



Whāinga Amorangi **Transforming Leadership**

PHASE ONE: Guidance Pack

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Whāinga Amorangi **Transforming Leadership**

Step One **Chief Executives' Personal Development**

Whāinga Amorangi

Transforming Leadership¹

Leading organisational change for strengthening Māori Crown Relations

Whakapapa

- ▶▶ **1** All public service agencies (including departmental agencies) are responsible for strengthening the Crown's engagement and partnership with Māori.
- ▶▶ **2** Chief Executives are responsible for leading this strengthening work, which is reflected in the Public Service Act 2020.

What you need to do

Step 1 – Identify two personal capability development areas

- ▶▶ **3** Chief Executives will choose, at a minimum, two areas from the Māori Crown Relations Capability Framework – Individual Capability Component for personal development. These must include Te Reo Māori and New Zealand history/Treaty of Waitangi literacy.

Step 2 – Lead your agency's Whāinga Amorangi plan

- ▶▶ **4** Every public service agency will develop a Whāinga Amorangi plan.
- ▶▶ **5** Capability plans and progress against them should be recorded in the agency's Annual Report for each year ending 30 June.

Phase One – Empowering People

- ▶▶ **6** Phase One is about empowering your people through capability building (refer to the Māori Crown Relations Capability Framework – Individual Capability Component).
- ▶▶ **7** The Phase One organisational plan will include, at a minimum, the two areas identified in the Chief Executive's personal capability development plan.
- ▶▶ **8** Chief Executives will provide agreement to carry out Whāinga Amorangi by **29 January 2021**.
- ▶▶ **9** Chief Executives will submit a final Phase One plan to Te Arawhiti for endorsement by **30 June 2021**.

Phase Two – Transforming Agencies

- ▶▶ **10** Phase Two goes beyond workforce capability building, requiring every agency to support institutional culture change (refer to the Māori Crown Relations Capability Framework – Organisational Capability Component).
- ▶▶ **11** The draft of the Phase Two plan is due to Te Arawhiti by **6 February 2022**. Chief Executives will submit a final Phase Two plan to Te Arawhiti for endorsement by **30 June 2022**.

Step 3 – Beyond 2022: Implement and monitor your progress

- ▶▶ **12** The plans should be reviewed on an annual basis and refreshed to reflect the growth and direction of the agency from 2022 and beyond.

Te Arawhiti support

- ▶▶ **13** Te Arawhiti is the lead agency for this initiative and will review your capability plans before they are finalised.
- ▶▶ **14** Te Arawhiti have developed tools to assist your agency to develop *Whāinga Amorangi* plans. Te Arawhiti is available to provide advice at any point in the process.
- ▶▶ **15** A Māori Crown Relations system plan will be published once agreed by Cabinet. It will intersect with the Māori Crown Relations individual and organisational capability building programme.

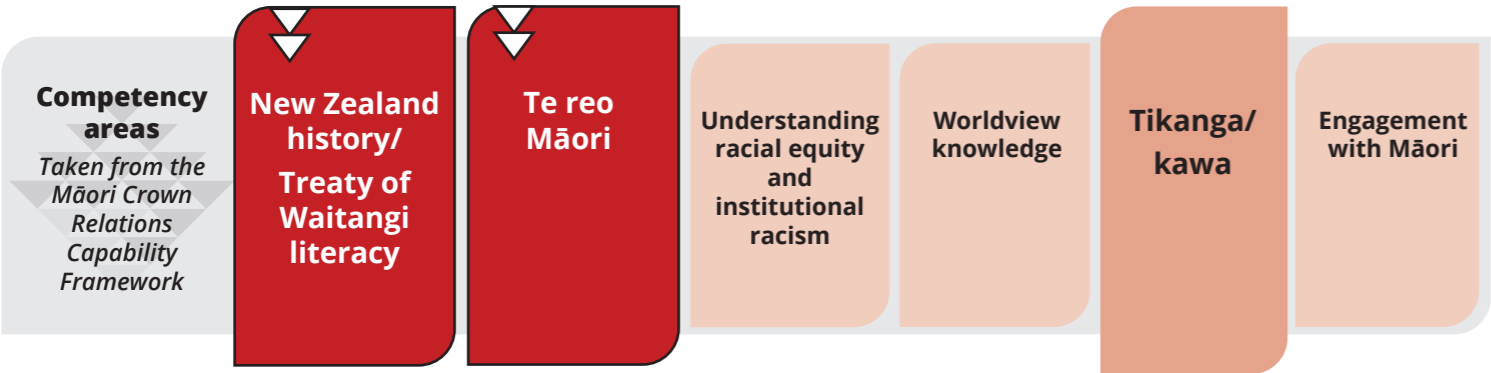
¹ **Te amorangi ki mua, te hāpai ō ki muri:** *The leader at the front and the workers behind the scenes.* This refers to marae protocol where speakers are at the front of the wharenui and workers are at the back making sure everything is prepared and guests are accommodated well. Both jobs are equally important, for without one, everything would fail.

How to implement Whāinga Amorangi - Step One

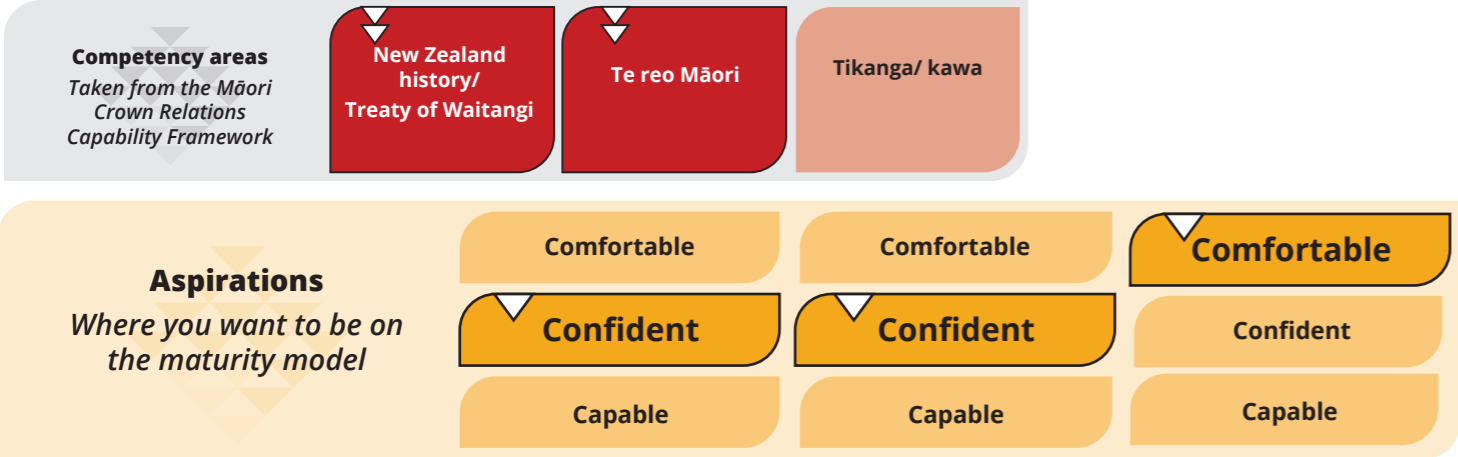
Step One Your personal development

A **Select the competency areas you want to develop in**
At a minimum, you must build your capability in New Zealand history/Treaty of Waitangi literacy and Te reo Māori.

