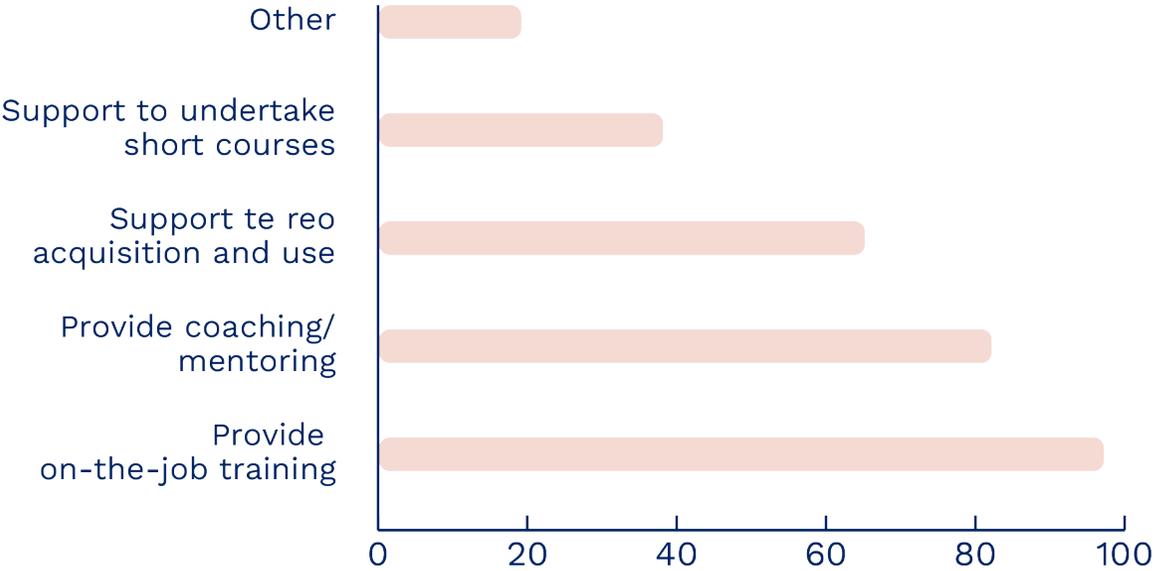
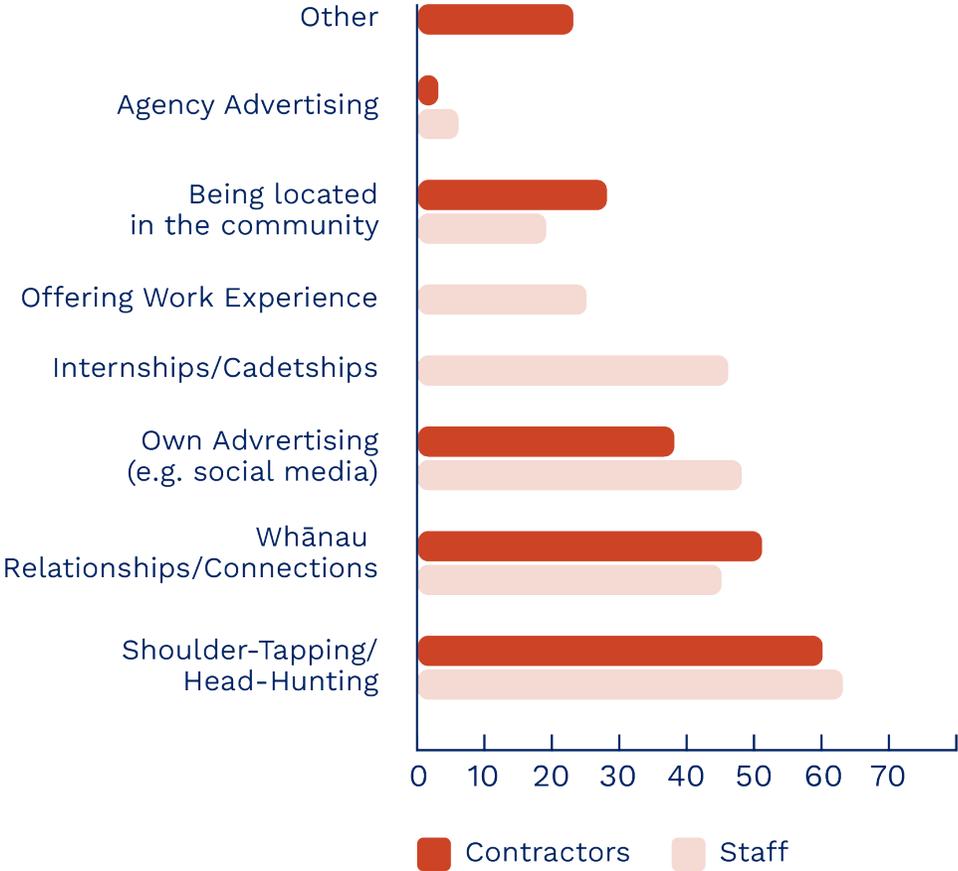
Owners/Managers reported that they had found shoulder-tapping/head-hunting most helpful in attracting/recruiting staff and finding contractors (60% and 63% respectively), followed by utilising whānau relationships/connections (45% and 51% respectively). Other methods for finding contractors included using temp agencies, industry networks and peer recommendations.

