

Whāinga Amorangi: Transformational Leadership



**Phase One Organisational Plan:
Empowering People**
Guidance for organisations

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Foreword from Lil



Kia rangatira te tū **Transformational leadership – being the difference, making it happen**

Kei aku hoamahi, tēnā tātou katoa

Through engagement following the establishment of the Māori Crown Relations – Te Arawhiti portfolio, Māori made it clear they were ready and willing to partner with the Crown, but that government agencies vary in their capability and willingness to do this. COVID-19, and the response of communities across Aotearoa has shown us the importance of this kaupapa and demonstrated what can be achieved for Māori communities and Aotearoa more broadly when the Crown and Māori work together in partnership.

The ability to work in partnership with Māori needs to be enduring and consistent across our agencies. We need to be bold and courageous in the way we work with our partner. Now is the time to think broadly and innovatively to create genuine culture change within organisations. If we do this right and do this well, there is huge potential for Aotearoa to realise the true vision of te Tiriti / the Treaty and become a world leader in bicultural relations.

We are all at various stages of our journey towards true Treaty partnership. Some of us have been working at building our capability to strengthen Māori Crown relations for a while and some of us are just starting out. But no matter where you are on this journey, Te Arawhiti is here to guide you as you build the skills, understanding and confidence to walk across the bridge.

Alongside Te Kawa Mataaho and Te Puni Kōkiri, Te Arawhiti has developed **Whāinga Amorangi: Transforming Leadership** to help Chief Executives meet responsibilities under the Public Service Act 2020. The first phase of Whāinga Amorangi is about building your personal capability and, in doing so, being the role model who enables, empowers and inspires your people to do the same. The second phase will focus on the equally important job of ensuring the culture of your agency is one that supports our collective goal of true partnership.

Whāinga Amorangi is ambitious, but I believe that, now more than ever, public servants must be better equipped to engage and partner with Māori on issues that are of significant interest to them.

Capability-building is not a one-off or tick the box exercise – it is a commitment to enduring change, being the difference and modelling positive behaviours. I envision all public service agencies will continue to monitor, report on, and adapt their capability plans for decades to come.

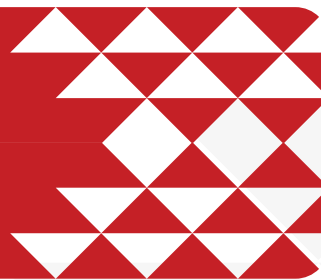
Culture change will not happen overnight. It will require long-term vision, fierce commitment and hard mahi. In fact, we may not see the fruits of our labour until the next generation comes along. Despite this, we must rise to the challenge and be confident in the knowledge that what we are doing collectively will help Aotearoa realise the true vision of te Tiriti / the Treaty and the full potential of the Māori-Crown relationship.

Te amorangi ki mua, te hāpai o ki muri¹
The leader at the front and the workers
behind the scenes

Lil Anderson
Chief Executive, The Office for Māori Crown Relations –
Te Arawhiti

¹This refers to marae protocol where speakers are at the front of the wharehau 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.

Whāinga Amorangi: Transforming Leadership



With assistance from the Public Service Commission and Te Puni Kōkiri, Te Arawhiti has developed a framework called Whāinga Amorangi: Transforming Leadership (**Whāinga Amorangi**) to support Chief Executives to meet their Māori-Crown relations responsibilities under the Public Service Act 2020.

The Whāinga Amorangi framework is two-fold:

1

As the leaders of your agencies, Chief Executives make a commitment to develop themselves in Māori Crown relations as part of their personal capability development;

2

Chief Executives champion the development of a two-phased Whāinga Amorangi Organisational Plan which includes:

Phase One: A plan to empower their people through capability-building in Māori Crown relations.

Phase Two: A plan to transform their organisation to improve Māori-Crown relations.

This guide has been put together to help your agency through Phase One of developing your Whāinga Amorangi Organisational Plan.

Timeline for Whāinga Amorangi Organisational Plan

Phase One Empowering People



Introduction

The purpose of this guidance pack is to provide you with support in developing the first phase of your Whāinga Amorangi Organisational Plan, focused on empowering people (**Phase One plan**). The guide sets out a step-by-step process to give you an indication of how this work could be done. It also links to, and explains how to apply, other Te Arawhiti frameworks and tools.

What do we mean by empowering people?

We want to be a public service well-positioned to support the Māori Crown relationship. To get there, we need to empower our people with continuous learning and exposure to experiences to enable capability building in Māori Crown relations. Getting our people capable in Māori Crown relations means they understand why the Māori Crown relationship is important, and they know how to reflect this understanding in the mahi they do. A public service that is capable in Māori Crown relations will lead to improved outcomes for Māori.

What will a Phase One plan address?

Just as Chief Executives are committed to developing themselves in a minimum of two competency areas, the Phase One plan you create will enable your people to do the same.

Your Phase One plan is a plan for all your people. It will consider your people's capability and where you want your people to go. To get there, your plan will include aspirations, actions and a way of measuring your progress. Tailored aspirations and actions may also apply to specialist roles within the organisation however these do not need to be captured in your plan.

How can the Maori Crown Relations Capability Framework help you develop your Phase One plan?

Te Arawhiti developed [The Māori Crown Relations Capability Framework – Individual Capability Component \(MCR Framework\)](#) to help agencies structure their approach to learning and capability-building. Where agencies already have capability frameworks in place, the MCR Framework can be incorporated into those frameworks. The MCR Framework sets out six core competency areas we need to empower people in, as well as five other competencies certain roles within agencies will need.

