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TE ARA MĀORI MĀORI PATHWAYS TO RECRUITMENT, TRAINING, RETENTION AND BUSINESS GROWTH: AN ANALYSIS OF MĀORI EMPLOYERS

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Abstract

Māori participation as employers in the national economy has grown rapidly over the last decade, contributing significantly to the Māori economy. For both the Māori economy and the wider New Zealand economy to continue to enjoy positive growth rates, on-going improvement in Māori human capital, (i.e. the up-skilling of the Māori labour force), and the enhanced development of a Māori employer base is necessary. This paper draws on the experiences of 30 Māori employers involved in a variety of industries across New Zealand conducted under the auspices of the FRST-funded Labour Market Dynamics Research Programme. The analysis focuses on employment-related issues that might affect the advancement of a growing Māori economy. This is all the more relevant in light of the finding that the Māori employers interviewed for this project demonstrated greater business confidence about the future of their organisations than non-Māori employers surveyed in the same study. Approaches to employment, staff training and retention, recruitment practices, desired employee characteristics and experiences as employers who are playing a much greater role in the economic arena, in part because of the Treaty of Waitangi settlements, are examined.

Introduction

The 'Pathways to Sustainable Employment' (PASE) project is a five year, Foundation for Research, Science and Technology (FRST) funded project which examines the impact of the increasing variability of employment pathways on workers and employers.¹ A range of methodologies have been used to examine the way in which individuals understand and negotiate access to employment, and how employers obtain and manage labour, in an increasingly dynamic labour market.

The project has two major components. Objective One investigates supply-side employment issues, in particular the way in which younger people (15-34 year olds) understand and negotiate access to employment. Objective Two has a demand-side focus concentrating on the strategies and expectations of employers in organising labour supply. Two hundred employers in the North Island have been interviewed as part of this objective (see de Bruin, McLaren and Spoonley, 2005). Included in this survey are the opinions and views of 30 Māori employers (Fitzgerald and McLaren, 2006) and this paper draws on the findings of these interviews.

The Māori focus within the wider study is examined in the context of a growing Māori economy and an agenda for Māori economic development. Māori participation in the national economy as employers has grown rapidly over the last decade to the extent that economists now talk meaningfully about a Māori economy. New Zealand Treasury (2005) notes that "Māori economic development and the growth of the New Zealand economy are closely intertwined. Improvements in one will have positive benefits for the other. Both are underpinned by the same key drivers: skills and talent, innovation and technological change, investment, entrepreneurship, and sound institutions" (www.treasury.govt.nz/huitaumata/ex-summary.asp). Consequently, this descriptive analysis of the opinions of 30 Māori employers involved in a variety of industries across New Zealand, focuses on aspects of training, recruitment and the supply of skilled labour to meet the needs of the Māori business sector.

According to Sanderson and Goodchild (2003), and discussed further in Coleman, Dixon and Mare (2005), the estimated value of Māori-owned business assets was nearly \$9 billion which represented a little over one percent of New Zealand's commercial assets (Coleman et. al., 2005: 25). For both the Māori economy and the wider New Zealand economy to continue to enjoy

positive growth rates, on-going improvement in Māori human capital (i.e. the up-skilling of the Māori labour force), and the enhanced development of a Māori employer base is necessary. The supply of skilled Māori individuals to the New Zealand economy will be enhanced by the parallel growth of the Māori economy "because culturally self-determined development has the potential to widen the horizons and lift the aspirations of many Māori who are currently marginalized and unmotivated" (NZIER, 2003).

The demographic pattern and nature of the New Zealand Māori population highlights other aspects of relevance to any study of labour market dynamics within New Zealand. According to the 2001 census, people claiming Māori ethnicity accounted for 15.1 percent of the New Zealand population and the Māori population is expected to increase at a faster rate than New Zealanders in general (increasing from 15.1 percent to 15.9 percent in 2016) (Leung-Wai, Nana and Sanderson, 2005) with the flow on effect of Māori entering the labour market at a greater rate than at any other point in the nations history.

In 2004, Māori accounted for about 11.5 percent of employment in NZ. The industries that Māori were predominantly employed in were manufacturing (as plant and machine operators and assemblers), retail and property and business. Significantly, the smallest occupation group for Māori was in the trades (Leung-Wai et al., 2005). Although Leung-Wai et al. (2005) predict that Māori employment will increase, the occupational profile of these workers will remain roughly the same as the profile in 2004. However, the greater employment growth will be in the elementary occupations followed by plant and machine operators and sales workers.

