

# Everyone works in the same way don't they?

## *YEAH, NAAHHHH*

Why didn't Sione tell me that he could fix that mechanical problem?



Because he was with some older workers. In his culture, it's considered rude to promote yourself above the older guys.

# Ever wondered why some Pacific migrants work differently from you?

The cultures of Pacific peoples may be similar, but each is unique and how they work may impact on how you work and manage your workplace. Here are some things Pacific peoples say about the way they work.

I don't interrupt other peoples' conversations. I will usually wait until they finish talking and then I will approach them, even if this takes up time.

When I am new to the job, I like to be told exactly what I have to do.

I am a practical and visual learner. If you show me how to do the job, I will learn fast.

I think it's disrespectful to question what my boss tells me to do, even if I know I might be right.

It is frowned upon to self-promote, so I will usually wait to be asked to do something I am skilled at.

I don't like to disappoint people, so I will always say "yes", even if I know I may not be able to complete the job.

I am not used to speaking directly to the boss. I would usually tell a colleague who would speak for all of us.

I don't normally speak in meetings, unless I am directly asked a question.



# What makes your new Pacific migrant employee tick?

Hey Lui, is Filippo avoiding me? Did you see how when we were talking, he walked all the way round the floor, instead of just walking between us?



That's because we're the bosses and in his culture it's rude to walk between us.

# Knowing a little about some cultural differences can help you and your employees work together better and minimise misunderstandings.

Here is some of the things **Pacific migrants** value:

- Patriotism and nationhood
- Community and collectivism
- Our Churches are our home away from home
- Extended families/aiga/kainga
- Maintaining relationships
- Roles and status
- Respect, humility and reciprocity
- Obligations and duty
- The individuals needs are considered in light of the collective needs
- Jobs and the income they provide help to support these values

What **Kiwis** value

- Work status and income levels
- Individual opinions being expressed openly
- Security
- Nuclear families and friends
- Choices and the freedom to choose, particularly as individuals
- Honesty and loyalty

**Other migrants** in New Zealand value:

- Education for children
- Clean environment
- Networks in their community
- Access to information and knowledge especially through ultra-fast internet



# How can cultural differences impact the workplace?



Lorraine – Bupa

“On 12 July I noticed that about eight of my Kiribati staff didn’t turn up for work. I found out it was Kiribati Independence Day. They are really patriotic and they will always celebrate this cultural day. I think it is great for migrants to maintain their connection with ‘home’, so I have asked them to let me know well in advance in the future, so I can arrange for other staff to cover for them.”

**Lorraine from BUPA has been employing Kiribati migrants for over eight years and she has some tips on how to support your Pacific migrant employee:**

- ✓ Allow for your staff to take part in community events and make sure they know how to ask for leave in advance.
- ✓ If you get invited to attend your Pacific migrants community events as a guest, go because it helps to strengthen the relationship and you will learn more about them and their culture.
- ✓ **A word from the Ministry of Business, Innovation and Employment:**  
In New Zealand, employers and employees can agree to transfer the observance of a public holiday to another working day to meet the needs of the business or the individual needs of the employee. This agreement should be in writing.

## TIP

You can find out more online at: <http://employment.govt.nz/public-holidays>

# Opportunities to maximise cultural difference



**Sheryl,  
Southern Paprika**

“Many Pacific workers have numerous family commitments requiring time off during the year. This is the nature of extended families. They support extended family not only in NZ but also back in the islands. This is important to them. Agree on the rules around taking leave with them so that it meets their needs, but does not compromise your business or their jobs. If you help them with personal commitments, their loyalty will be second to none.”

“We are not that good at taking on leadership roles in the workplace. A lot of guys have leadership skills they use at home and in the church, but we struggle to put our hands up at work. So you may need to encourage your Pacific employees into these roles.”



**Jack, Pacific Steel**



**Matt, Ministry of  
Business, Innovation  
and Employment**

“I didn’t know that Lauulu was a respected leader in his local community in Samoa. When he moved to New Zealand, that leadership role migrated with him. So, I find Lauulu seeks time to attend events and functions because of his leadership role. It is his duty to attend events and gatherings. But he is a great worker and I want to keep him, so I make allowances for him to fulfil his duties and obligations.”



# Adapting communication styles for new Pacific migrant employees

Mele doesn't look happy and seems hesitant to talk to me when I ask how she is doing – is she ok?