These areas include:

- ▶▶ 1. New Zealand history/Treaty of Waitangi literacy
- ▶▶ 2. Te Reo Māori
- ▶▶ 3. Engagement with Māori
- ▶▶ 4. Understanding racial equity and institutional racism
- ▶▶ 5. Worldview knowledge
- ▶▶ 6. Tikanga/kawa

The Crown needs to strengthen in these additional areas. Once baseline capability has been built in the core competency areas:

- ▶▶ 7. Understanding of Māori Crown relations
- ▶▶ 8. Treaty of Waitangi analysis
- ▶▶ 9. Knowledge of Treaty settlement commitments
- ▶▶ 10. Data and evidence
- ▶▶ 11. Partnership capability

For each of the 6 core competency areas, the MCR Framework describes what it means to be Unfamiliar, Comfortable, Confident and Capable through a maturity model. A maturity model is an approach to measure the steps an agency is making towards capability. In the case of the MCR Framework, the maturity relates to different levels of capability in Māori Crown relations. We encourage agencies to prioritise developing all their people in the six core competency areas above, to a 'comfortable' maturity standard first.

When a "comfortable" maturity level has been achieved for the core competency areas, agencies need to focus on building their people in the 5 additional competency areas. The goal of supporting people towards comfortable in the six core areas above is intended as a baseline, not a limit to the potential areas you can develop your people in.

For the purpose of developing your Phase One plan, you need to select a minimum of two competency areas. The priority focus for the first year is on Te Reo Māori and New Zealand history/Treaty of Waitangi literacy. At a minimum, your plan must include how you will develop your people in these two competency areas.

Who should the Phase One plan apply to?

The Phase One plan you develop is for all your people. In your plan you will describe how this will be rolled out across the organisation and the approach you will take, noting the prioritisation of Te Reo Māori and New Zealand history/Treaty of Waitangi literacy.

Different roles within your agency may be expected to exceed the performance outcomes set due to the nature or scope of work they are responsible for. Variations on expectations for certain roles can be reflected in your Whāinga Amorangi Organisational Plan.

We recognise there are staff within agencies that will exceed the competencies in the MCR framework. It is your responsibility to support their continued development above aspirations set for staff in your Whāinga Amorangi plan.

What tools are available to support development of a Phase One plan?

This guidance pack includes some resources that can help you in the development of your Phase One plan. There are some key resources that should be used in development of your agency Phase One plan and some tools that are optional.

The Phase One plan template (Appendix A) and endorsement criteria (Appendix B) are included for you to use and below are additional resources to support the development of your agency plan.

Additional Resources:

- ▶▶ Example of actions and performance measures for Whāinga Amorangi Phase One: Empowering people (Appendix C)
- ▶▶ Survey template to assess Māori Crown relations skills (Appendix D)
- ▶▶ Interview questions for leaders (Appendix E)
- ▶▶ Template for mapping roles to the Māori Crown Relations Capability Framework (Appendix F)
- ▶▶ Guidance on how to report on Whāinga Amorangi in your Annual Report.

Developing a Whāinga Amorangi Organisational Plan



Step One: Aspirations - Determining where you want your people to go

Things to consider before you begin:

- ▶▶ **What** is the vision of your agency?
- ▶▶ **What** are the values of your agency?
- ▶▶ **What** is the core business of your agency?
- ▶▶ **How** does your core business interface with Māori?
- ▶▶ **Who** will champion this mahi (executive team sponsor)?
- ▶▶ **Who** will be part of the project team?
- ▶▶ **What** kind of resource do you need to complete the planning exercise?
- ▶▶ **How** will you meet the timeframe for your final plan?
- ▶▶ **Who** will be your key contact person to work with Te Arawhiti?
- ▶▶ **How** will you implement your plan?

Understanding where your people are at – knowing your baseline

Understanding the Maori Crown relations capability needs of your people will help you develop a plan that responds to your people's real needs. It will also be helpful in forming a baseline against which to measure progress.

Utilise existing workforce data

You may have existing workforce data that allows you to understand the capability level of your people. Make sure any existing data you use relates to the competencies you have selected for your plan e.g. workforce data on the number of fluent te reo Māori speakers would relate to the te reo component, but it does not relate to the engagement with Māori component so you could not use it as a measure of capability for that component.

Getting the perspective of Māori staff

Gathering and having kōrero with Māori staff could help you get an understanding of where your people are at. You can give Māori staff the option of giving feedback on where they see gaps in capability and if they are being called on to fill any of those gaps. This conversation should be facilitated by someone with experience in tikanga. Engage an external facilitator if required.

Survey your people

Undertaking a workforce survey could help you understand your agencies baseline capability. Te Arawhiti has developed a survey template (**Appendix D**) that will provide you with a snapshot of your people's level of experience, confidence and attitudes towards the 6 core competency areas from the MCR Framework. The results of the survey will help you gauge where your people currently sit on the maturity model. The survey template has been designed for you to adjust to suit your agency.