Example:

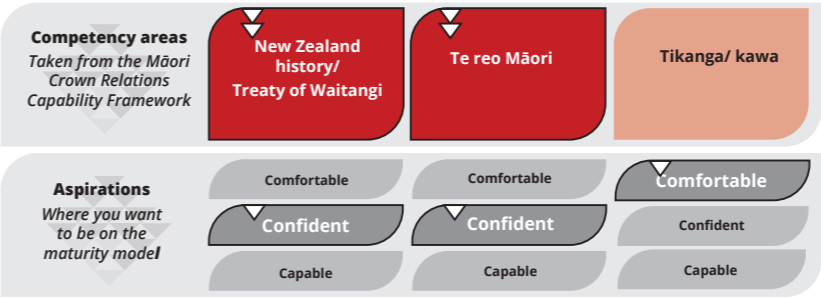


B **Set your aspirations for each competency area you selected**
The Māori Crown Relations Capability Framework sets out a maturity model for what it means to be unfamiliar, comfortable, confident and capable in each competency area. This step requires you to select your aspirational goal for each of the competency areas you aim to develop, noting, the minimum aspiration is to be comfortable.



C **Decide what actions you will take to achieve your aspirations**
For each competency area, you will need to choose a range of actions that will help you achieve your aspirations.

You can either do this by choosing from a list of sample actions (performance objectives) we have developed, or you can develop your own. For example, if your aspiration is to be confident in Te reo Māori, you will select actions from the confident column.



Action How you will get to your aspirations	Comfortable	Comfortable	Comfortable
	Successfully complete an introductory course on Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' developed by the Waitangi Tribunal, New Zealand Courts and the Crown.	Successfully complete wānanga, courses or programmes suitable for beginners in te reo Māori, including background to Māori language revitalisation. Build confidence pronouncing and practising language skills and knowledge in both internal and external situations e.g. by understanding the meaning of Māori terms, names, language used by their organisation and pepeha.	Successfully complete an introductory tikanga Māori course/wānanga. Apply learning of tikanga Māori in different work situations e.g. whakatau, understanding when to use waiata.
	Confident Become familiar with significant Waitangi Tribunal claims and reports. Develop an appreciation of the Tribunal's recommendations for addressing breaches of Te Tiriti and the Treaty. Recognise the impacts of colonisation which may affect people's attitudes and behaviours today and reflect this in their work.	Confident Identify and successfully complete wānanga, courses or programmes suitable for intermediate learners (includes language learning and revitalisation). Build confidence by applying language skills and knowledge in both internal and external situations.	Confident Successfully complete an intermediate level tikanga Māori course/wānanga. Ensures tikanga Māori practices at work are appropriate, including understanding of when tikanga practices are applicable or not, and supports other colleagues to maintain this approach within the organisation.
	Capable Articulate the organisation's commitment to the Treaty of Waitangi and display a high level of interest in supporting colleagues to develop their understanding. Lead, collaborate or facilitate initiatives that contribute to the organisation's Treaty of Waitangi objectives.	Capable Identify and successfully complete wānanga, courses or programmes suitable for advanced learners (includes language learning and revitalisation). Demonstrate a capable level of competency by applying acquired skills and knowledge in both internal and external situations.	Capable Actively promotes tikanga Māori practices where appropriate, in an inclusive and empowering manner. Actively seek learning opportunities to develop their understanding and application.



Set measures to know when you have achieved your aspirations

You will need to be able to measure whether the action you have taken has helped you achieve your aspiration. We have developed a list of measures for each competency level that align to corresponding sample actions. For example, if your aspiration is to be **capable** in New Zealand history/Treaty of Waitangi literacy, you will select measures from the **z** column.

Competency areas <i>Taken from the Māori Crown Relations Capability Framework</i>	New Zealand history/ Treaty of Waitangi	Te reo Māori	Tikanga/ kawa
Aspirations <i>Where you want to be on the maturity model</i>	Comfortable	Comfortable	Comfortable
	Confident	Confident	Confident
	Capable	Capable	Capable
Action <i>How you will get to your aspirations</i>	Comfortable Successfully complete an introductory course on Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' developed by the Waitangi Tribunal, New Zealand Courts and the Crown.	Comfortable Successfully complete wānanga, courses or programmes suitable for beginners in te reo Māori, including background to Māori language revitalisation. Build confidence pronouncing and practising language skills and knowledge in both internal and external situations e.g. by understanding the meaning of Māori terms, names, language used by their organisation and pepeha.	Comfortable Successfully complete an introductory tikanga Māori course/wānanga. Apply learning of tikanga Māori in different work situations e.g. whakatau, understanding when to use waiata.
	Confident Become familiar with significant Waitangi Tribunal claims and reports. Develop an appreciation of the Tribunal's recommendations for addressing breaches of Te Tiriti and the Treaty. Recognise the impacts of colonisation which may affect people's attitudes and behaviours today and reflect this in their work.	Confident Identify and successfully complete wānanga, courses or programmes suitable for intermediate learners (includes language learning and revitalisation). Build confidence by applying language skills and knowledge in both internal and external situations.	Confident Successfully complete an intermediate level tikanga Māori course/wānanga. Ensures tikanga Māori practices at work are appropriate, including understanding of when tikanga practices are applicable or not, and supports other colleagues to maintain this approach within the organisation.
	Capable Articulate the organisation's commitment to the Treaty of Waitangi and display a high level of interest in supporting colleagues to develop their understanding. Lead, collaborate or facilitate initiatives that contribute to the organisation's Treaty of Waitangi objectives.	Capable Identify and successfully complete wānanga, courses or programmes suitable for advanced learners (includes language learning and revitalisation). Demonstrate a capable level of competency by applying acquired skills and knowledge in both internal and external situations.	Capable Actively promotes tikanga Māori practices where appropriate, in an inclusive and empowering manner. Actively seek learning opportunities to develop their understanding and application.



Confirm timeframes for your development

Decide when you will undertake actions to help you reach your aspirations.