She may be too shy to talk directly to you – would you like me to talk to her?

# Communication resources that help

WorkTalk is designed to help improve communication between New Zealand employers or managers and new migrant employees from other cultures.



This online tool explains some local differences about how New Zealanders talk at work. **There is a section for employers** and a section for new migrants.

It may help you communicate more effectively with new Pacific migrant employees.

You may be surprised at how much we assume in our workplace communications. Consider testing yourself online at:

[worktalk.immigration.govt.nz](http://worktalk.immigration.govt.nz)

## TIP

*WorkTalk will demonstrate how asking questions, rather than assuming, will help communication and how checking for understanding will help to make sure your message is understood.*

## Communication channels

If your new Pacific workers seem uncomfortable when they communicate directly with you, then you may benefit by building communication channels with existing Pacific staff:



Identify other Pacific staff that communicate well and ask them to be the liaison person.



Create space and time for staff to meet with you and openly talk about workplace issues.

## Building relationships



Try humour.



Create opportunities to share food and fun.



Small talk works. Check in on new workers every now and then; ask about the weather and sports and how they are doing at home; and ask how their family is getting along. Take an interest in your workers and create a level of openness for them to talk to you.

Ask your new workers questions about the differences between living in New Zealand and their Pacific island.





## English language

When English is your workers' second language it can take a little longer to teach them the ropes.



Terry, Southern Produce

"When the boss talked to me, he spoke really, fast, and I was trying to keep up so I just said "yeah, yeah, yeah". Later when the boss came around to check on my progress, he had to show me what he wanted – and that worked much better".

## Does this happen in your workplace?

## Tips when giving instructions:

- ✓ Keep it simple
- ✓ Slow down
- ✓ Try not to use jargon or explain its meaning
- ✓ Be clear and include all steps in the job, don't make assumptions.
- ✓ Show by example as well by as by telling
- ✓ Provide written as well as verbal instructions (Consider writing important messages in Pacific languages)
- ✓ Use experienced Pacific staff to touch base with new workers to check that they understand the instructions

### Support

You can help your Pacific employees improve their English by referring them to local programmes



English Language Partners (ELP) is a nationwide service with English programmes for Permanent Residents in 23 locations throughout New Zealand. Their English for Employees programme helps people with language skills they need at work.

For more information go online at:

[www.englishlanguage.org.nz](http://www.englishlanguage.org.nz)



For information about learning English:

- Visit [www.newzealandnow.govt.nz/learnenglish](http://www.newzealandnow.govt.nz/learnenglish)
- Call free 0800 776 948 or email [newmigrantinfo@mbie.govt.nz](mailto:newmigrantinfo@mbie.govt.nz)
- Visit [www.newzealandnow.govt.nz/local](http://www.newzealandnow.govt.nz/local) for local information services



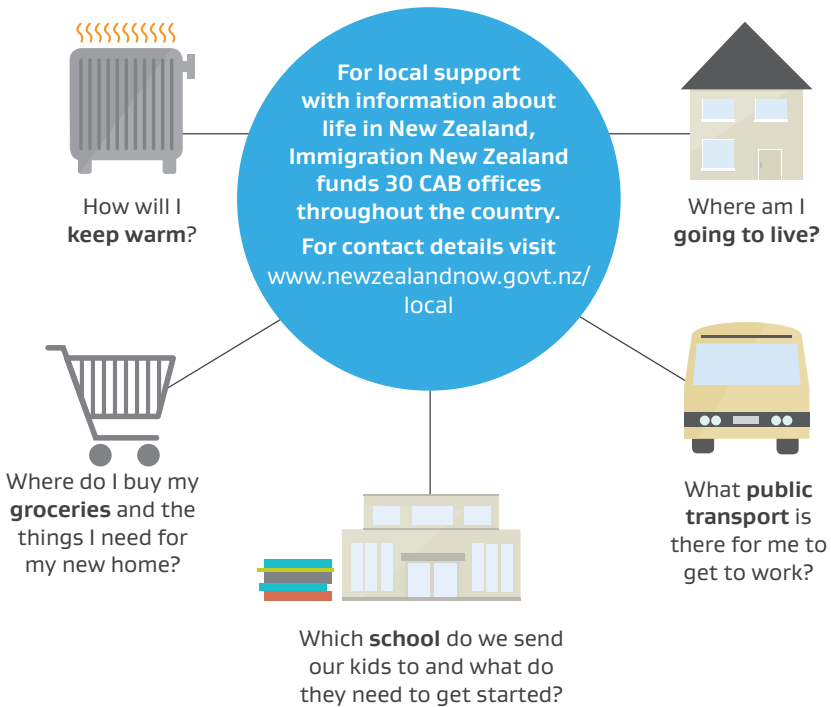
Also see **CARD 10** for information on SKILLSHIGHWAY training