Interviewing leaders/key staff

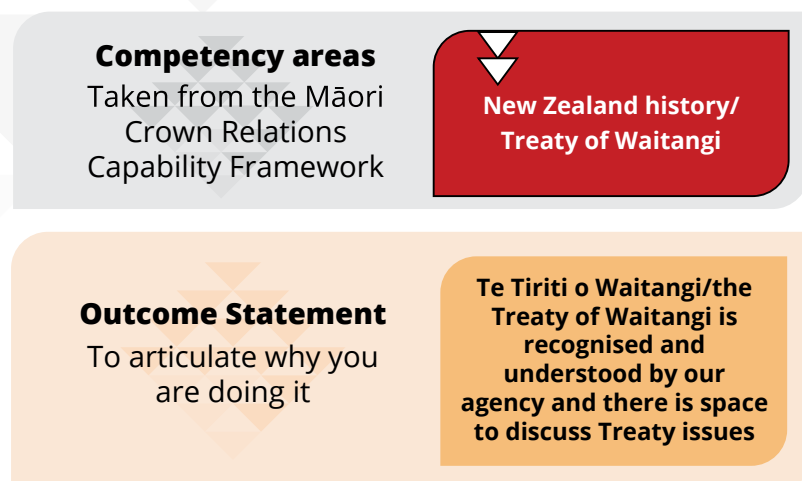
Capturing what your leaders/key staff think about where you are at can be a useful exercise. Leaders know their people and will likely be able to identify capability gaps in their teams. They may also have ideas on how to build capability which will be useful in Step Three when you develop a plan to build the capability of your people.

We have developed a list of interview questions (**Appendix E**) you can draw from if you decide to interview leaders or other key staff.

EXAMPLE OUTCOME STATEMENT

Developing outcome statements

For each competency area selected, you will develop an outcome statement for your agency. This statement will ground your agency in why you are doing what you are doing. We have developed examples of outcome statements you can draw from when developing your own ones (Appendix C).



Setting aspirations

Drawing on your understanding of your agencies baseline capability, you can set aspirations for where you want your people to go. Performance outcome is the term we use to describe where we want our people to go.

Select competencies for your organisational plan

First you need to decide which of the six core competencies you will develop people in first. You may want to mirror the core competencies your Chief Executive has selected to develop in, or you may choose to address different competencies or all the competencies at once.

Competencies in the first lifecycle of your plan are:

1. Te reo Māori
2. New Zealand history/Treaty of Waitangi literacy

Other core competencies you can choose to include:

3. Understanding of Māori Crown relations
4. Understanding racial equity and institutional racism
5. Worldview knowledge
6. Tikanga/kawa

Set aspirations for each competency area you select

Once you have identified the competency areas you will build capability in, you can decide which competency maturity level you will work towards achieving. Using the maturity model in the MCR Framework, your performance outcome will be based on building capability to either a 'comfortable', 'confident' or 'capable' level for each of the competency areas you have selected.

You may develop different aspirations for different roles/cohorts of your workforce. Te Arawhiti have developed a role-mapping template with prompts to help you map roles within your agency to the MCR Framework (Appendix F). We encourage agencies to undertake the exercise of assessing the roles in their agency against the MCR Framework to ensure the expectations you set are appropriate for each role.

To capture differences in aspirations (leading to difference in actions and measures), duplicate the plan template for different cohorts of staff or include these different descriptions in the same plan template.

Many senior policy analysts, for example, would be expected to be at least 'confident' in most of the core competencies and in several of the more specialist competencies in the MCR Framework. We would expect the requirements to increase with seniority and for work on matters of importance to Māori.

Competency areas Taken from the Māori Crown Relations Capability Framework	New Zealand history/ Treaty of Waitangi	
Outcome Statement To articulate why you are doing it	Te Tiriti o Waitangi/the Treaty of Waitangi is recognised and understood by our agency and there is space to discuss Treaty issues.	
Aspirations Where you want to be on the maturity model	Tier 2-4 leaders	Tier 2-4 leaders
	Comfortable	Comfortable
	Confident	Confident
	Capable	Capable

Step Two: Action - Developing actions to reach your performance outcomes

Once you have a grasp of your baseline, you can analyse it to prioritise the capability needs of your people. It is unlikely that you will be able to meet all your people's capability needs at once.

There is no one-size-fits-all in relation to the order in which you should undertake capability development. Consider approaches that reflect the skills your people most need, the culture you are seeking to create and the interests of your staff.

Looking at the baseline that relates to each of your performance outcomes, it could be helpful to consider