Competency areas <i>Taken from the Māori Crown Relations Capability Framework</i>	New Zealand history/ Treaty of Waitangi	Te reo Māori	Tikanga/ kawa
Aspirations <i>Where you want to be on the maturity model</i>	Comfortable	Comfortable	Comfortable
	Confident	Confident	Confident
	Capable	Capable	Capable
Action <i>How you will get to your aspirations</i>	Comfortable Successfully complete an introductory course on Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' developed by the Waitangi Tribunal, New Zealand Courts and the Crown.	Comfortable Successfully complete wānanga, courses or programmes suitable for beginners in te reo Māori, including background to Māori language revitalisation. Build confidence pronouncing and practising language skills and knowledge in both internal and external situations e.g. by understanding the meaning of Māori terms, names, language used by their organisation and pepeha.	Comfortable Successfully complete an introductory tikanga Māori course/wānanga. Apply learning of tikanga Māori in different work situations e.g. whakatau, understanding when to use waiata.
	Confident Become familiar with significant Waitangi Tribunal claims and reports. Develop an appreciation of the Tribunal's recommendations for addressing breaches of Te Tiriti and the Treaty. Recognise the impacts of colonisation which may affect people's attitudes and behaviours today and reflect this in their work.	Confident Identify and successfully complete wānanga, courses or programmes suitable for intermediate learners (includes language learning and revitalisation). Build confidence by applying language skills and knowledge in both internal and external situations.	Confident Successfully complete an intermediate level tikanga Māori course/wānanga. Ensures tikanga Māori practices at work are appropriate, including understanding of when tikanga practices are applicable or not, and supports other colleagues to maintain this approach within the organisation.
	Capable Articulate the organisation's commitment to the Treaty of Waitangi and display a high level of interest in supporting colleagues to develop their understanding. Lead, collaborate or facilitate initiatives that contribute to the organisation's Treaty of Waitangi objectives.	Capable Identify and successfully complete wānanga, courses or programmes suitable for advanced learners (includes language learning and revitalisation). Demonstrate a capable level of competency by applying acquired skills and knowledge in both internal and external situations.	Capable Actively promotes tikanga Māori practices where appropriate, in an inclusive and empowering manner. Actively seek learning opportunities to develop their understanding and application.

Measures <i>How you will know when you get to your aspiration</i>	Comfortable Successfully completed an introductory course on Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' developed by the courts. Work shows understanding of importance of Māori Crown relations and citation of key Treaty of Waitangi facts.	Comfortable Has beginners use of te reo Māori. Attains Levels 1-3 of NZCER Te Reo Māori Assessment or an equivalent qualification. Demonstrates awareness of Māori language revitalisation. Regularly uses Māori language in work situations as appropriate.	Comfortable Successfully completed an introductory tikanga Māori course/wānanga. Has recorded and can describe ways in which staff have applied their learning of tikanga Māori in an appropriate range of work situations.
	Confident Successfully complete an intermediate level Treaty of Waitangi course. Work shows understanding of importance of Māori Crown relations and citation of key Treaty of Waitangi facts.	Confident Is developing communication skills in te reo Māori. Attains Levels 4-5 of NZCER Te Reo Māori Assessment or an equivalent qualification. Recognised as regular user of Māori language with peers and external stakeholders, as appropriate. Speaks with confidence about Māori language revitalisation.	Confident Successfully complete an intermediate level tikanga Māori course/ wānanga (endorsed by the organisation). Has evidence of action undertaken e.g. identify the number of occasions and level of participation in hui or wānanga. Can describe how they have supported other colleagues in the development and understanding of tikanga.
	Capable Demonstrate capable leadership through their level of commitment and involvement in Treaty-related projects and supporting colleagues. Is recognised for their expertise in this space e.g. invited to participate on boards, working groups, recognised with awards.	Capable Attains Te Taura Whiri Level Finder Exam, Levels 3 and above, or an equivalent qualification. Evidence of effectively using te reo in the workplace for tasks and discussing issues related to their own field of specialisation. Can communicate effectively in formal and informal situations, but at times they have to use simple language to convey their thoughts. Some errors may still be evident in the language of a person at this level.	Capable Has experience in supporting groups through tikanga Māori protocols and has attained a minimum of Level 3 te reo Māori. Can describe ways in which staff have actively promoted tikanga Māori practices in an inclusive and empowering manner. Iwi and Māori provide positive feedback on their appropriate understanding and application of tikanga.

Timeframes
When you will complete actions by

Measures
How you will know when you get to your aspiration

Comfortable

Successfully completed an introductory course on Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' developed by the courts.
Work shows understanding of importance of Māori Crown relations and citation of key Treaty of Waitangi facts.

Comfortable

Has beginners use of te reo Māori. Attains Levels 1-3 of NZCER Te Reo Māori Assessment or an equivalent qualification.
Demonstrates awareness of Māori language revitalisation.
Regularly uses Māori language in work situations as appropriate.

Comfortable

Successfully completed an introductory tikanga Māori course/wānanga.
Has recorded and can describe ways in which staff have applied their learning of tikanga Māori in an appropriate range of work situations.

Confident

Successfully complete an intermediate level Treaty of Waitangi course.
Work shows understanding of importance of Māori Crown relations and citation of key Treaty of Waitangi facts.

Confident

Is developing communication skills in te reo Māori. Attains Levels 4-5 of NZCER Te Reo Māori Assessment or an equivalent qualification.
Recognised as regular user of Māori language with peers and external stakeholders, as appropriate.
Speaks with confidence about Māori language revitalisation.

Confident

Successfully complete an intermediate level tikanga Māori course/ wānanga (endorsed by the organisation).
Has evidence of action undertaken e.g. identify the number of occasions and level of participation in hui or wānanga.
Can describe how they have supported other colleagues in the development and understanding of tikanga.

Capable

Demonstrate capable leadership through their level of commitment and involvement in Treaty-related projects and supporting colleagues.
Is recognised for their expertise in this space e.g. invited to participate on boards, working groups, recognised with awards.

Capable

Attains Te Taura Whiri Level Finder Exam, Levels 3 and above, or an equivalent qualification.
Evidence of effectively using te reo in the workplace for tasks and discussing issues related to their own field of specialisation.
Can communicate effectively in formal and informal situations, but at times they have to use simple language to convey their thoughts. Some errors may still be evident in the language of a person at this level.

Capable

Has experience in supporting groups through tikanga Māori protocols and has attained a minimum of Level 3 te reo Māori.
Can describe ways in which staff have actively promoted tikanga Māori practices in an inclusive and empowering manner.
Iwi and Māori provide positive feedback on their appropriate understanding and application of tikanga.