Whereas employment for the NZ population as a whole tends to favour service occupations, Māori tend to be located in the elementary and machine operator occupations. However, tourism has increased dramatically over the last five years (NZIER, 2005) and Māori have a "unique place in the tourism sector that cannot be replicated by others" (NZIER, 2005:37). This is also closely related to the creative industries in the form of cultural tourism offering indigenous cultural experiences in which Māori play the prominent role in. The NZIER report (2005:39) suggests that Māori culture is involved in the final product or service in a lot of Māori economic activity as creative industries are an integral part of entrepreneurship. An earlier NZIER study (2003) suggested that there were strong links between economic development and the social and cultural aspects of Māori development.

Compounding the complexity of planning for increased Māori economic activity in society and enhanced Māori economic development is the diversity within Māori society. The Best Outcomes for Māori: Te Hoe Nuku Roa longitudinal study of Māori households has reported on the diverse nature of Māori society in cultural, social and economic terms (see Durie, Fitzgerald et al, 1997). Against this context the agenda for developing strategies for Māori economic development and Māori economic activity will need to have many pathways. In spite of the

growing Māori economy, Māori are still largely paid employees with few in self-employment (9.6 percent) in contrast to Pakeha (21.8 percent) and Asians (21.7 percent) (MED, 2006). It is not surprising, therefore, that the building of an enterprise culture emerged as one of the key themes at the Hui Taumata (2005). The vision at the hui was "to provide aspiring entrepreneurs with the necessary skills to create and develop their own businesses" (<http://www.huitaumata.maori.nz>).

Another issue of ongoing concern is described in recent studies by members of the LMDRP (see, for example, McLaren and Spoonley, 2005) which highlighted employer and sector concerns with what they perceived as disconnected education, training and employment assistance programmes and the misalignment of supply and demand. This mismatch has contributed to skill shortages. These findings are supported by the Department of Labour (2006) which reported that in June 2006, 24 percent of firms found it difficult to locate skilled staff, 4 percent unskilled staff and 15 percent of businesses say that their lack of staff is one factor limiting their ability to expand.

To further explore these issues, the questionnaire used for these interviews was adapted from the Employers Skill Survey (2002), which was designed to investigate the extent, causes and implications of skills deficiencies in England. In addition, a section was added on the employment of Māori staff. The following issues are addressed in this paper:

- The extent to which employers face difficulties in recruitment and whether the lack of skills contribute to these difficulties;
- The main causes of skill deficiencies identified by employers and the consequences of these;
- Employers' perceptions of the skills gaps among those currently employed; and
- The importance of the employment of Māori staff, the unique skills they bring to an enterprise and whether the skill requirements of the organisation are met.

Methodology

Thirty Māori employers were interviewed to identify their particular approaches to employment, desired employee characteristics and experiences as employers playing a much greater role in the economic arena, in part because of the Treaty of Waitangi settlements. Data collection for this survey was carried out by a team of Māori interviewers led by Eljon Fitzgerald. Interviews were carried out between May and October 2005 and a three-stage process was used to recruit the sample of Māori employers. Firstly, a range of industries where Māori employers are active was identified and the 11 industry categories were chosen. The second stage of recruitment involved the selection of Māori employers to match the 11 categories and finally, the third stage entailed making

contact with the organisation to explain the study and invite the enterprise's participation. An information sheet describing the study was sent to each employer. Accompanying the information sheet was a covering letter explaining that a telephone follow-up call would be made to their office within a week of receipt of the letter. During this call, an invitation to participate in the study was extended to the employer and an interview time and venue was scheduled if they agreed to take part. All 30 Māori employers who were approached to participate in the study agreed to take part.

The sample of employers interviewed is small and not representative. Instead, it provides us with a good understanding of some of the issues facing Māori employers in the current environment. However, the size of the sample, the range of industries and areas employers operate in have required aggregation in order to protect the anonymity of the employers we interviewed.

The Sample

The largest group of employers in our sample was from the agriculture, fisheries and forestry sector (8), followed by tourism (5), business services which includes IT and events management (4), Māori economic development (3), personal services – cleaning and security (2), retail trade (2), media (2) and one each of the following: education, manufacturing, research and health.