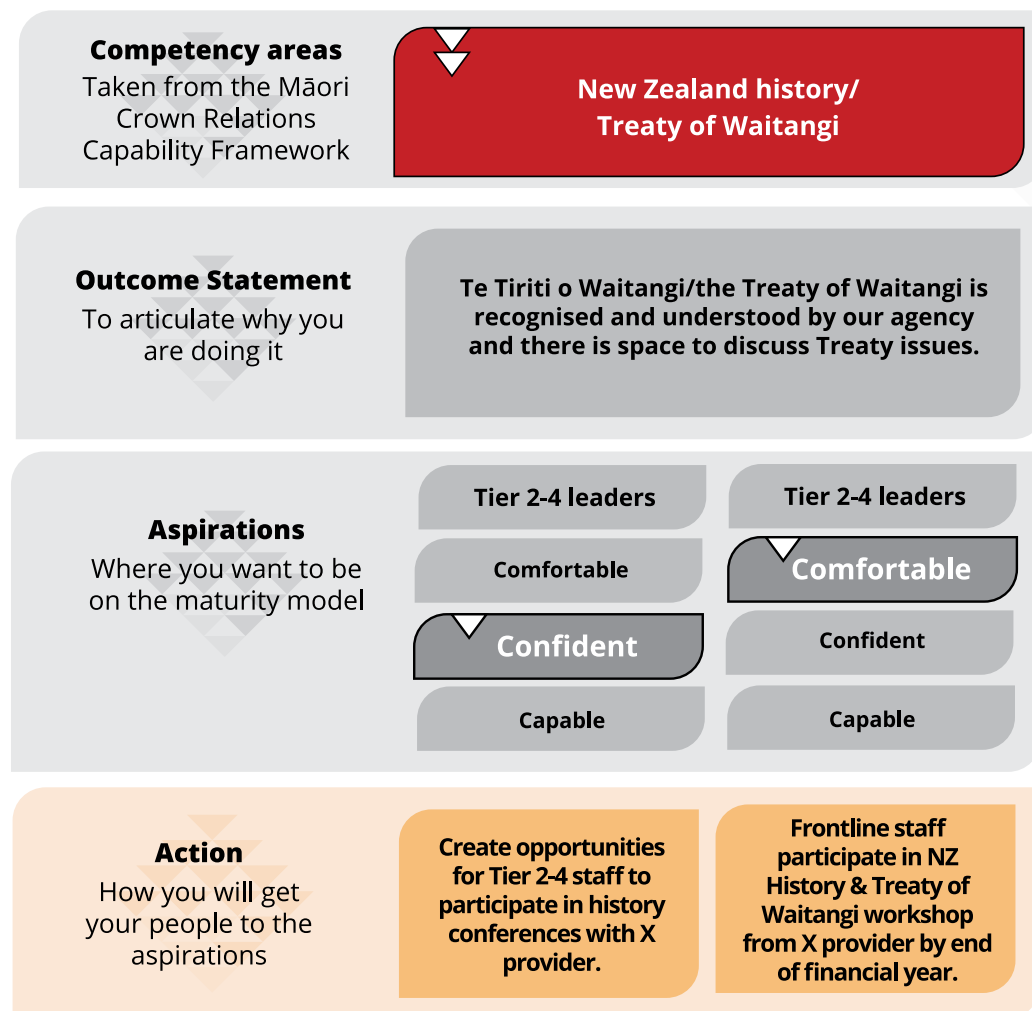
- ▶▶ 1. **What** resources are available to build capability for your people?
- ▶▶ 2. **Which** aspirations are your people furthest from?
- ▶▶ 3. **Which** cohort of your people are furthest away from each of your aspirations? E.g. Tier 3 managers, policy advisors?
- ▶▶ 4. **Which** aspirations do you want to reach first?
- ▶▶ 5. **Which** cohort of your people has most influence?
- ▶▶ 6. **Which** cohort of your people will training likely have the biggest impact on?

EXAMPLE OF PRIORITISING YOUR WORKFORCE

You find out 90% of your staff are unfamiliar with engaging with Māori. According to your performance outcome, you want 75% of your staff to be, at a minimum, 'comfortable' engaging with Māori by 2025. You have limited resource, only enough to put 50% of your workforce through training in the next 3 years. You decide to prioritise all managers and senior staff because they lead policy development processes and will likely be responsible for engaging Māori in those processes.

Developing actions

In order to measure the journey towards your aspirations, the actions you set in your plan will need to be measurable. A measurable action is one that maps clearly to aspirations - it is intended to influence and answers who, what and when. We have developed examples of actions you can draw from (**Appendix C**). We encourage you to use these examples as a guide only in development of ones fit for your people and organisation, adding in details such as who, what and when.



Actions around te reo Māori

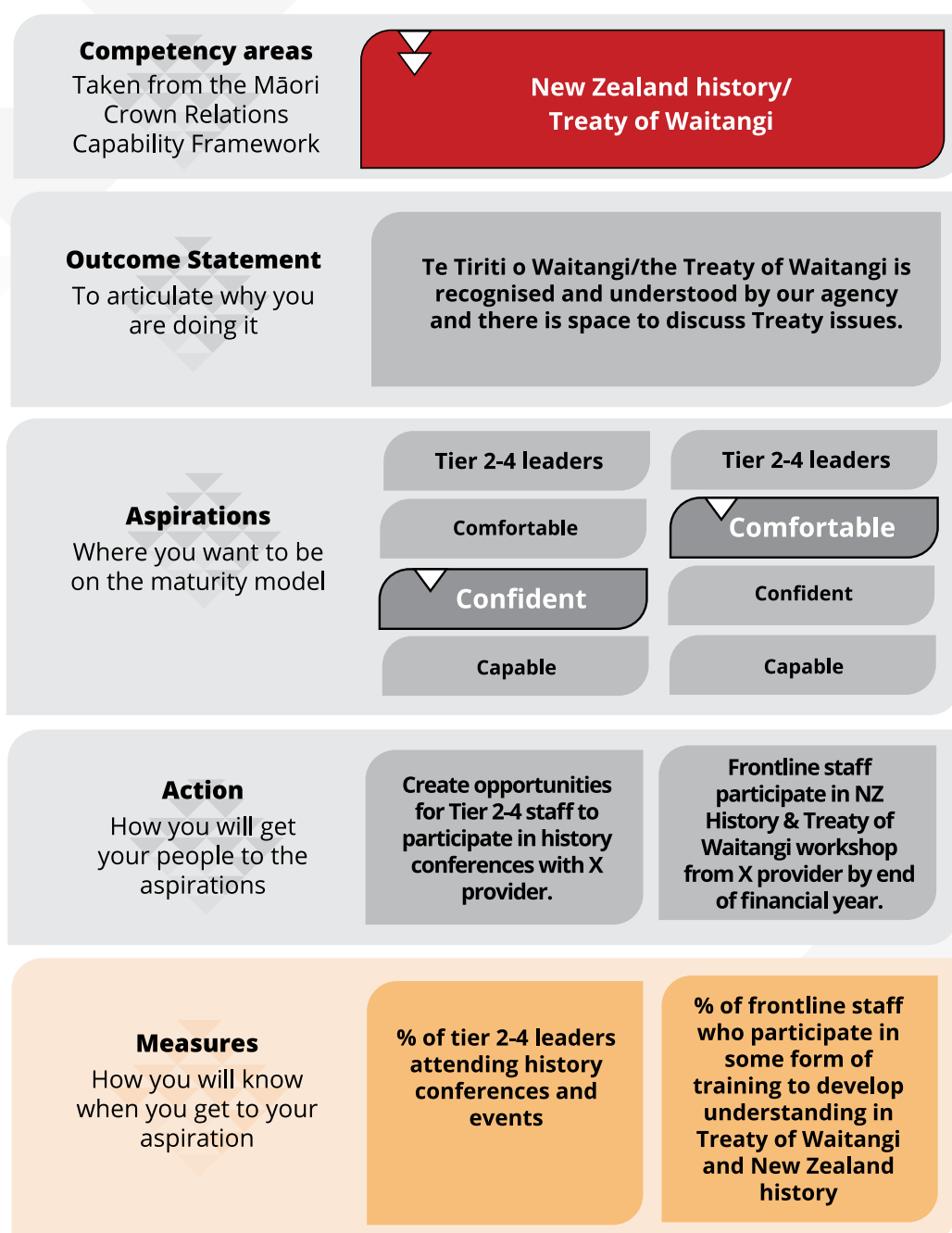
The actions in your plan in relation to Te Reo Māori should reflect your Te Reo Māori plan. Refer to Te Taura Whiri Te Reo Māori: Māori Language Commission's guidance to develop a Te Reo Māori plan and add it as an appendix to your Whāinga Amorangi Phase One plan. Developing a Te Reo Māori plan supports implementation of the [Maihi Karauna](#), the Crown's strategy for Māori Language Revitalisation. Te Taura Whiri guidance is available here: <https://www.tetaurawhiri.govt.nz/>