PDP actions and measures for **Whāinga Amorangi Step One: Your personal development**

Competency areas
Taken from the Māori Crown Relations Capability Framework



Description
What it means to be at each level

Competency areas <i>Taken from the Māori Crown Relations Capability Framework</i>	New Zealand history/ Treaty of Waitangi literacy	Te reo Māori	Tikanga/ kawa	Understanding racial equity and institutional racism	Worldview knowledge	Engagement with Māori
Comfortable	<p>Has an understanding of Te Tiriti o Waitangi, the Treaty of Waitangi and the 'principles' developed by the New Zealand by the Waitangi Tribunal, New Zealand Courts and the Crown.</p> <p>Has an understanding of New Zealand history from first arrival of ancestors of Māori to today.</p>	<p>Has an understanding of the status of the Māori as both of taonga of the Māori people and official language of NZ.</p> <p>Uses and correctly pronounces common Māori language greetings, place names, salutations, words, phrases and sentences.</p>	<p>Has an understanding of tikanga Māori and kawa and their value.</p> <p>Can appropriately participate in common tikanga Māori practices (for example, is comfortable engaging in a hui or marae setting).</p>	<p>Understands key concepts and terms referenced in racial equity and institutional racism dialogue; and the importance of promoting and protecting the human rights of all people in Aotearoa New Zealand.</p>	<p>Has awareness of own worldview and how it influences work practices</p> <p>Is building awareness of Te Ao Māori – Māori worldview, and other worldviews.</p>	<p>Understands the importance of building a strong relationship with Māori, and taking the appropriate steps to engage with Māori.</p>
Confident	<p>Able to participate knowledgeably in discussions about the historical impact and contemporary relevance of Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' on society.</p> <p>Regularly participates in discussions about New Zealand history and its relevance to society today.</p>	<p>Has an understanding of Māori language revitalisation.</p> <p>Regularly uses common Māori language greetings, place names, salutations, words, phrases and sentences correctly in their daily work.</p>	<p>With the guidance of Māori expert practitioners, can appropriately participate in many tikanga Māori practices and kawa in internal and external situations and feel comfortable adapting to different tikanga and kawa.</p> <p>With the guidance of expert practitioners understands how tikanga Māori practices relate to their work and can apply them.</p>	<p>Can participate in discussions about structural inequities and can identify and reflect on the impact of intergenerational structural racism in their work.</p>	<p>Considers how a Te Ao Māori worldview aptly and appropriately relates to the work they do.</p>	<p>Can identify opportunities for engaging with Māori in the work they do and how to get support and guidance to do it.</p>
Capable	<p>Can discuss the evolution of the Māori-Crown treaty relationship using their critical knowledge of New Zealand history, Te Tiriti o Waitangi, the Treaty of Waitangi and the 'principles' to apply and inform the development of organisational initiatives.</p>	<p>Demonstrates a commitment to Māori language revitalisation.</p> <p>Can hold an everyday conversation in te reo Māori and can sustain spontaneous interaction with fluent speakers in straightforward discussions.</p>	<p>With the guidance of Māori expert practitioners, can assist other employees in tikanga Māori practices and kawa internally and externally.</p> <p>With the guidance of expert practitioners, can accommodate tikanga Māori practices in the workplace.</p>	<p>Leads with demonstrated awareness of conversations about racism and colonisation/settlor colonialism to facilitate shared understanding of the issues and can provide quality advice on step changes and methods for addressing identified opportunities or issues.</p>	<p>Actively works with Māori to ensure application of kaupapa Māori methodologies in the development of strategic plans, policies and practices is appropriate.</p> <p>Can facilitate discussions, lead projects or problem solve issues which give effect to actively working with Māori.</p>	<p>Has knowledge and experience in engagement processes and is able to advise teams of people on how to successfully engage Māori and communities on behalf of the Crown.</p>

PDP actions and measures for **Whāinga Amorangi Step One: Your personal development**

Competency areas
Taken from the Māori
Crown Relations
Capability Framework

New Zealand history/ Treaty of Waitangi literacy

Te reo Māori

Tikanga/ kawa

Understanding racial equity and institutional racism

Worldview knowledge

Engagement with Māori

Comfortable

Successfully complete an introductory course on Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' developed by the Waitangi Tribunal, New Zealand Courts and the Crown.

Successfully complete wānanga, courses or programmes suitable for beginners in te reo Māori, including background to Māori language revitalisation

Build confidence pronouncing and practising language skills and knowledge in both internal and external situations e.g. by understanding the meaning of Māori terms, names, language used by their organisation and pepeha.

Successfully complete an introductory tikanga Māori course/wānanga.

Apply learning of tikanga Māori in different work situations e.g. whakatau, understanding when to use waiata.

Attend human rights training online or in-person.

Identify opportunities for enhancing knowledge through wānanga, workshops, reading resources on the NZ Human Rights Commission, etc.

Identify and successfully complete an intercultural awareness training

Develop an understanding of Te Ao Māori by participating in opportunities to develop your knowledge of Māori values, philosophies and practices e.g. noho marae, wānanga, secondment opportunities.

Develop a good understanding of Te Arawhiti Engagement Framework and Guidelines.

Confident

Become familiar with significant Waitangi Tribunal claims and reports. Develop an appreciation of the Tribunal's recommendations for addressing breaches of Te Tiriti and the Treaty.

Recognise the impacts of colonisation which may affect people's attitudes and behaviours today and reflect this in their work.

Identify and successfully complete wānanga, courses or programmes suitable for intermediate learners (includes language learning and revitalisation)

Build confidence by applying language skills and knowledge in both internal and external situations.

Successfully complete an intermediate level tikanga Māori course/wānanga.

Ensures tikanga Māori practices at work are appropriate, including understanding of when tikanga practices are applicable or not, and supports other colleagues to maintain this approach within the organisation.

Seek further learning opportunities to develop your understanding of tikanga Māori in settings that are relevant to your work e.g. visiting/hui with iwi, immersion te reo/tikanga course.

Apply knowledge and understanding of racism by reflecting and developing better practice in their own work and workplace.

Actively seek opportunities to learn about different tools, programmes strategies and measures for addressing inequities.

Identify and successfully complete a professional development course in mātauranga Māori.

Familiarise and develop an understanding of kaupapa Māori methodologies by self-directed learning of available resources and participation in credible workshops, wānanga or courses.

Identifies in their work where engagement with Māori could occur e.g. policy processes, implementing a key service Work alongside leaders to support engagement with Māori.

Actively participate in briefing and debriefing processes to identify learnings and improvements in engagement processes.

Capable

Articulate the organisation's commitment to the Treaty of Waitangi and display a high level of interest in supporting colleagues to develop their understanding.

Lead, collaborate or facilitate initiatives that contribute to the organisation's Treaty of Waitangi objectives.

Identify and successfully complete wānanga, courses or programmes suitable for advanced learners (includes language learning and revitalisation).

Demonstrate a capable level of competency by applying acquired skills and knowledge in both internal and external situations.

Actively promotes tikanga Māori practices where appropriate, in an inclusive and empowering manner.

Actively seek learning opportunities to develop their understanding and application.

