

And how do we put the theory into practice? The following flow chart, provided by the Rowan Partnership, is one possible approach.

NEGOTIATING BICULTURAL PARTNERSHIP IN AN ORGANISATION

Overall aim: equal outcomes for Maori.

1. - Acknowledge that Maori needs aren't adequately met by the organisation at present.
- Accept the principles of the Treaty of Waitangi as a basis for partnership in the organisation.
2. - Start undertaking to build biculturalism into the organisation's policies and procedures.
- Make it clear to applicants for jobs that the organisation is committed to developing bicultural partnership, and that it is a condition of appointment that new staff agree to take part in training for biculturalism.
3. - Provide biculturalism training by Pakeha trainers for Pakeha staff
- Provide biculturalism training by Maori trainers for Maori staff (off-the-job if not enough of them to make a group internally)
4. - Negotiate how to go about designing a bicultural planning process, with equal power for both Maori and Pakeha perspectives
5. - Using that process, negotiate the partnership contract and philosophy, with both partners having equal power to confirm and veto
6. - Negotiate the specifics: kawa; job descriptions; appointment procedures; ongoing training; appraisal, promotion and disciplinary procedures; procedures for evaluating the organisation; resource allocation procedures; accountability systems; etc.

Some sources of Maori input (if they wish to be involved):
 Maori staff or volunteers in the organisation
 Runanga or Iwi authorities
 Relevant Maori community organisations
 Maori professionals in relevant fields of work