Step Three: Measuring - Monitoring and sharing your journey

Empowering your people to be capable in Māori Crown relations will require continued efforts. You need to know where you are heading (aspirations) and have a clear way to measure your journey there. You will get there faster if you draw on learnings from the past and refine actions you take to achieve your performance outcomes as you go.

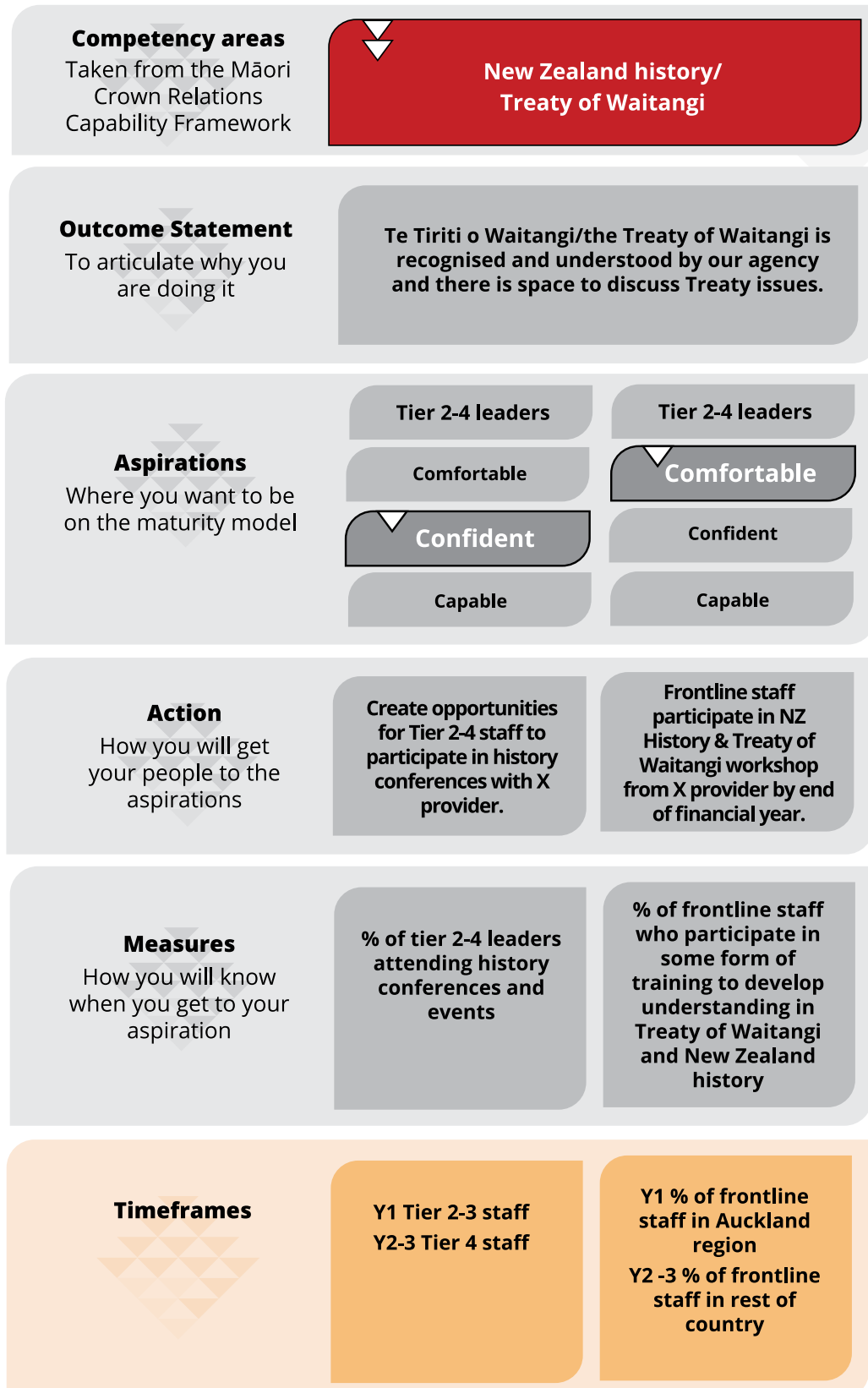
Building capability with a view to one size fits all will not be effective. What is important is that you continually track how your people are developing so you can refresh your plan and your offerings as you build capability.