Of the 90% of Owners/Managers that trained/developed staff (the remaining 10% not having the time or budget/resources):

- 97% provided on-the-job training, 82% provided coaching/mentoring and 64% supported te reo acquisition and use;
- other supports included building community networks, undertaking online training, and actively using te reo Māori; and
- most preferred on-the-job training as it has context, is culturally relevant and tailored to particular operations, and provides the necessary exposure and experience.

Of the 90% of Owners/Managers that managed and rewarded staff performance, 72% provided pay increases, 67% provided promotions with more responsibilities, 51% provided bonuses, 49% provided koha/rewards, and other rewards (23%) including public acknowledgements, staff outings, and support for development opportunities (training and travel).

Workforce Development Provided



Current Workforce

Workforce Development Received

Staff reported workforce development supports that they had found most helpful included on-the-job training (60%), te reo acquisition and use (33%) and coaching/mentoring (32%). Other supports included project management and self-directed (website development) learning opportunities.

Contractors also identified that workforce development supports they'd found most helpful included on-the-job training (44%), te reo acquisition and use (31%) and coaching/mentoring (27%). Other supports included Reo Wānanga, specific qualifications, and (as a development opportunity) providing training/short courses and mentoring.

“Some of the polytech and university courses don't seem to be very effective. They are expensive, time-consuming and don't always result in graduates who are work-ready”.

“Training should be available across all disciplines of the Māori Media Sector”.

“The sector needs more money to retain kaimahi and provide [development] opportunities”.

Workforce Development Received



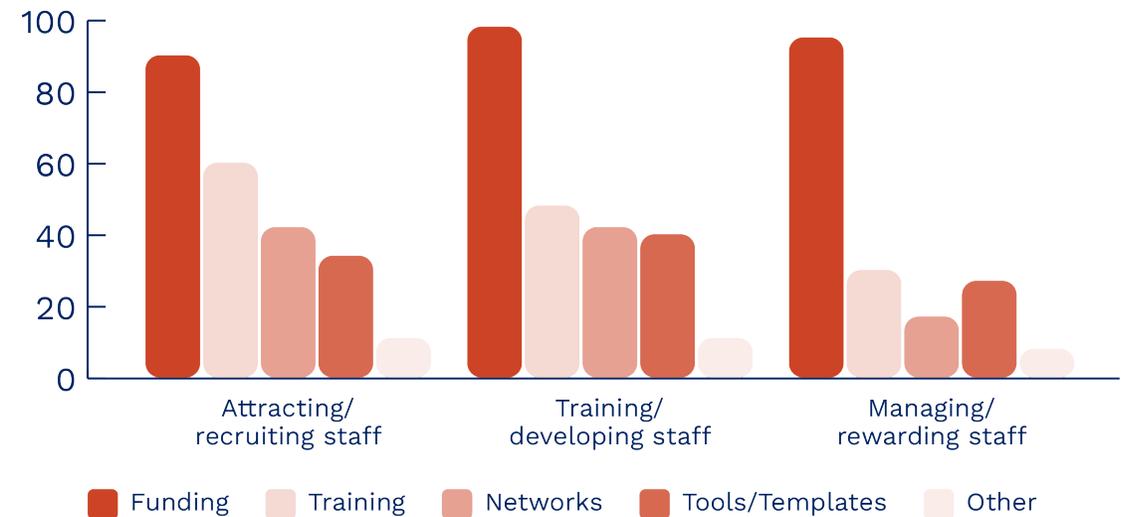
Workforce Development Support Needs

In terms of workforce development supports, Owners/Managers identified:

