



Library and Information Association  
of New Zealand Aotearoa  
Te Rau Herenga O Aotearoa

## TOI MAI WORKFORCE DEVELOPMENT CONSULTATION

Te Rau Herenga o Aotearoa LIANZA are responding to the draft workforce development plans prepared by Toi Mai. These are *Torona Pakiakatia* for Māori and Pacific conservators and curators, and *Torona Kaupekatia* for libraries and archives.

Toi Mai is seeking feedback on these plans by August 10.

[Torona Kaupekatia](#)

[Torona Pakiakatia](#)

## ABOUT TE RAU HERENGA O AOTEAROA LIANZA

Te Rau Herenga o Aotearoa, ([LIANZA](#)) has provided leadership to the wider library and information profession for over 123 years.

With a strong national network, active member communities and volunteer base, an established profile, and strong international connections, LIANZA spans all parts of the diverse library and information sector. This includes public, school, tertiary, health, prison, tertiary, special libraries and information services. LIANZA is the peak body for the library and information sector.

LIANZA works closely with [Te Rōpū Whakahau](#), the professional body for kaimahi Māori in libraries. LIANZA also maintains a strong relationship with Te Puna Mātauranga o Aotearoa, The National Library of New Zealand. We have strong links to the wider GLAMMIR sector and are a member of the International Federation of Library Associations (IFLA).

Our networks and support extend to the Pasifika library community. We work closely with our LIANZA Pacific Information Management Network and with libraries in the Pacific.

## INTRODUCTION AND RATIONALE

The Toi Mai plan was developed to address sector challenges related to representation, diversity, and retention.

While these draft workforce development plans highlight some of the challenges and opportunities in attracting, training, and retaining library and information kaimahi, they do not fully address why the sector face issues of declining numbers and the low numbers of Māori and Pacific kaimahi in the sector.

The paucity of Māori and Pacific people in roles is not isolated to the library and information sector. This is true of every part of the public sector.

Likewise, issues in attraction and retention are wider public sector workforce issues. One of the significant reasons for staff leaving during their first two years in libraries is the low wage levels

for library assistants. [Pay equity is a documented issue for the sector](#), the basis of a pay equity claim, and one which workforce development will not address. Toi Mai has not acknowledged this in their plan, although it is well-known in the sector.

Career pathways into higher pay levels in the sector require higher qualifications that address technical skills in information management, leadership and financial management. Tertiary education grants have been proved to be essential to support kaimahi progressing from the lower-qualified entry-level roles into library and information career pathways.

As census data shows, New Zealand's library and information workforce is older, and the recruitment of younger people who are representative of our communities, including Pacific peoples and iwi Māori, are a goal for the sector as well as for Toi Mai.

While awareness of library and information sector careers among akonga/students is limited, we suggest that other actions would be appropriate to address this issue, such as promoting library and information roles as career options in high schools.

As a sector comprising multiple publicly funded organisations, libraries already understand and have demonstrated a commitment and effort to be welcoming, inclusive, and encompassing of Te Ao Māori and Te Tiriti o Waitangi.

Dramatic growth in Māori and Pacific kaimahi would require a centralised, funded, and Māori and Pacific-led sector strategy and implementation plan, in tandem with employers.

## **ACCESS TO QUALIFICATION GRANTS**

LIANZA note that on page 34 of the report highlights the uptake of the Ministry for Culture and Heritage's Regeneration Fund scholarships. LIANZA data below to prove otherwise.