# Settling in well is crucial

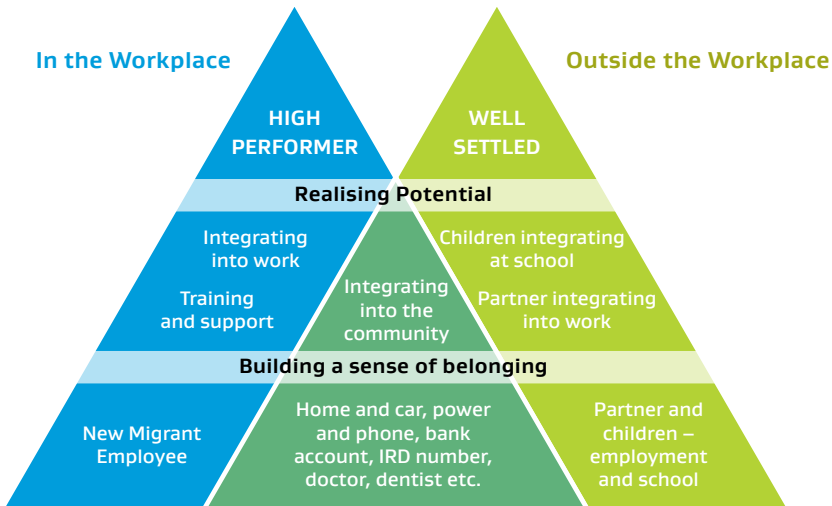
Giving your new Pacific migrant employees time to settle is one of the most important things you can do to contribute to their productivity at work. Settling in a new country is not easy. It takes time and new migrants will have to juggle many challenges. How well your migrant employee performs at work also depends on how well they settle at home and in the community.

These are some of the things your new migrants may need help with.



# Getting settled

Keep in mind your new Pacific migrant employees will be coping with many new ways of doing things outside, as well as inside, your workplace. The diagram that follows highlights the complex and dynamic process of settling in, at work and outside work.



## The nuts and bolts of starting out

Many new Pacific migrant employees have partners and families and need time in their first few weeks to organise the nuts and bolts of starting their new life in New Zealand as well as in your workplace

### TIPS

- Organise staff activities that include family.
- Encourage staff to keep an eye on newcomers and their families and ask how they are settling in. Being interested in how your new Pacific migrant employee and their family is settling in will help them to perform well and help you identify what support they may need along the way.



# Balancing roles and obligations

Because many Pacific peoples are here I thought it would be easy to settle – but there is a lot more to it than I expected. My English is not so good, so I find it hard learning many of the new things I need to know.

## LEARN ENGLISH

My church is the place that reminds me most of home, but I also have obligations there, and to my family and my community. It means there are a lot of things to think about and do.

## CHURCH

## WORK TO PROVIDE

As well as getting used to my job, I have to make sure my family is settling well. There are bills to pay, and plenty of jobs to take care of at home. If my family is not happy living here, then I will worry about them when I am at work.

## SUPPORT FAMILY

I need money for my family and for my village back home. They also depend on me there for financial support. I have to look after my family here, but I also send money home – this is really expensive.



# A little training goes a long way



Fetu found it hard to turn up to work. Not because he didn't like his job but because of the growing impact of pressures outside of his workplace. When he did turn up, it was more in body than in mind.

But thanks to a customised financial literacy and planning course at Pacific Steel, Fetu is now arriving at work without the weight of the world on his shoulders. Fetu is better able to manage his money and not worry about loans. This has reduced his stress levels and he is now more confidently providing for his family. His work performance has also improved.

## Help for your new Pacific migrants in managing obligations

Pacific migrant employees are strongly connected to their family, community and their Church here in New Zealand and back home in the Pacific. They may struggle to deliver on the expectations of these three key connections and the strong obligation they feel to provide for others.