Lead difficult conversations regarding structural racism in Aotearoa New Zealand as a trusted facilitator.

Actively apply knowledge and understanding of racism by reflecting and developing better practice in their own work.

Lead discussions and support strategies to advance the integration of kaupapa Māori in team and organisation-wide projects and problem-solving situations.

Actively participate in briefings and debriefings processes to identify learnings and improvements in engagement processes.

Build relationships that go beyond transactional.



Action
How you will get to
your aspirations

PDP actions and measures for **Whāinga Amorangi Step One: Your personal development**

Competency areas
Taken from the Māori
Crown Relations
Capability Framework

New Zealand history/ Treaty of Waitangi literacy

Te reo Māori

Tikanga/ kawa

Understanding racial equity and institutional racism

Worldview knowledge

Engagement with Māori

Comfortable

Successfully completed an introductory course on Te Tiriti o Waitangi, the Treaty of Waitangi, and the 'principles' developed by the courts.

Work shows understanding of importance of Māori Crown relations and citation of key Treaty of Waitangi facts.

Has beginners use of te reo Māori. Attains Levels 1-3 of NZCER Te Reo Māori Assessment or an equivalent qualification.

Demonstrates awareness of Māori language revitalisation.

Regularly uses Māori language in work situations as appropriate.

Successfully completed an introductory tikanga Māori course/wānanga.

Has recorded and can describe ways in which staff have applied their learning of tikanga Māori in an appropriate range of work situations.

Successfully completed human rights training online or in-person (a course endorsed by the organisation).

Has evidence of developing knowledge through participation in wānanga, workshops or reading resources on the NZ Human Rights Commission, etc.

Identify and successfully completed an intercultural awareness workshop (as endorsed by the organisation).

Successfully participated in engagement process and is able to describe the process in the relation to the Te Arawhiti Engagement Framework and Guidelines.

Confident

Successfully complete an intermediate level Treaty of Waitangi course.

Work shows understanding of importance of Māori Crown relations and citation of key Treaty of Waitangi facts.

Is developing communication skills in te reo Māori. Attains Levels 4-5 of NZCER Te Reo Māori Assessment or an equivalent qualification.

Recognised as regular user of Māori language with peers and external stakeholders, as appropriate.

Successfully complete an intermediate level tikanga Māori course/ wānanga (endorsed by the organisation).

Has evidence of action undertaken e.g identify the number of occasions and level of participation in hui or wānanga.

Can describe how they have supported other colleagues in the development and understanding of tikanga.

Successfully complete an intermediate level course on racial equity.

Provide evidence of actions undertaken to develop an understanding of Māori values, philosophies and practices; or attain an intermediate or advanced level qualification.

Has a record of working alongside leaders to support engagement with Māori.

Has evidence of actively participating in briefings and debriefings processes.

Has identified self-directed opportunities for improving their engagement practice.

Has examples of contributing to the development and review of tikanga Maori programmes, guidelines or policies.

Capable

Demonstrate capable leadership through their level of commitment and involvement in Treaty-related projects and supporting colleagues.

Is recognised for their expertise in this space e.g. invited to participate on boards, working groups, recognised with awards.

Attains Te Taura Whiri Level Finder Exam, Levels 3 and above, or an equivalent qualification.

Evidence of effectively using te reo in the workplace for tasks and discussing issues related to their own field of specialisation. Can communicate effectively in formal and informal situations, but at times they have to use simple language to convey their thoughts. Some errors may still be evident in the language of a person at this level.

Has experience in supporting groups through tikanga Māori protocols and has attained a minimum of Level 3 te reo Māori.

Can describe ways in which staff have actively promoted tikanga Māori practices in an inclusive and empowering manner.

Iwi and Māori provide positive feedback on their appropriate understanding and application of tikanga.

Provide evidence of actions completed e.g leading courageous conversations, has a professional reflections journal, delivers a presentation on the tools and methods used to address racial inequity.

Key staff and leaders see person as a trusted facilitator.

Provide evidence of actions undertaken to demonstrate this level of competency.

NZIER or other benchmarks shows their advice is consistent in applying te Ao Māori.

Regarded as someone who understands a Māori worldview e.g. they can discuss or speak of this comfortably with staff.

Has evidence of successfully leading engagement practices with Māori.

Can describe the impact of their leadership in relation to improving engagement practices.

Iwi and Māori provide positive feedback about their leadership engaging with them.



Measures
How you will know
when you get to
your aspiration



Template for Whāinga Amorangi Step One: Your personal development

Competency areas Taken from the Māori Crown Relations Capability Framework	New Zealand history/ Treaty of Waitangi literacy	Te reo Māori	Tikanga/ kawa	Understanding racial equity and institutional racism	Worldview knowledge	Engagement with Māori
Aspirations <i>Where you want to be on the maturity model</i>						
Action <i>How you will get to your aspirations</i>						
Measure <i>How you will know when you get to your aspiration</i>						
Timeframe <i>When you will complete actions by</i>						



Whāinga Amorangi **Transforming Leadership**

Step Two
Organisational Development -
A plan for your people

Whāinga Amorangi

Transforming Leadership¹

Leading organisational change for strengthening Māori Crown Relations

Whakapapa

- ▶▶ **1** All public service agencies (including departmental agencies) are responsible for strengthening the Crown's engagement and partnership with Māori.
- ▶▶ **2** Chief Executives are responsible for leading this strengthening work, which is reflected in the Public Service Act 2020.

What you need to do

Step 1 – Identify two personal capability development areas

- ▶▶ **3** Chief Executives will choose, at a minimum, two areas from the Māori Crown Relations Capability Framework – Individual Capability Component for personal development. These must include Te Reo Māori and New Zealand history/Treaty of Waitangi literacy.

Step 2 – Lead your agency's Whāinga Amorangi plan

- ▶▶ **4** Every public service agency will develop a Whāinga Amorangi plan.
- ▶▶ **5** Capability plans and progress against them should be recorded in the agency's Annual Report for each year ending 30 June.

Phase One – Empowering People

- ▶▶ **6** Phase One is about empowering your people through capability building (refer to the Māori Crown Relations Capability Framework – Individual Capability Component).
- ▶▶ **7** The Phase One organisational plan will include, at a minimum, the two areas identified in the Chief Executive's personal capability development plan.
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- ▶▶ **9** Chief Executives will submit a final Phase One plan to Te Arawhiti for endorsement by **30 June 2021**.

Phase Two – Transforming Agencies

- ▶▶ **10** Phase Two goes beyond workforce capability building, requiring every agency to support institutional culture change (refer to the Māori Crown Relations Capability Framework – Organisational Capability Component).
- ▶▶ **11** The draft of the Phase Two plan is due to Te Arawhiti by **6 February 2022**. Chief Executives will submit a final Phase Two plan to Te Arawhiti for endorsement by **30 June 2022**.