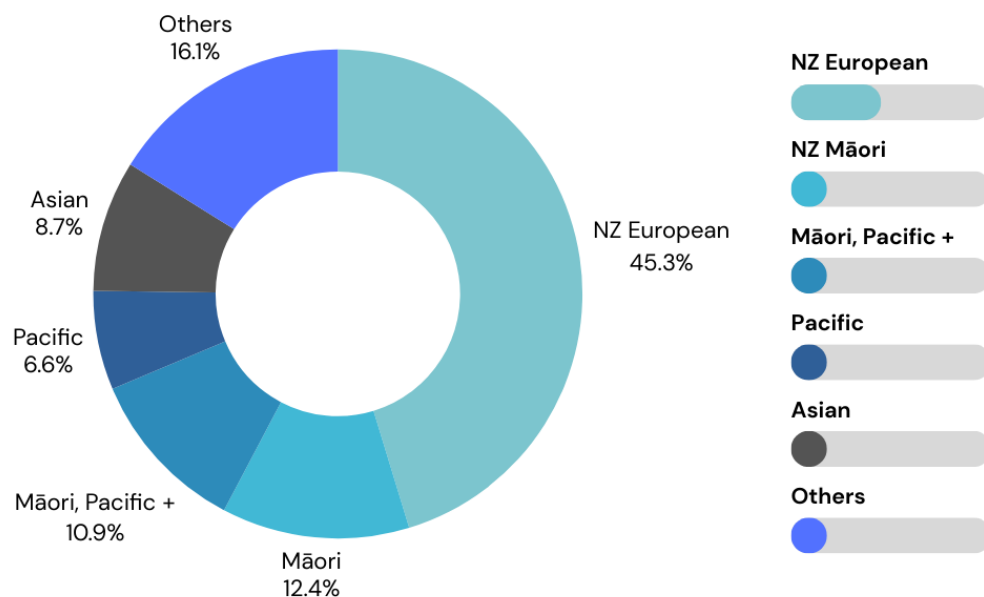
The data referenced in the report ([Te Rito, Insights from learners and staff at Te Pūkenga, June 2021](#)) indicates that financial constraints and pressure were a consistent barrier to study, but that other complex barriers existed.

LIANZA has seen this complexity in the qualification pathways of recipients of LIANZA SLANZA Tertiary Grants. We believe these are what Toi Mai is referring to under the Ministry of Culture and Heritage Regeneration Fund scholarships. However, our experience with these grants has helped us understand the value of financial support for tertiary qualifications for library, information and archive qualifications from 2022 to 2029.

Over 2022 and 2023 grants were made through the [LIANZA SLANZA Tertiary Grants Scheme](#). The aim of these grants was to:

- upskill the current workforce with library and information tertiary qualifications
- attract new people to achieve tertiary qualifications and gain employment in the library and information sector
- ensure the workforce is qualified and future-ready to demonstrate the value and impact of library and information services.

## ETHNICITY



Applicants who were Māori or Pacific ethnicity were given priority in the funding applications.

Of the approximately 140 successful grants, a third of the recipients were under 30, and almost half were under 35. While 19% were new to the sector, the vast majority were already working in the sector. Nearly a third of recipients were Māori or Pacific (or both). It will be helpful for reviewers to view some of the grant recipient stories [here](#).

The process indicated that promoting LIS careers earlier to young people would be an extensive exercise beyond the scope of the grants project. However, some [successful collateral](#) was developed in the process.

## CONSULTATION

We note that this plan has been developed based on “informal discussions”. LIANZA believe that this document has not received wide consultation and is an incomplete picture of what the sector does or could do, and how we respond to the above issues.

## TERMINOLOGY

The terminology of GLAMMI to incorporate the Gallery, Library, Archives, Museum, Marae and Iwi does not effectively represent the library and information sector. It omits the important inclusion of information management– which is an essential part of what library and information kaimahi do.

## TORONOA PAKIAKATIA

### *Conservators & curators workforce development plan*

We know that Aotearoa needs to invest in training more indigenous conservators and curators to preserve and care for the thousands of nationally significant taonga held in museums, iwi and Pacific collections and other cultural institutions.

LIANZA supports the need for initiatives to be increased, to develop and support more Māori and Pacific conservators and curators appropriately. We do not believe it is our place to comment on the plan and would support other organisations in this area, such as Museums Aotearoa.

## TORONA KAUPEKATIA

[Document here.](#)

LIANZA is concerned that Torona Kaupekatia does not address the workforce development issues of the sector, and it is not a workforce capability plan for the library, information, and archive sector. This is essentially a reflection of the current state and some recommendations that could form the basis of a plan.