Set measures for your people to understand whether the actions taken have helped you to achieve your aspirations. We have developed example measures you can draw from **(Appendix C)**.



Setting timeframes

To achieve the long-term vision in your outcome statement, your plan has clearly identified intermediate steps for the next 3 years, to be reviewed annually.



Developing a plan

We have developed a plan template (Appendix A) and encourage you to add your agency's flavour to your plan that reflects the values of your agency and is meaningful to your people.

Your Phase One plan should demonstrate:

- ▶▶ **1. Aspiration** - where you want your people's capability to be
- ▶▶ **2. Action** - how you are going to get there
- ▶▶ **3. Measurement** - how you will know when you get there

Submitting your plan to Te Arawhiti

Your final plan should be submitted to Te Arawhiti and we will advise on and review your capability plans. To support us with this function, we are preparing to establish a panel that will provide recommendations before we endorse your final plan. We have developed endorsement criteria (**Appendix B**) which sets out the essential elements your final plan must include before the plan is endorsed.

How Te Arawhiti will support you through Phase One



Te Arawhiti is here to provide advice and help you throughout the process of developing your Whāinga Amorangi Phase One plan. In addition to this guidance pack, Te Arawhiti will be:

- ▶▶ Holding workshops for Whāinga Amorangi Phase One project teams
- ▶▶ Providing feedback on draft plans
- ▶▶ Setting time aside to work 1-1 to support finalising of plans
- ▶▶ Facilitating a network of learning

Whāinga Amorangi Organisational Plan Phase Two: Transforming Agencies



What will it look like?

Phase Two of your Whāinga Amorangi plan will be more comprehensive than Phase One, requiring you to undertake an organisation-wide assessment to see whether your structures, policies and processes enable effective Māori Crown relations and then developing a plan to bridge you towards true treaty partnership.



APPENDICES

APPENDIX A:

Draft plan template – Whāinga Amorangi Phase One: Empowering People

This template will help you structure your plan to build your people’s capability as part of Whāinga Amorangi Phase One: Empowering Our People. You need to select a minimum of two competency areas, but must include te reo Māori and Treaty of Waitangi literacy. This plan should be submitted to Te Arawhiti.

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 Where you want to be on the maturity model						
Action How you will get to your aspirations						
Measure How you will know when you get to your aspiration						
Timeframe When you will complete actions by						

APPENDIX B: Endorsement criteria

Endorsement Criteria

Whāinga Amorangi Phase One

Your Whāinga Amorangi Phase One Plan should be submitted to Te Arawhiti for endorsement. Each plan must include three elements: outcomes sought, actions to achieve these outcomes and a way of measuring progress. Before Te Arawhiti endorses your plan, we will review it against the following criteria to ensure it reflects the standard required.

Checklist		Y/N	Comment
Aspirations			
1	Your plan includes a long-term vision of the capability your agency aspires to and reflects the capability your agency needs to be a good Treaty partner		
2	This vision includes performance outcomes which align to competency areas in the Māori Crown Relations Framework – Individual Capability component.		
3	Outcomes include NZ History & Treaty of Waitangi and te reo Māori at a minimum		
4	There is clear reasoning for where you have set your aspirations and the aspirations are appropriate for the roles assigned to them		
5	To achieve the long-term vision, your plan has clearly identified intermediate steps including short-term outcomes for your staff for: <ul style="list-style-type: none"> - The next year - The next 3 years 		
Actions to achieve outcomes			
6	Your plan includes actions to build capability i.e. training, secondments etc		
7	Your actions support your people to build knowledge and capability in the competency areas you have selected to focus on		
8	Your actions are realistic and consistent with the specific needs of your people		
9	Your actions are based on a clear strategy for building your people's capability		
10	Your actions are specific and measurable		
Measuring implementation			
11	Implementation of the plan is explained with clear timelines		
12	There is a clear process for ongoing measurement, evaluation and adjustments for each year of the plan.		
13	Your plan details how you will report progress towards your long-term vision		

APPENDIX C: Example Actions and Measures

This template will help you structure your plan to build your people’s capability as part of *Whāinga Amorangi Phase One: Empowering Our People*. You need to select a minimum of two competency areas, but must include te reo Māori and Treaty of Waitangi literacy. This plan should be submitted to Te Arawhiti for endorsement.

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
Outcome Statement To articulate why you are doing it		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.
Action How you will get your people to the aspirations	Comfortable	Staff participate in some form of training to develop understanding in Treaty of Waitangi and New Zealand history.	Staff attend some form of training/experience to build their understanding of tikanga/kawa e.g. noho marae, attend a hui on marae.	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 attend more tailored Tikanga Māori course/wānanga.	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 influence decision making.	Staff identified as champions can shadow Tikanga practitioners.	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.
Measure How you will know when you get to your aspiration	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.	% 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 tikanga Māori course/wānanga.	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 who feel it is a safe space to discuss the Treaty.	Number of champions for staff to follow.	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.