Pacific Business Trust – runs courses in Financial Literacy

[www.pacificbusiness.co.nz](http://www.pacificbusiness.co.nz)

## SendMoneyPacific

Send Money Pacific is a Government funded website that Pacific people in New Zealand can use to compare the costs of sending money to the Pacific. It will help the sender find the cheapest rates of sending money home. The information is free and is independent of any money transfer operator.

Go online at:

[www.sendmoneypacific.org](http://www.sendmoneypacific.org)



MoneyPACIFIC offers free, independent guidance so that you can make the best choices for your money. We are not selling you any products or services. This website is full of smart tips, amazing stories and some great tools to get you going – at any stage of life.

Go online at:

[www.moneypacific.org](http://www.moneypacific.org)



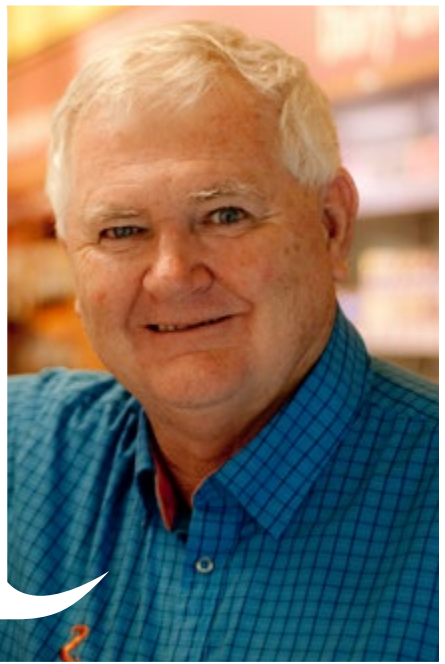
Better understand and support your Pacific migrant employees



# Getting to know your new Pacific migrant employees

## Setting realistic expectations

"I travel offshore to interview and select my team of workers from within their own context. It really helps to see them and their families before they come to New Zealand and I get the opportunity to make sure they really understand what they're getting themselves into before they agree to work for me."



## Planning for cold weather

Adapting to the New Zealand weather is a big issue. I really feel for my guys when they arrive in New Zealand and they have to work through their first winter. Everybody gets sick and you will see people in spring time walking around with jackets and gloves while we are walking around in short-sleeved shirts. They really feel the cold.

## Tips from Tony Burnet



- ✓ Build rapport with your Pacific workers earlier, rather than later and, if you can, go offshore to recruit them. (Immigration New Zealand can help you with offshore recruitment; see **CARD 11** for more details.)
- ✓ Keep things simple and personally welcome them to New Zealand when they arrive.
- ✓ Manage their expectations by discussing the realities of the work up front.
- ✓ Give them time to learn and understand how things are done here in New Zealand.
- ✓ When they first arrive, offer them some induction training that shows how we operate differently in New Zealand. Get experienced migrant staff who have been through it themselves to do this training.
- ✓ Help your new Pacific migrant worker with the small things like banking, tax and offer advice of how to save costs, especially with food and power costs.
- ✓ Care about their health and get them flu jabs in winter, it really helps.
- ✓ Hold regular monthly meetings to get feedback about how they are doing.
- ✓ Have a sense of humour – it works!





# Orientation can make a big difference



Many employers are realising the benefits of having an orientation programme that helps to settle their migrant employees.

# The CMP example

Canterbury Meat Packers recognise the value of good orientation. They have an offshore programme to help their new Pacific migrant employees know what it will really be like here and an onshore programme to help them settle when they arrive.



## Orientation offshore

CMP has travelled to Samoa every year since 2007, hiring workers for their lamb and beef line. They have found it useful to travel there and meet the new workers and their families on their 'home turf'.

From this, CMP gains an appreciation of where their new workers come from and insights into their hopes and dreams for their new lives in New Zealand.

The offshore orientation programme is supported by Immigration New Zealand (see Card 11 for more details) and gives the new workers a taste of what they can expect in their new workplace – and in the region they will be living.

## Orientation onshore

CMP's onshore programme is run by full-time settlement coordinator, Sharon Connelly, who works with CMP's new Samoan employees from the minute they land at the airport.

The coordinator assists with finding housing, organising transport and providing community and work orientation to ensure the transition into work and the Ashburton community is a little easier.

A formula that has worked well for CMP Canterbury involves pre-settlement planning where, if the worker has dependent family, the worker comes first to New Zealand and, once they are settled, their spouse and children follow.