The final recommendation suggests the coming together of key groups. However, the document does not outline the fragmentation of the sector with numerous groupings. It could outline the problem a little more clearly in terms of a fractured sector creating risks around planned, cohesive workforce development, as part of that recommendation.

We note that the report says:

“The Library and Information Association of New Zealand (LIANZA) also recognises workforce issues and has developed Te Tōtara Workforce Capability Framework to provide a comprehensive tool for individuals, teams and organisations to understand and fill capability gaps, using the environmental metaphor of the tree as a structure. The framework has been adopted by several libraries throughout New Zealand, and LIANZA continues to promote its uptake and adaptation.”

In fact, Te Puna Mātauranga, the National Library, developed Te Tōtara capability framework with wide input from across the sector and in collaboration with associations in Aotearoa New Zealand, Australia, and the United Kingdom. The framework encompasses most of the capabilities required for individuals working in libraries, information services, and related teams.

By June 2022, a draft framework of Te Tōtara, with a workbook as a supporting resource, was available for the sector to use on the National Library website. In late 2023, LIANZA received funding to implement the Te Tōtara Capability Framework between March 2024 and June 2025. Up to this point, the framework was relatively unknown in the sector but is now being widely adopted in public, tertiary and some special libraries. Less so in school libraries at present. All sector representative organisations have [endorsed the framework](#).

The [framework and resources for Te Tōtara](#) are now widely available for the sector to use, and an active community of practice group supports library and information services looking to use it in their organisation.

LIANZA's next step is to make the framework central to its Continuing Professional Development scheme, which will be launched in September. LIANZA is developing a CPD tool and pathway based on the *Te Tōtara Capability Framework* that will lead to professional recognition and introduce a new Professional Recognition Scheme **Cert.LIANZA**. This will be for members at every level and in every role, whether they hold a formal qualification or not. It offers a more inclusive and responsive pathway, allowing LIANZA to reflect the diversity of our profession and align with the direction our members clearly support.

The framework incorporates understanding of Te Tiriti o Waitangi and Te Ao Māori and is promoted as a flexible, bi-cultural workforce capability framework. See Appendix 1.

## **MĀORI AND PACIFIC CULTURAL FRAMEWORKS**

Te Tōtara provides a shared language across a diverse sector, offering a resource for customisation to fit the particular role, context, and service in the library and information sector.

The framework is grounded in professional values, behaviour and ethics. It promotes the importance of relationships with mana whenua and of local mātauranga Māori. It was both developed and piloted with [Te Rōpū Whakahaui](#) and the [Whiria te Tangata programme](#).

Consultation with Māori and Pacific kaimahi has continued with support for adaptation and customisation to build the capability of the Māori and Pacific workforce. The capabilities (knowledge and skills) are future-focused, supporting the development of the technological dexterity needed by every library and archive service.

The Mātauranga Māori Standards have been developed internally by the National Library and were only recently finalised. These have not been distributed for general use in the sector at this time. The Standards provide a comprehensive approach to assessing organisational effectiveness in upholding Te Tiriti o Waitangi and empowering mātauranga Māori knowledge and voices in libraries and archives.

## **SPECIFIC COMMENT ON ACTIONS AND RECOMMENDATIONS**

LIANZA make the following comments on the actions and recommendations proposed by Toi Mai:

- Toi Mai will review the existing New Zealand Certificate in Library Practice (Level 3) and consider how the qualification can be updated to provide assessment in the workplace, such as skill standards, and research possible ways of developing vocational NCEA pathways.