Step 3 – Beyond 2022: Implement and monitor your progress

- ▶▶ **12** The plans should be reviewed on an annual basis and refreshed to reflect the growth and direction of the agency from 2022 and beyond.

Te Arawhiti support

- ▶▶ **13** Te Arawhiti is the lead agency for this initiative and will review your capability plans before they are finalised.
- ▶▶ **14** Te Arawhiti have developed tools to assist your agency to develop *Whāinga Amorangi* plans. Te Arawhiti is available to provide advice at any point in the process.
- ▶▶ **15** A Māori Crown Relations system plan will be published once agreed by Cabinet. It will intersect with the Māori Crown Relations individual and organisational capability building programme.

¹ **Te amorangi ki mua, te hāpai ō ki muri:** *The leader at the front and the workers behind the scenes.* This refers to marae protocol where speakers are at the front of the wharenui and workers are at the back making sure everything is prepared and guests are accommodated well. Both jobs are equally important, for without one, everything would fail.

How to implement Whāinga Amorangi - Step Two

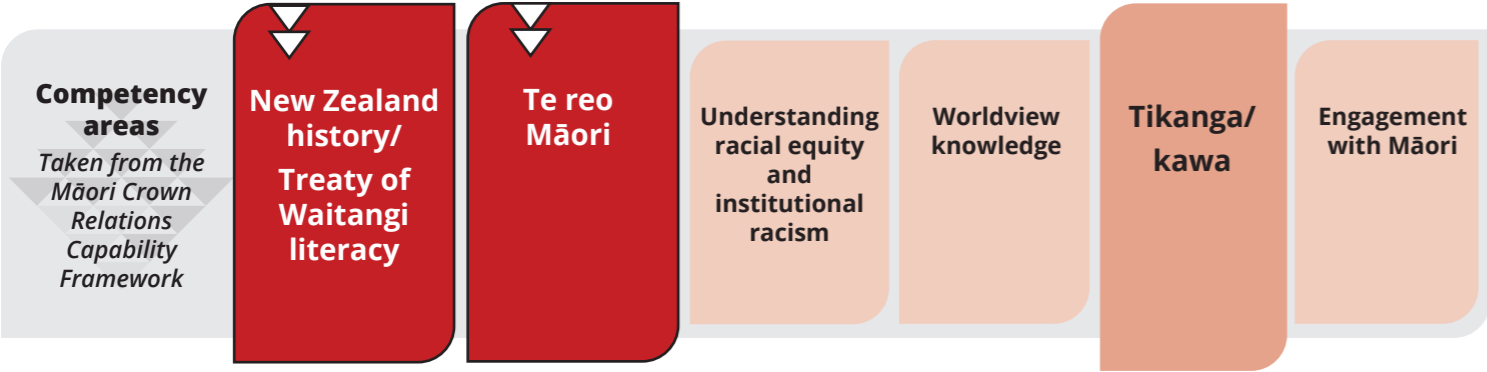
Step Two Lead your Agency's Whainga Amorangi Plan

Developing a Phase One plan – Empowering People

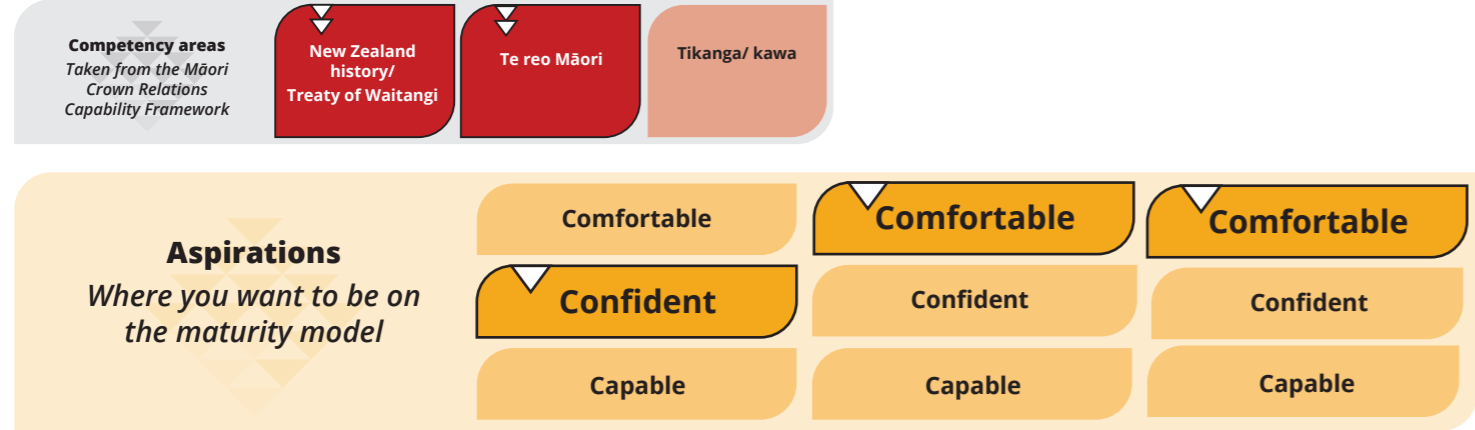
Just as you have selected competency areas to build your own capability in, you will empower your people (workforce) to build capability in Māori Crown relations too, by championing development of an organisational plan.

A **Select the competency areas you want to develop in**
At a minimum, you must build your capability in New Zealand history/Treaty of Waitangi literacy and Te reo Māori.

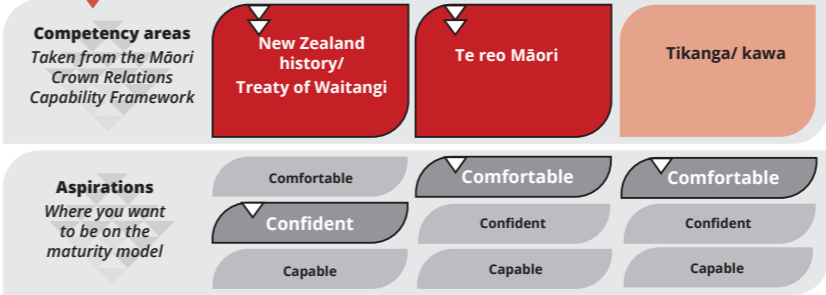
Example:



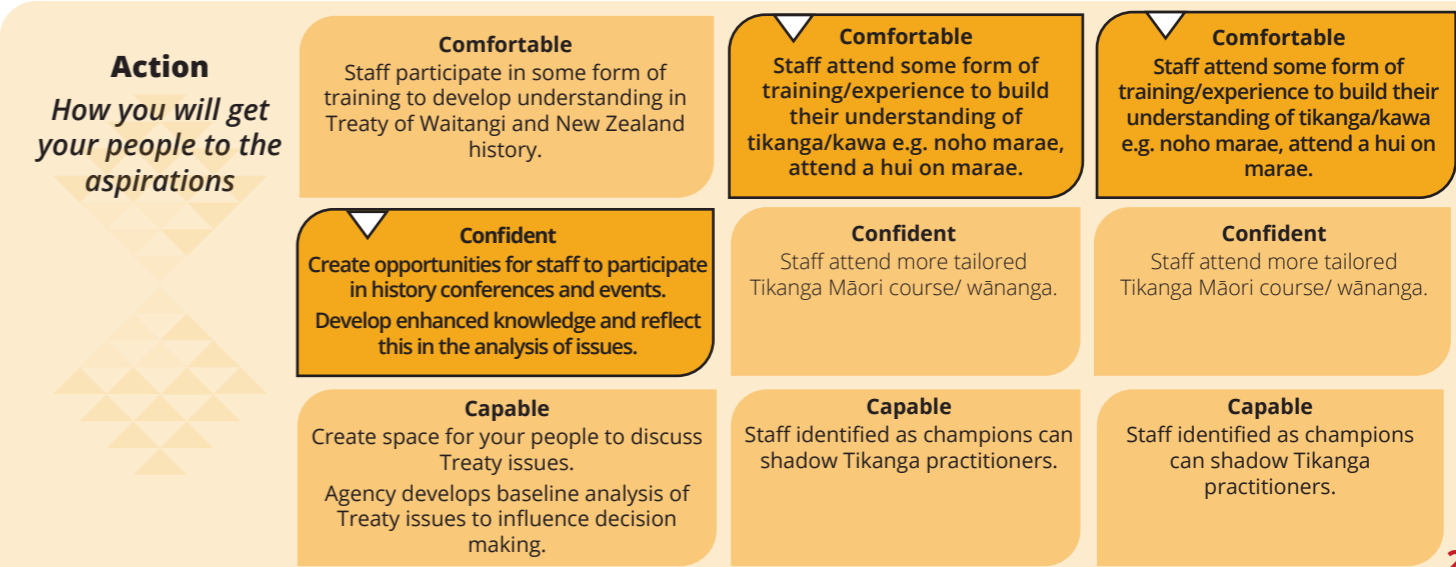
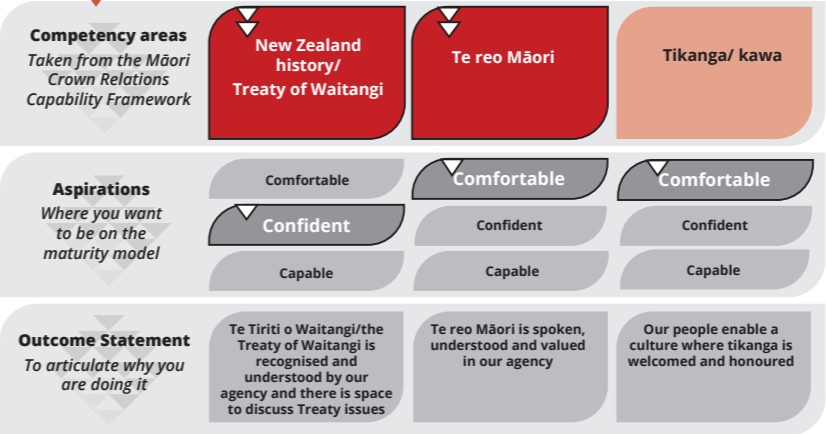
B **Set aspirations for each competency area selected**
Using the Māori Crown Relations Capability Framework, your organisation will set aspirational goals for where you need to be on the maturity model for each competency area selected. Note the minimum expectation for organisational workforce build is comfortable.



C **Set an outcome statement for each competency area**
For each competency area, you will develop an outcome statement. This statement will ground your organisation in why you are doing what you are doing. You can use the example outcome statements to guide development of ones that reflect your agency.



D **Set actions to move your people towards aspirations**
For each competency area, set actions for your people that will help achieve the aspirations set. We have developed a list of sample actions (performance objectives) your organisation can take, or you can develop your own.





Set measures to know when you have achieved your aspirations

You will need to measure whether the action taken has helped you achieve your aspiration. We have provided examples of what a measure could look like.

Competency areas <i>Taken from the Māori Crown Relations Capability Framework</i>	New Zealand history/ Treaty of Waitangi	Te reo Māori	Tikanga/ kawa
Aspirations <i>Where you want to be on the maturity model</i>	Comfortable	Comfortable	Comfortable
	Confident	Confident	Confident
	Capable	Capable	Capable
Outcome Statement <i>To articulate why you are doing it</i>	Te Tiriti o Waitangi/the Treaty of Waitangi is recognised and understood by our agency and there is space to discuss Treaty issues	Te reo Māori is spoken, understood and valued in our agency	Our people enable a culture where tikanga is welcomed and honoured
Action <i>How you will get your people to the aspirations</i>	Comfortable Staff participate in some form of training to develop understanding in Treaty of Waitangi and New Zealand history.	Comfortable Staff attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae.	Comfortable Staff attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae.
	Confident Create opportunities for staff to participate in history conferences and events. Develop enhanced knowledge and reflect this in the analysis of issues.	Confident Staff attend more tailored Tikanga Māori course/ wānanga.	Confident Staff attend more tailored Tikanga Māori course/ wānanga.
	Capable Create space for your people to discuss Treaty issues. Agency develops baseline analysis of Treaty issues to influence decision making.	Capable Staff identified as champions can shadow Tikanga practitioners.	Capable Staff identified as champions can shadow Tikanga practitioners.

Measures <i>How you will know when you get to your aspiration</i>	Comfortable	Comfortable	Comfortable
	% staff who participate in some form of training to develop understanding in Treaty of Waitangi and New Zealand history	% staff who attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae	% staff who attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae
	Confident % of staff attending history conferences and events. % of policy development/papers that have robust Treaty analysis.	Confident % staff who attend tikanga Māori course/wānanga	Confident % staff who attend tikanga Māori course/wānanga
	Capable	Capable	Capable
	% staff able to include robust Treaty analysis and include these in the direction of advice and recommendations to all audiences.	Number of champions for staff to follow	Number of champions for staff to follow



Confirm timeframes for development

Decide when your people will undertake actions to reach the aspirations.