- (for attracting/recruiting staff and finding contractors) most (91%) need funding, followed by training (being available, relevant and accessible), networks, tools/templates, and increased access to housing, childcare and more te reo Māori speakers;
- (for training/developing staff) most (98%) need funding, followed by training (being available, relevant and accessible), networks, tools/templates, and other supports such as a database of Māori Media Sector skills and more digital resources to support development; and
- (for managing and rewarding staff performance) most (92%) need funding, followed by training (being available, relevant and accessible), tools/templates, networks, and other supports such as information on employment legislation and policy requirements, and organisational structure/tier options.

“For production companies trying to bring more people through, the funding doesn’t increase to give those experienced HODs more pay to take into account the training they need to give (as well as doing their own jobs), nor does it account for the extra time required to train people”.

“The need to retain Māori should be a high priority (with many being skilled and passionate), but the industry is so insecure that a person would leave to work at a place that gives them a permanent role and a pay cheque at the end of every week”.



Current Workforce

Workforce Development Barriers/Issues

Workforce development barriers/issues that Owners/Managers have faced in the last 12 months include:

“The lack of training options and funding has created a huge issue now when trying to upskill staff. We do spend a significant amount of our own budget ensuring that both new/current staff are trained, otherwise we wouldn't be able to keep up with the demands of the ever changing requirements within the industry. Attracting staff to this industry is also a huge barrier when we are not able to pay a decent wage”.

Lack of budget (to afford salaries, pay for relocation costs etc.)	83%
Lack of people with the required skills	83%
Inability to compete with other sectors (offering higher salaries etc.)	66%
Lack of te reo Māori speakers	61%
Lack of sustainable work/continuity of work	49%
Lack of people living locally	46%
Lack of time/capacity	41%
Lack/affordability of housing/location limitations	31%
Lack of sources/networks (through which to identify/attract staff)	27%

Workforce development barriers/issues that Owners/Managers have faced in the last 12 months include:

“Overworked, underpaid, not well-regarded in the public eye and very few perks”.

“No training plans, no succession plans, insecure tenure and low wages”.

Lack of understanding of sector/work (making it difficult to attract staff)	12%
Lack of knowledge of staff development options	12%
Lack of knowledge of performance management and reward processes and options	12%
Other (including lack of childcare facilities, unreliable internet connections, lack of camera operators throughout the country, and lack of locally provided training/ supports)	12%

Current Workforce

Critical Capability Needs

Having already prioritised Te Reo Māori, lived experience and ‘soft skills’, key **technical** skills that Owners/Managers identified that they need to support their organisation’s growth/development include:

Editors	68%
Writers	59%
Directors	49%
Researchers	49%
Camera Operators	49%
Production Assistants	46%
Graphic Designers	44%
Journalists	41%

Sound Engineers	68%
Digital Engineers	59%
Technical Engineers	49%
Other (including Data Scientists, Project Managers, Social Media experts, Tech ‘Geeks’, multi-skilled (e.g. Director/Editor or Camera Operator/Editor or Producer/Director), experienced Producers and te reo Māori experts)	49%
Radio Transmission Engineers	49%
Make-Up Artists	46%

Key **leadership and/or business development** skills that Owners/Managers identified that they need to support their organisation’s growth/development include:

Production Management	62%
Revenue Creation	55%
Marketing	55%
Entrepreneurship/Business Development	55%
Proposal Development	40%
Sales and Advertising	38%
Sponsorship	38%

Financial Management	33%
Communications	33%
Project-Based Planning	31%
General Management	29%
Training/Mentoring	29%
Governance	26%
Other (including financial administration)	7%