The size of the businesses we surveyed did not fit the profile of New Zealand's business community as we did not seek a representative sample. In this survey, businesses with less than five employees, the overwhelming numerical majority of all businesses in New Zealand, are under-represented. Following the Ministry of Economic Development's definition of small, medium and large enterprises,¹ we interviewed employers in 12 micro-enterprises, 8 small, 4 medium and 4 large organisations. Two employers did not provide this detail. These figures should be viewed with a note of caution as they are based on the number of full-time employees and exclude part-time and temporary staff.

Almost 37 percent of the employers we interviewed for this study exported their services or products. The importance of international trade is supported by the NZIER (2003) which examined Māori economic development and its reliance on international trade as the domestic market in New Zealand was too small to support the development needs of Māori as Māori are heavily exposed to world markets in fishing, agriculture, forestry and tourism (NZIER, 2003: 2). According to this same report, this was not always the case because "we do not have to go too far back into New Zealand's history to see the results of Māori been "trapped" in the domestic market" (NZIER, 2003:2).

Together with increased exports, Māori business owners are optimistic about business growth. To understand the buoyancy of economic activity amongst the companies surveyed, employers were asked whether their volume of business had increased, stayed the same or decreased over the last twelve months. For 9 employers, it had stayed the

same and for 3 (two in tourism and one in Māori economic development) it had decreased. However, a significant number of Māori employers we interviewed, 18 or 60 percent, reported an increase in the volume of business over the last year. For seven of these employers it had increased a great deal.

To gauge business confidence in the next 12 months, and the effect that the widely reported national skills shortages might have on employers, they were asked what their employment expectations in the next year might be. Table 1 shows that none of the employers interviewed anticipated a decline in employment levels, for a third levels would stay the same and two-thirds anticipated an increase. In contrast, the outlook of the sample of 170 employers we interviewed during the same period is far less optimistic (de Bruin, McLaren and Spoonley, 2005). Eight percent of these employers anticipated a decline in employment, almost half (49 percent) suggested it would stay the same and 43 percent suggested that employment levels would increase. Once again, we are comparing different industries but it is interesting to note that the expectations are so different.

Table 1: Volume of business over the past year and employment expectations for the next year by industry.

	Volume of Business		Employment Expectation	
	No.	%	No.	%
Increased a great deal	7	23.3	4	13.3
Increased a little	11	36.7	16	53.3
Stayed the same	9	30.0	10	33.3
Decreased a little	3	10.0	-	-
Decreased a great deal	-	-	-	-
Total	30	100	30	100

Of the four employers who were most positive about an increase in employment, two were in tourism and one each in retail and research. Four employers in the agriculture/fisheries/forestry sector commented that employment levels would stay the same.

The table below compares business volume in the last year with expectations for the following year and indicates that employers are generally positive about the future employment outlook.

Employee Recruitment and Vacancies

In this study we focused on positions that were difficult to fill rather than current vacancies because these are generally referred to as skills shortages. Information on more enduring vacancies gives a clearer picture of whether vacancies are related to the normal functioning of the labour market or if they are more problematic and persistent. Half the employers we interviewed had positions that they generally found difficult to fill (Table 2 below).

Table 2: Hard-to-fill vacancies.

Skill Level	Occupational Group	Hard-to-Fill Vacancies (n=15)		
		No.	% of responses	% of employers
Highly Skilled ³	Legislator/administrator/Manager	3	18.8	20.0
	Professional	5	31.3	33.3
Skilled	Associate professionals	1	6.3	6.7
	Trades	-	-	-
Semi-skilled and elementary	Clerical	1	6.3	6.7
	Service and sales	1	6.3	6.7
	Agriculture/horticulture/Forestry	4	25.0	26.7
	Machine operator	1	6.3	6.7
	Elementary	-	-	-
Total		16	100.0	-

Distinctions in terminology are not always clear-cut. The approach we use in the LMDRP is to take note of the terminology of the Department of Labour (2006) which is in line with the United Kingdom practice. 'Skills shortages' occur when employers have considerable difficulty filling their vacancies because there are insufficient job seekers with the required skills; 'skills gaps' occur when employers only find people who have some, but not all, of the skills required; and 'recruitment difficulties' occur when there are enough job seekers with the required skills but they are unwilling to take up the work that is on offer. 'Hard-to-fill vacancies' is yet another distinction that might be made. According to the Employers Skill Survey (Felstead, 2002:171), hard-to-fill vacancies are not only equated with skills shortages, but rather can be distinguished between those that are skill-related and those that can be attributed to company-specific factors such as the industry, unattractive rates of pay or conditions of employment.