*LIANZA comment: We don't believe a level 3 certificate is necessary. LIANZA intends that CertLIANZA, endorsed and managed by the library and information sector and framed within Te Tōtara, to be fit for purpose for library and information kaimahi.*

*We do believe that promoting library and information careers to young people would be very helpful.*

*Open Polytechnic provides those qualifications below level 7 and the two Runanga, whom we would hope are consulted about these proposals.*

*Evidence collected for the library assistant pay equity claims revealed that the skills required for library work are categorised into 22 distinct areas, ranging from information technology to communication, cultural sensitivity, legal expertise, teaching skills, and financial management. LIANZA suggests that these skills may warrant a higher qualification than level 3. Please see appendix 1 which shows the seven capability groups and 23 capabilities included in Te Tōtara Workforce Capability Framework.*

- Toi Mai to investigate further options for work-based learning at a sub-degree level in the libraries and archives sector.

*LIANZA believes that our future work in this area, providing a meaningful and certified continuing professional development journey, will address some of the workplace and non-academic learner needs in this area.*

- Toi Mai to work with LIANZA and Open Polytechnic to consider how to map Te Tōtara to vocational qualifications to create career pathways and support for high school students and tertiary students interested in pursuing a library career.

*LIANZA is already working with a sector representative group and Open Polytechnic on this. Toi Mai may be better placed to work with Careers NZ to explore how library and information work can be promoted to youth when they are considering career pathways.*

## **COMMENT ON RECOMMENDATIONS**

- That Open Polytech partner with SLANZA to provide courses for school librarians.

*This recommendation does not acknowledge the cross-sector training requirements for library kaimahi or the training already provided eg by [National Library Services to Schools](#).*

- That library qualifications are developed and/or reviewed to enable them to be eligible for vocational pathways, such as trades academies.

*Reviewing library qualifications is a given and should be done regularly. However, establishing a 'library trade academy' does not address the skill requirements for many library kaimahi. There are other suggestions LIANZA would make to enable different 'non-academic pathways for kaimahi in library and information services – such as our certified CPD pathway based on Te Tōtara.*

- That iwi Māori, hapū and Pacific communities are consulted about their training needs and cultural values during the review of VET qualifications and the development of new qualifications by the future Industry Skills Board to which vocational library and archive qualifications are assigned
- And, that cultural frameworks for managing Māori and Pacific taonga are based on mātauranga Māori and incorporate te reo Māori and Pacific values and knowledge when relevant VET qualifications are developed or reviewed.

*We do not see any evidence that this is not already occurring. We know that it is in fact already occurring, eg with Te Tōtara implementation and the work of Te Wānanga o Raukawa and Te Wānanga o Aotearoa, and on the Tertiary Grants project to promote their qualifications.*