Competency areas <i>Taken from the Māori Crown Relations Capability Framework</i>	New Zealand history/ Treaty of Waitangi	Te reo Māori	Tikanga/ kawa
Aspirations <i>Where you want to be on the maturity model</i>	Comfortable	Comfortable	Comfortable
	Confident	Confident	Confident
	Capable	Capable	Capable
Outcome Statement <i>To articulate why you are doing it</i>	Te Tiriti o Waitangi/the Treaty of Waitangi is recognised and understood by our agency and there is space to discuss Treaty issues	Te reo Māori is spoken, understood and valued in our agency	Our people enable a culture where tikanga is welcomed and honoured
Action <i>How you will get your people to the aspirations</i>	Comfortable Staff participate in some form of training to develop understanding in Treaty of Waitangi and New Zealand history.	Comfortable Staff attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae.	Comfortable Staff attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae.
	Confident Create opportunities for staff to participate in history conferences and events. Develop enhanced knowledge and reflect this in the analysis of issues.	Confident Staff attend more tailored Tikanga Māori course/ wānanga.	Confident Staff attend more tailored Tikanga Māori course/ wānanga.
	Capable Create space for your people to discuss Treaty issues. Agency develops baseline analysis of Treaty issues to influence decision making.	Capable Staff identified as champions can shadow Tikanga practitioners.	Capable Staff identified as champions can shadow Tikanga practitioners.
Measures <i>How you will know when you get to your aspiration</i>	Comfortable % staff who participate in some form of training to develop understanding in Treaty of Waitangi and New Zealand history	Comfortable % staff who attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae	Comfortable % staff who attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae
	Confident % of staff attending history conferences and events. % of policy development/papers that have robust Treaty analysis.	Confident % staff who attend tikanga Māori course/wānanga	Confident % staff who attend tikanga Māori course/wānanga
	Capable % staff able to include robust Treaty analysis and include these in the direction of advice and recommendations to all audiences.	Capable Number of champions for staff to follow	Capable Number of champions for staff to follow

Timeframes <i>When you will complete actions by</i>			

Completing your plan

Your organisational plan should be submitted to Te Arawhiti by 30 June 2021. Te Arawhiti will advise on and review your plan. To support us with this function, we are preparing to establish a panel that will provide recommendations before we endorse final plans.

A full guidance pack is available to support development of an organisational plan. Email whaingamorangi@tearawhiti.govt.nz to receive this guidance pack.

Actions and measures for Whāinga Amorangi Phase One: *Empowering People*

Competency areas
Taken from the Māori Crown Relations Capability Framework

Outcome Statement
To articulate why you are doing it

Action
How you will get your people to the aspirations

Measure
How you will know when you get to your aspiration

	New Zealand history/ Treaty of Waitangi literacy	Te reo Māori	Tikanga/ kawa	Understanding racial equity and institutional racism	Worldview knowledge	Engagement with Māori
	Te Tiriti o Waitangi/the Treaty of Waitangi is recognised and understood by our agency and there is space to discuss Treaty issues.	Te reo Māori is spoken, understood and valued in our agency.	Our agency adopts a culture where tikanga is welcomed and honoured.	Institutionalised racism is identified and addressed in our agency.	Te Ao Māori and other worldviews inform development of our work.	Our agency has the knowledge, skills and processes to engage with Māori. Māori are heard and their feedback influences the direction of our work.
Comfortable	Staff participate in some form of training to develop understanding in Treaty of Waitangi and New Zealand history.	Staff participate in beginners te reo Māori classes/Kura reo. Create a learning environment where staff are comfortable giving te reo a go.	Staff attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae.	Staff participate in some form of racial equity training or other equity trainings. Agency identifies issues and puts in place steps to address issues.	Staff participate in some form of intercultural awareness training or have exposure to different worldviews through experiences e.g. visiting marae.	Socialise and use Te Arawhiti Engagement Framework and Guidelines as a baseline for good practice.
Confident	Create opportunities for staff to participate in history conferences and events. Develop enhanced knowledge and reflect this in the analysis of issues.	Staff participate in Intermediate te reo Māori classes/Kura reo. Provide opportunities for staff to practice te reo.	Staff attend more tailored Tikanga Māori course/wānanga.	Plans are put in place to address issues and issues are resolved.	Staff participate in more specialised te ao maori training or experiences e.g. Mātauranga Māori training, noho marae or kura reo.	Staff participate in some form of engagement training where knowledge and skills are continued to be developed. Internal processes are developed, used and reviewed for input.
Capable	Create space for your people to discuss Treaty issues. Agency develops baseline analysis of Treaty issues to be part of decision making.	Staff participate in advanced te reo Māori classes/Kura reo. Provide opportunities for staff to dialogue in te reo	Staff identified as champions can shadow Tikanga practitioners.	Create space for trusted facilitators to coach other staff how to address institutionalised racism. Plan is adopted to make this part of the culture of our agency.	Mentoring arrangements and secondments in place.	Create space for discussions about lessons learned from engagement focusing on how feedback has been used and impacts are enhanced.
Comfortable	% staff who participate in some form of training to develop understanding in Treaty of Waitangi and New Zealand history.	% of staff who attend beginners te reo Māori classes/Kura reo.	% staff who attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae.	% staff who participate in some form of racial equity training or other equity trainings. Plan of action is in place.	% of staff who participate in some form of intercultural awareness training or have exposure to different worldviews through experiences e.g. visiting marae.	% of staff awareness.
Confident	% of staff attending history conferences and events. % of policy development/papers that have robust Treaty analysis.	% staff who attend intermediate te reo Māori classes/Kura reo.	Staff attend more tailored Tikanga Māori course/wānanga.	Plan of action is implemented, and issues resolved.	% staff who participate in 3 or more intercultural awareness training including more specialised te ao Māori training e.g. Mātauranga Māori training, noho marae or kura reo.	% staff who attend some form of engagement workshop. Processes are developed and used across the agency.
Capable	% staff able to include robust Treaty analysis and include these in the direction of advice and recommendations to all audiences.	% staff who attend advanced te reo Māori classes/Kura reo.	Number of champions for staff to follow.	% staff who can coach other staff how to address institutionalised racism.	Number of mentoring arrangements and secondments in place.	Feedback from Māori shows good engagement practices are in place and have resulted in better wellbeing outcomes for Māori. 4

Organisational Plan Phase One: *Empowering people*

**USE: Te Arawhiti
Māori Crown Relations
Individual Capability
Component**

How will this work?

Dec 2020

Receive letters and a guidance pack from Te Arawhiti for Whāinga Amorangi

29 Jan 2021

Chief Executive returns signed Whāinga Amorangi commitment letter to Te Arawhiti and nominates a contact from the agency

**Feb – 29
June 2021**

Develop Whāinga Amorangi Organisational Plan Phase One

- Guidance for reporting on Whāinga Amorangi in your Annual Report for year ended 30 June 2021 will be provided by Te Arawhiti

**By 30 June
2021**

Submit Whāinga Amorangi Phase One plan to Te Arawhiti.

Prepare to report in your Annual Plan year ended 30 June 2021.

Te Arawhiti is available to provide support



PHASE ONE IMPLEMENTATION BEGINS





THE OFFICE FOR MĀORI CROWN RELATIONS

Whāinga Amorangi

PHASE TWO *is coming*