Positions that are generally difficult to fill are not necessarily those where vacancies exist. Although half the employers we interviewed reported roles that were difficult to fill only 40 percent (12 employers) reported that they had current vacancies. For example, although three clerical positions were currently vacant, these vacancies were not necessarily difficult to fill. Professional positions, followed by roles in the agricultural/forestry and fisheries sector, were seen to be most difficult to fill. Unlike the other surveys we have undertaken, none of the employers mentioned trades positions which is indicative of the industry sectors included in this survey.

The length of time for which these vacancies had existed is also of interest. Eight of the 14 employers who answered this question indicated that the vacancies were for less than 6 months. However, ongoing vacancies are of concern and 35.7 percent were in this category. These vacancies were as follows: drivers in the tourist industry; a client relations officer in the business services sector; a property manager; a Māori business manager and pressers and shearers.

Source of New Employees

Before we begin the discussion on hard-to-fill vacancies, we asked employers about their main source of new employees. Since multiple responses were possible, the 30 employers surveyed provided 61 responses. Table 3 provides a breakdown of these responses.

It is interesting to note that two-thirds of the employers relied on word of mouth or contacts to find employees (in contrast to 51.7 percent of employers in the sample of 170). This finding is supported in the report investigating pathways to employment of young Māori workers where it was found that Māori are more likely to use informal methods, such as family and friends, and less likely to use formal methods of finding a job (Cunningham, Fitzgerald and Stevenson, 2005). Consequently, just under half of the employers filled vacancies by advertising in newspapers, a third used the services of employment agencies, 26.6 percent advertised on the Internet and just under a quarter used other media sources.

Table 3: Employee source.

Recruitment	No.	% of Employers (n=30)
Word of mouth/contacts	20	66.7
Advertisement in newspapers	14	46.7
Through employment Agency	10	33.3
Advertising on the Internet	8	26.6
Advertisement in other media	7	23.3
Internal	1	3.3
Job Plus	1	3.3
Subcontractors	1	3.3
Total	61	

Skills Employers Demand

Just over one-third (11) of the employers we surveyed responded to this question. Our research showed that employers value and place emphasis on more general skills such as customer service skills (38.5 percent), good personal characteristics (30.8 percent), management and

oral communication skills among several others. One employer in the agriculture sector suggested a better attitude to hard work. These responses totalled 63 percent of all responses.

Employers were then questioned on what they thought were the causes of having positions that were generally difficult to fill. The lack of qualifications the company demands was cited by 71.4 percent of employers who answered this question. This response was followed by the lack of work experience that the company demanded and the low number of applicants for vacant positions.

In an open-ended question, employers were asked about the impact they thought hard-to-fill vacancies had on their business. Of the 11 responses, the predominant impact cited by 5 employers related to employees and business owners being put under more pressure and stress. As one employer in the tourism industry observed, "other drivers are over burdened and this is reflected in their performance". For two employers, expansion was restricted and two had increased training. One employer in the agricultural industry spoke about the skills shortage. He suggested that many good, skilled workers (like pressers) were lured away to Australia where money is better and work was not seasonal – employment opportunities were available all year round.

Employers were then asked what approach their enterprise would take to fill expected and enduring vacancies. Multiple responses were possible for this question and workplace-based skills training and staff development was an accepted approach for dealing with the skills imbalances faced by half of the 26 employers who responded to this question. Redefining jobs came a distant second only mentioned by four employers.

In this tight labour market where the number of applicants as well as the right applicants are in short supply, strategies to retain employees are becoming increasingly important to minimise staff turnover. According to the employers we interviewed, the most favoured approach to retaining employees was to provide on-the-job training (35.7 percent of employers). This was followed by the remuneration-based policy of bonus/incentive schemes (28.6 percent). Additional pecuniary-based approaches were also considered useful to retain employees. These include good pay (17.9 percent), perks (7.1 percent) and other rewards (3.6 percent). Flexible working conditions were seen to be important by eight employers (28.6 percent). Good relationships, working conditions and management style were also strategies highlighted by employers to retain staff. One employer in the manufacturing industry summed this up by saying that staff are regarded as more important than the customer and are treated as if they owned part of the business. Another employer took his shearing gang to Australia every year during the off-season to ensure that they had a steady income.