One added bonus has been the positive impact of the new Pacific migrants in the Ashburton community. Local churches, sports clubs, primary schools and colleges have all seen the benefits of Pacific peoples and their talent.

## Support

Do your new migrant employees need more information? Visit [www.newzealandnow.govt.nz](http://www.newzealandnow.govt.nz), call 0800 776 948 or email [newmigrantinfo@mbie.govt.nz](mailto:newmigrantinfo@mbie.govt.nz). For local services and information workshops see [www.newzealandnow.govt.nz/local](http://www.newzealandnow.govt.nz/local)



# Good foundations for work

## Employment law

Pacific migrant workers are protected by the minimum entitlements in law like all New Zealanders.

Most Pacific migrants will have a job offer to come to New Zealand, especially if they enter through the Samoan Quota or the Pacific Access Category or if they have a Work Visa. This requires an employment agreement.

For further information, go online at:

<http://eab.business.govt.nz>

Allow time for your Pacific migrant worker to discuss their employment agreement with their family.

For information on minimum rights in some Pacific languages go online at:

<http://employment.govt.nz/rights-and-responsibilities>

### TIP

*Get your established migrant workers and/or their buddies to demonstrate the use of equipment and safety gear.*



## Health and Safety

It is likely that Pacific migrants may not be familiar with health and safety regulations required in New Zealand workplaces. They will need training to make sure they understand and practice health and safety.

Preventing workplace injuries is a cost-saver for you.

For more information go online at:

[www.worksafe.govt.nz](http://www.worksafe.govt.nz)

Or phone the Ministry of Business, Innovation and Employment Contact Centre on **0800 20 90 20**

**If you need an interpreter ask for 'Language Line'**

## Realising your Pacific migrant employees' potential

Your new employees aren't likely to know what training options are available, or to ask if they can get training – but such courses can greatly benefit them and your business.

Consider finding courses for them or if there is specific work related training that they need to do, you should tell them they must attend.

### Skills training changed Filemu's life

Filemu Sau says his work related training has helped his maths, English and communication skills – and boosted his confidence enough to speak at the MIT Pacific Business Awards in front of more than 400 people and helped him get promoted to become a Team Leader.

Filemu says, "The course has awoken me and my company to just how many skills I really have ... my English is a lot better; I can help my kids with their homework and am more comfortable dealing with the bank and things like that. I wanted to make my dreams come true. I knew the company would help me realise my full potential if I put the effort in."



### Skills Highway

The Skills Highway programme is a Government initiative. It connects employers to organisations that have information to help them learn why and how workplace literacy training is good for business performance.

For more information go online at:

[www.skillshighway.govt.nz](http://www.skillshighway.govt.nz)

### TIP

*Encourage Pacific migrant staff to train each other because they will share their own experience of adapting and the learning will be quicker. You will still need to check the quality of their training.*



# How do I find workers from the Pacific?



The **Samoan Quota** and the **Pacific Access Category** can contribute to your workforce. Each year up to 1,500 people from the Pacific can enter New Zealand, as permanent residents under the Samoan Quota (SQ) and the Pacific Access Category (PAC) programmes. These people are chosen through an annual ballot process.

**The job offer** – To come to New Zealand on the SQ or PAC programme, Pacific migrants require a genuine job offer for fulltime work. For more information on how to make a job offer, go online at:

[www.immigration.govt.nz/pacific](http://www.immigration.govt.nz/pacific)

## Support

### What assistance can Immigration New Zealand provide?

- A dedicated service that matches employers with workers from the Pacific
- Assistance with worker recruitment in New Zealand and in the Pacific
- Profiles of SQ and PAC migrant workers available for viewing by employers
- Settlement guidance and advice that aims to provide a smooth transition into life in New Zealand

### Interested?

To learn more about the SQ and the PAC, email [pacific.quota@mbie.govt.nz](mailto:pacific.quota@mbie.govt.nz), or call the Immigration New Zealand contact centre:

Within New Zealand: **508 558 855**

Auckland Area: **09 914 4100**

Wellington Area: **04 910 9915**

Rest of the world: **+64 9 914 4100**

# Other Pacific employment options



## The Recognised Seasonal Employer scheme

Immigration New Zealand also offers the Recognised Seasonal Employer scheme to employers in the horticulture and viticulture industries. Pacific workers in this scheme spend up to eight months working in New Zealand.