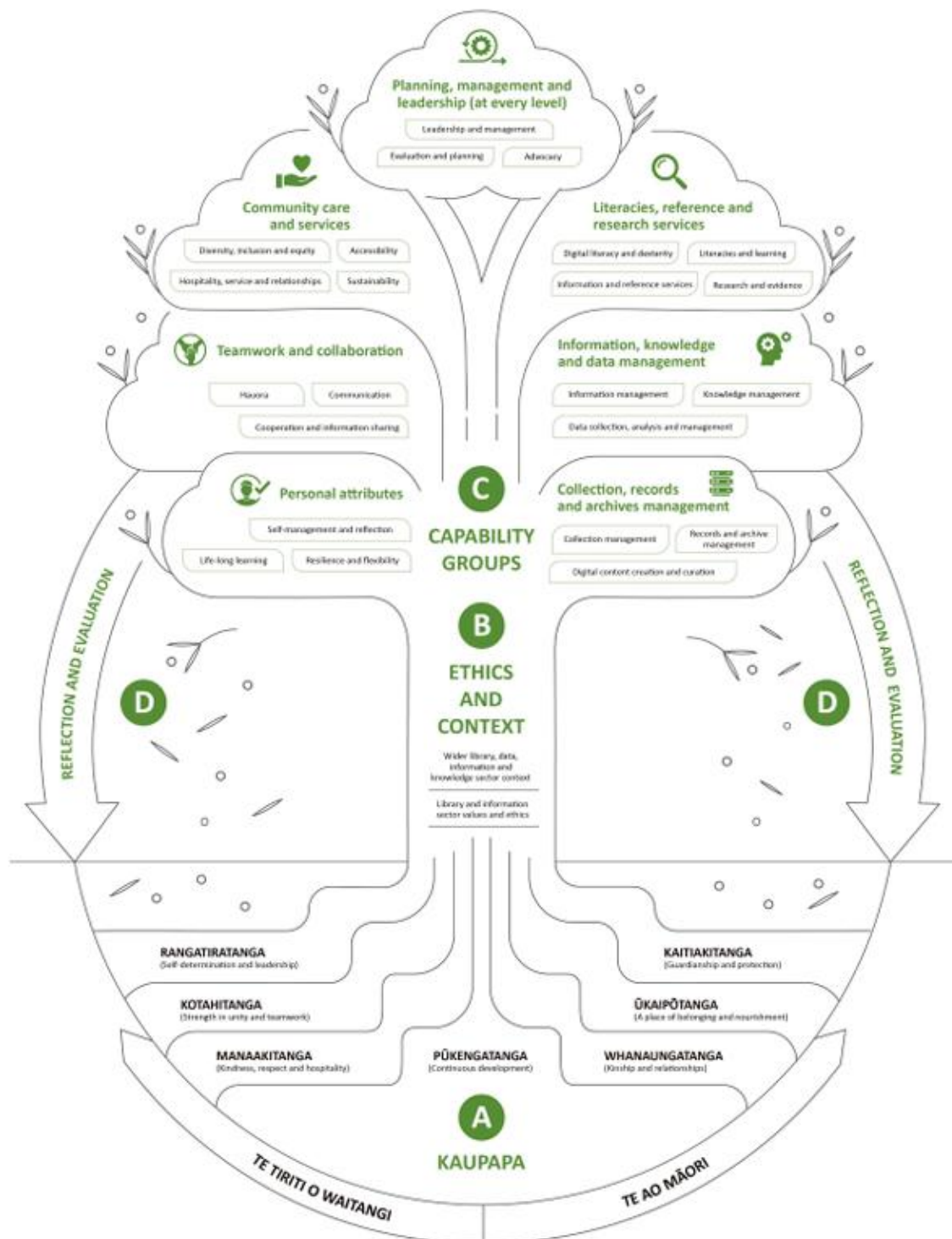
*LIANZA would suggest that consultation with Te Wānanga o Raukawa and Te Wānanga o Aotearoa should have occurred before this document was produced.*

- that National Library, Te Rua Mahara o te Kāwanatanga Archives New Zealand, Te Paerangi National Services, Kāhui Kaitiaki, and Museums Aotearoa convene a working group that includes iwi and Pacific representatives to discuss skills needed for the future and agree on common areas of training for the GLAMMI sectors.

*The National Library is not the representative of the library and information sector. They are Aotearoa's national library and, as such, a government entity. LIANZA and Te Rōpū Whakahau represent library and information kaimahi and services. We are quite sure that the National Library would agree with this.*

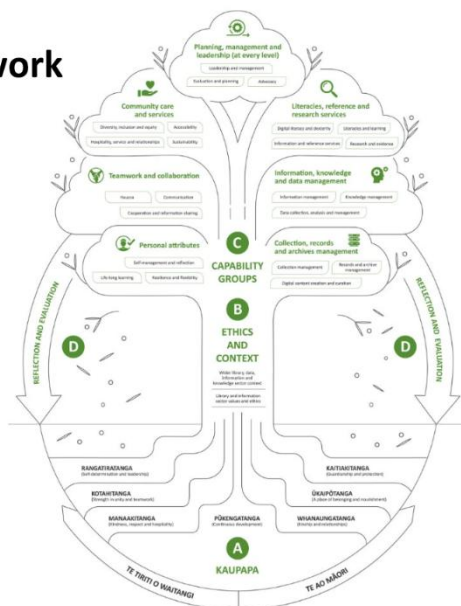
*Such a working party would need to address the risks of a fractured sector to ensure a planned, cohesive workforce development.*

## APPENDIX 1 Te TōTara Workforce Capability Framework





## Te Tōtara Framework



## Ngā Rūhā | Capability Branches