On-The-Job Training

The most significant consideration for employers to provide on-site training revolved around employment growth. Over half the employers (57.1 percent) suggested that trained employees contributed to the growth of the enterprise. For 39.3 percent, it was to address skills shortages in the industry or enterprise and one-quarter provided training to retain staff. The bulk (86.7 percent) of the employers surveyed indicated that they offered in-house training. This confirms the finding of the Business New Zealand Skill and Training Survey (2003) where 89 percent of respondent enterprises indicated that they were providing training for their employees. Furthermore, Business New Zealand reported that more than half of the respondents had increased the amount of training provided over the last 2 years and 95 percent of companies indicated that they were likely to offer training in the next year. This corresponds to a growing concern at the products of off-site education and training providers resulting in the increasing number of employers offering in-house training (a trend that has been noted by de Bruin, McLaren and Spoonley, 2005). In addition, research conducted by the LMDRP (see Dupuis, Inkson and McLaren, 2005) found that job-seekers and employees rank such training highly.

Employers were asked to identify their key considerations in providing education and training and the two that were particularly important were training which concerned specific technical and training skills (40.7 percent) and health and safety requirements (37 percent). These priorities were followed by other forms of in-house training such as management skills (33.3 percent), communication skills (29.6 percent), supervisory skills (25.9 percent) and computing/IT skills (25.9 percent). Generic skills such as the ability to adequately and appropriately communicate in the workplace are identified by employers as a major concern and it is interesting to note that this has become something that employers are prepared to provide training for. The other two – management and supervisory skills – indicate that employers are ensuring that there is an internal supply of adequately trained staff for a range of leadership and management positions. The other aspect that did receive some attention was in-house training to improve literacy (11.1 percent) and numeracy (7.4 percent).

Employment of Māori Staff

The following section focuses on issues around the employment of Māori staff. "The strong influence of tradition, culture and spiritual values sets Māori businesses apart from other businesses operating in New Zealand" (NZIER, 2003:23) and also impacts on the staff some of the enterprises employ. Consequently, employers were asked whether their business adopted an affirmative action programme for the recruitment of Māori staff. Sixty-four percent (18 of the 28 employers) who answered this question suggested that their company had adopted an affirmative action programme for the recruitment of Māori staff. In saying this, however, six employers commented that they still employed the best

person for the job irrespective of ethnicity. One employer in the agricultural sector commented: "we take anyone who is prepared to work hard and be trained as and where necessary". A couple of employers suggested that because of their location, it was difficult to attract Māori staff. Just under one-third (9 employers or 32 percent) did not have any affirmative action programmes and one employer observed that it depended on the role. Four employers in fisheries and agriculture commented that they employed the best people for the job and for two employers in the tourism industry, attracting Māori staff proved difficult. One of these employers suggested that transport to the workplace from town was difficult and, ultimately, the desire to work was the most important factor.

For 53.3 percent (16 employers) it was extremely important for their enterprise to employ Māori. Just over one-quarter (26.7 percent or 8 employers) said it was important and for 20 percent (6 employers), it was unimportant. The latter were in the fisheries (2 employers), business services (2 employers), tourism and shearing industries.

Almost all (28) of the employers felt that Māori employees brought unique skills to their organisation, although several commented that it depended on whether the individuals had the skills and willingness to work. Furthermore, it was difficult to attract and keep Māori employees. For example, for the employer in the shearing business it did not matter but for another employer in the business services environment, Māori staff added to the "face value of the company" which made it easier for staff to relate to clients. As one employer in the retail sector explained, Māori employees tend to relate to customers better because they were less judgmental and mix easily with most ethnic groups.