APPENDIX D: Māori Crown People Survey

Māori Crown relationship skills survey

This survey is intended to assess *[name of agency]*'s capability to support the Māori Crown relationship. It does this by gauging staff confidence in their abilities in various competencies. The results will be used to inform and prioritise training available to staff to build capability.

Results will be aggregated to ensure anonymity. Categories will be merged where responses may otherwise be identifiable.

Please consider your confidence levels in a work context and in relation to your previous experience and ability to undertake relevant work.

How confident are you in your ability to undertake the following tasks?

Relevant competency area	No.	Question	Not at all confident	Slightly confident	Moderately confident	Confident	Very confident
Importance of public servants understanding and supporting the Māori Crown relationship	1	I believe that a Te Ao Māori perspective is relevant to my work					
	2	I think it is worthwhile building my confidence in Te Ao Māori					
	3	I actively seek opportunities to broaden my understanding of Te Ao Māori					
Understanding racial equity and institutional racism (Focus area)	4	I feel confident in my ability to identify practices and processes in my agency's work that may inadvertently disadvantage Māori					
	5	I feel comfortable talking about race in the workplace	Never	Sometimes	Usually		
	6	How often do you think about your race? ²	Never	Once a year	Once a month	Once a week	Once a day Constantly

² Camara Jones, (2002). *Confronting Institutionalized Racism*, Phylon. Accessible at: https://sph.umd.edu/sites/default/files/files/Jones-Confronting-Institutionalized-Racism_Phylon%202003.pdf

Relevant competency area	No.	Question	Not at all confident	Slightly confident	Moderately confident	Confident	Very confident
New Zealand history and the Treaty of Waitangi (Focus area)	7	I feel confident to describe key historical moments in the Māori Crown relationship from a Māori and Pākehā perspective					
Worldview knowledge Te ao Māori Tauīwi worldviews including: - Te ao Pākehā - Diverse tauīwi worldviews (Focus area)	8	I feel confident in my ability to explain kaupapa Māori concepts, including all the following: kaitiakitanga, mana, manaakitanga, mātauranga Māori, tikanga, whanaungatanga, wairua and aroha					
	9	I feel confident to describe where iwi are located around the country					
	10	I feel confident in my ability to seek further understanding of Te Ao Māori					
Tikanga/kawa (Focus area)	11	I feel confident in my ability to sing two waiata from memory					
	12	I feel confident in my ability to participate in a pōwhiri					
	13	I feel confident in my ability to practice tikanga in the office, including in meetings					
Te reo Māori							
Based on Te Taura Whiri levels (Focus area)		I feel confident in my ability to introduce myself in te reo Māori					
		I feel confident in my ability to converse in te reo Māori					

Relevant competency area	No.	Question	Not at all confident	Slightly confident	Moderately confident	Confident	Very confident
Treaty of Waitangi analysis		I feel confident to describe the articles and principles of the Treaty of Waitangi					
		I feel confident to describe how the Treaty of Waitangi applies to my work					
Knowledge of Treaty settlement commitments		I feel confident in my knowledge of Treaty settlement commitments that affect my work area					
Data and Evidence		I feel confident to analyse data from multiple cultural perspectives					
Engagement with Māori (Focus area)		I feel confident to name key Māori individuals, groups and/or entities with an interest in my work area					
		I feel confident in my judgement on when and how the Crown needs to engage with Māori					
Partnership capability		I feel confident to work in partnership and share decision making with a Māori group					
		I feel confident to incorporate current Māori perspectives on Māori Crown relations into my work					

Do you agree with the following statements?

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
23	I believe that [agency name] actively embraces and nurtures Te Ao Māori					
24	I believe that [agency name] engages effectively with Māori					
25	I believe [agency name] enables me to apply Māori Crown relations skills to my work (circle the appropriate option)	No	Yes	Sometimes		

Te ao Māori experience questions (Circle the appropriate option)

26	How many times have you attended a noho marae ? ³	Never	1 – 2 times	3 – 5 times		6 times or more
27	Have you studied te reo Māori and if so, for how long (in total)?	Never	Less than 1 year	1 - 2 years	3 - 4 years	More than 4 years
28	Have you been involved in a waiata or kapa haka group?	No	Yes			
29	Have you undertaken training, study (formal or informal) in tikanga and kawa?	No	Yes			
30	Have you done any other kaupapa Māori study formally or informally outside of work? (e.g. weaving, mātauranga Māori, waka ama)	No	Yes			

Demographic questions (circle the appropriate option)

31	What is your age?	24 years or under	25 – 34 years	35 – 44 years	45 – 54 years	55 – 59 years	60 years or over	Prefer not to say
34	What is your gender?	Female		Male		Gender diverse		Prefer not to say
35	What ethnic group do you belong to? (participants can circle multiple options)	• Māori • New Zealand European/Pākehā • Pacific Islander • European • Chinese • Indian • Middle Eastern/Latin American/African • Other (specify) • Prefer not to say						
36	What is your role?	• Management • Policy (including all analysts and advisors) • Community facing • Administrative support • Other						
37	How long have you worked at the [agency name]?	• 25 years or more • 20-24 years • 15-19 years • 10-14 years • 5-9 years • 3-4 years • 1-2 years • Less than 1 year • Prefer not to say						
38	How long have you worked in the public service?	• 25 years or more • 20-24 years • 15-19 years • 10-14 years • 5-9 years • 3-4 years • 1-2 years • Less than 1 year • Prefer not to say						

Further feedback

39	If you have attended training or had other experiences that have been useful or had a significant impact on your skills to support the Māori Crown relationship, we would be interested to know more about them here.	
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Thank you for completing the survey!