For more information go online at:

[www.immigration.govt.nz/seasonal](http://www.immigration.govt.nz/seasonal)

To get more information on all the options for employing people from the Pacific, and how to maximise the benefits these new staff bring to your business, visit:

[www.immigration.govt.nz/employ-migrants](http://www.immigration.govt.nz/employ-migrants)



## A CAUTION about giving Immigration Advice:

Sometimes you will have migrants from the Pacific already working for you on a Work Visa, or sometimes migrants already onshore may approach you searching for a job and may need immigration advice.

Under the Immigration Advisers Licensing Act 2007, immigration advice can only be provided by licensed immigration advisers or exempt persons. The Act distinguishes between the provision of advice (which is restricted to licensed immigration advisers and exempt persons) and the provision of publicly available information. Passing publicly available information that an employee or prospective employee could have obtained for themselves is not considered to be providing 'immigration advice'. However adding your knowledge of, or personal experience in immigration, to advise, assist or direct someone is providing 'immigration advice'.

For more information go online at:

[www.iaa.govt.nz](http://www.iaa.govt.nz)

**VisaView** allows New Zealand employers to check whether a person who is not a New Zealand citizen can work in New Zealand for that employer. Go online at:

[www.immigration.govt.nz/visaview-employers](http://www.immigration.govt.nz/visaview-employers)



# Your checklist to help you plan well

## Before Arrival

- Have I given them some information on living and working in New Zealand, such as the migrant settlement companion guide to this resource:- *A Guide For Pacific Migrants: Make Your Move to New Zealand a Success*
- Have I arranged for someone to meet them when they arrive?
- Have I arranged for someone to act as a 'buddy' at work?
- Do I have written information in plain English about how we operate – including staff structure and roles, lines of communication, hours of work, timings of breaks, use of internet/e-mail and telephone, etc.
- Are their accommodation and transportation needs sorted?
- Are existing employees prepared for the new employee's arrival?
- Do I know something about the values and work styles of their culture?
- Do I know about their cultural and religious beliefs and whether they have any religious commitments, such as going to church on a Saturday or Sunday?
- Have I allowed for some time off in the first week for them to organise their home life in New Zealand?
- Have I found any local support services I could connect them with?

## On Arrival

- Check that they have transport to get to work. If they are driving, check they have a current licence and information about driving in New Zealand.
- If worker accommodation is provided, show them around and explain the house rules and how to use electrical equipment such as heating appliances.
- Ensure they have the right clothing they need for work.
- Do your new migrant employees need more information?  
Visit [www.newzealandnow.govt.nz](http://www.newzealandnow.govt.nz), call 0800 776 948 or email [newmigrantinfo@mbie.govt.nz](mailto:newmigrantinfo@mbie.govt.nz). For local services and information workshops see [www.newzealandnow.govt.nz/local](http://www.newzealandnow.govt.nz/local)

## First Day @ Work

- ✓ Welcome your new employee – perhaps with a morning tea.
- ✓ Meet with them and their immediate supervisor.
- ✓ Introduce them to a ‘buddy’ and team members.
- ✓ Organise their paperwork – IRD number and bank account.
- ✓ Take them on a tour of the workplace and the area they will be working in.
- ✓ Go through your Emergency Procedures and give them contact details.
- ✓ Explain to them and make sure they understand what their written employment agreement says.
- ✓ Give them the prepared written documents about the job, including a list of tasks and important things about the workplace.
- ✓ Explain any workplace etiquette – e.g. use of kitchen and recycling.
- ✓ Set up regular meetings with them and their ‘buddy’ to help with settlement into the workplace.

## Next Days

- ✓ Organise on the job or off-site training, including inducting them in health and safety training.
- ✓ Show them how to safely use any important equipment.
- ✓ Organise social activities for them and their family, possibly with your other employees, to help them integrate. Keep it simple and alcohol free.

## Be conscious of how you communicate:

- ✓ Use simple language
- ✓ Explain jargon and new words
- ✓ Check you are understood – try asking the new migrant “so, what are you going to do first?”
- ✓ Write things down, use a notice board or whiteboard, or signs and map of the workplace

**NOTE:** Email Immigration New Zealand with any queries or feedback on how well your Pacific migrant workers are doing by sending an email to:

[settlement.feedback@mbie.govt.nz](mailto:settlement.feedback@mbie.govt.nz)