In the final question in this section, employers were asked whether they felt that the supply of Māori employees met the requirements of their enterprise. For 14 of the employers, the supply was adequate, for 13 employers, requirements were not met and for one employer in the personal services industry, it varied. One employer in Māori economic development overcame the potential shortage of skilled Māori employees by employing a core staff of Māori and then using contractors for the remainder of the work. According to one employer in the tourism industry, the supply of Māori employees did meet requirements as he felt that ethnicity was not an issue – rather qualifications mattered. The same sentiment was echoed by an employer in agriculture who suggested that "business is indifferent to who it recruits". For another employer, however, Māori have the skills to do anything they put their minds to but more was required to motivate young. Several employers in rural areas commented that there were not enough Māori who wanted to stay in these areas. Another problem articulated by an employer in agriculture and manufacturing was that it was difficult to access Māori employees through the conventional avenues and employers needed to be more proactive. In addition, Māori should be more confident "in coming forward". This was confirmed in the study referred to earlier (Cunningham *et al.* 2005) which found that young

Māori are less likely to use formal methods for finding employment. This is an area requiring further research.

Conclusion

The match between employer demand for skilled labour and the labour supply is one of the most critical factors concerning the growth of the national economy. The apparent disconnect between the labour supply-side of this dynamic and employer requirements for skilled workers has been confirmed in this study and is of particular relevance to Māori employers.

Findings from the analysis of Māori employers are summarised below:

- Māori employers demonstrated greater business confidence about the future of their organisations than non-Māori employers;
- Māori employers tend to rely more heavily on 'word of mouth' to recruit employees than non-Māori employers;
- Māori employers value and place emphasis on more general skills such as customer service skills, good personal characteristics, management and oral communication skills;
- Workplace-based skills training and staff development was an accepted approach for dealing with skills imbalances;
- Māori employers identified technical and training skills and health and safety requirements, management skills, communication skills, supervisory skills, and computing/IT skills as the most important in-house training programmes for their organisations;
- Māori employers agreed that the key consideration in providing education and training for employees concerned employment growth. In addition, a significant number of Māori employers believed that providing education and training for employees would also address skills shortages in the industry or enterprise and contribute to growth in the enterprise; and
- Training subsidies were deemed most helpful in facilitating employment growth.

Future Research

Two areas of research are highlighted here. Firstly, the match between employer demand for skilled labour and labour supply is a critical factor in ensuring economic transformation. This misalignment between the supply of labour, and employer demand is of particular relevance to Māori employers. Connecting the employer and employee

interviews, social networks play a significant role both in the recruitment of staff by employers (Fitzgerald and McLaren, 2006) as well as a method most commonly used to find employment by job seekers (Cunningham, Fitzgerald and Stevenson, 2005). From a policy perspective, if the employment choices of young people and the employment needs of employers are to be optimised, the balance between community social capital and demand and supply considerations is an issue. Further research is needed to investigate the importance accorded to social capital in the process of finding employment as well as recruiting staff and the question should be asked whether family members and friends act as effective counsellors and employers in the absence of additional professional support and more formal search mechanisms.

Secondly, the implications of a rapidly growing Māori demographic, increased Māori participation and economic activity within the New Zealand economy, projected increases in the number of Māori-owned businesses, Māori entrepreneurship, talent and innovation, present wide-ranging challenges for planning and policy formulation that will contribute to sustainable economic growth. Such planning will need to be formulated in light of reliable information concerning key issues such as the institutional foundations of Māori enterprises, their makeup, governance and management systems, "soundness" and sustainability. In addition there are issues concerning the pathways to growth of skilled and experienced governors, managers and labourers needed to develop and sustain Māori businesses. Similarly, the development of the Māori physical asset base that to date has captured the greatest interest from policy makers also requires further investigation. Particularly as the danger of focusing policy development on the formal and informal rules, systems and values concerning the Māori physical asset base alone is unlikely to be the most effective pathway to economic prosperity for all Māori. Clearly a strategy for Māori economic development will need to have many pathways and many vehicles, and moreover will need to be developed within the context of a legislative environment that provides incentive to improve economic participation and productivity in turn acknowledging a place for Māori frameworks to be applied to the development and implementation of regulatory and compliance systems.

Notes

- 1 FRST's funding of the research into pathways to sustainable employment is gratefully acknowledged, as is the continuing support of Massey University, the host institution.
- 2 The Ministry of Economic Development defines 'small' firms as those with 6-19.5 FTEs, 'medium' firms are those with 20-49.5 FTEs and 'large' firms 50 and more employees. Micro enterprises are those with less than 6 employees.
- 3 This breakdown is taken from the Job Vacancy Monitor (February 2005).

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