If you have any comments that could help us improve this survey, please write them here or email them to

³ Marae stay

APPENDIX E: Interview questions

Interviewing your leaders/key staff about what they see their people's needs are can help you form a clearer picture of where your people are at. If you decide to interview your leaders for Whāinga Amorangi Phase One, the following questions could help guide the kōrero with them.

Questions about the leaders own capability:

1. How much time/energy do you think you would need to put into building your capability?
2. Which competency areas do you, personally, feel most and least comfortable in? Why?
3. As a leader, how do you prioritise your own Māori Crown relations capability building?
4. How can the agency better support you to build your capability in MCR?
5. Do you rely on a small number of individuals to provide support on MCR kaupapa?
6. What are the barriers to building your own capability? Do you believe it will be helpful?

Questions about the agency/people:

7. What is your core business and where does this most impact on the Māori Crown Relationship?
8. What areas would you most like to see your agency grow in?
9. What efforts to build your people's capability in MCR have been made over the last 3 years?
10. Do you think this made an impact on the way your people think about MCR?
11. What skills do you see are most lacking in your people?
12. What barriers are there for your people participating in training?
13. What skills do different parts of your workforce need to do well in MCR?
 - o Policy
 - o Frontline staff
 - o Management
 - o Others

APPENDIX F: Role mapping

Example: How to map roles to the Māori Crown relations Framework

Te Arawhiti has mapped some of our roles to the MCR Framework as an example of how it can be done. We encourage you to carry out this exercise for yourself so you can take into consideration the work your agency does and the Māori Crown relations capability your people need in different roles to do that work well.

Competency	Not required	Comfortable	Confident	Capable
NZ history & Treaty knowledge		Manager Ops Support Office Manager Analyst/Advisor L1 Analyst/Advisor L2 Research Assistant Project Manager Admin/Executive Support Tier 2 –DCE Org Services Implementation Co-Ordinator Legal Executive Contract & Procurement Advisor Funding Administrator Senior Business Analyst Records & Information Management co-ordinator Senior HR Advisor Business Advisor <i>Applicable to all roles within the Crown</i>	Senior Analyst/Advisor Principal Advisor Senior Solicitor Historian (2) Principal Land Advisor Solicitor (2) Tier 2, 3 & 4 <i>Are historical events discussed in the day-to-day work of this role? Is this role responsible for making decisions that need to account for changes in historical landscape?</i>	
Te reo ability		Manager Ops Support Office Manager Analyst/Advisor L1 Analyst/Advisor L2 Research Assistant Project Manager Admin/Executive Support Senior Solicitor Implementation Co-Ordinator Legal Executive Solicitor (2) Contract & Procurement Advisor Funding Administrator Senior Business Analyst Records & Information Management co-ordinator Senior HR Advisor Business Advisor Tier 3 & 4	Senior Analyst/Advisor Principal Advisor/ Historian Tier 2 <i>Does this role work with kaupapa Māori subject matter on a regular basis?</i>	<i>Does this role support others in hui with Māori</i>

Competency	Not required	Comfortable	Confident	Capable
Tikanga/kawa knowledge		Manager Ops Support Office Manager Analyst/Advisor L1 Research Assistant Project Manager Legal Executive Contract & Procurement Advisor Funding Administrator Senior Business Analyst Records & Information Management co-ordinator Business Advisor	Analyst/Advisor L2 Senior Analyst/Advisor Principal Advisor Admin/Executive Support Senior Solicitor Implementation Co-Ordinator Solicitor (2) Senior HR Advisor Tier 2, 3 & 4 <i>Does this role partake in in-person Crown-Māori engagements on a regular basis?</i>	<i>Does this role need to support or advise others on Crown-Māori engagements?</i>
Understanding of institutional racism		Analyst/Advisor L1 Analyst/Advisor L2 Research Assistant Admin/Executive Support Implementation Co-Ordinator Legal Executive Funding Administrator Senior Business Analyst Records & Information Management Co-ordinator Business Advisor <i>Applicable to all roles within the Crown</i>	Senior Analyst/Advisor Project Manager Tier 2, 3 & 4 Solicitor (2) Contract & Procurement Advisor Senior HR Advisor Does this role have a high level of influence on policy or HR decisions? <i>Does this role have a high-level of decision-making within the organisation?</i>	DCE Org Services DCE Strat/Policy Principal Advisor Senior Solicitor Chief Legal Advisor <i>Is this role responsible for implementing system change in an organisation? Is this role responsible for QA of policy work at a strategic level? Could this role lead conversations on the impact of racism and colonisation?</i>

Competency	Not required	Comfortable	Confident	Capable
Te ao Māori knowledge		Tier 3 & 4 Manager Ops Support Office Manager Analyst/Advisor L1 Analyst/Advisor L2 Research Assistant Project Manager Admin/Executive Support Senior Solicitor Implementation Co-Ordinator Legal Executive Solicitor (2) Contract & Procurement Advisor Funding Administrator Senior Business Analyst Records & Information Management co-ordinator Senior HR Advisor Business Advisor Manager Historians	Senior Analyst/Advisor Tier 2 Does this role have significant influence on the development of public policy?	Is this role required to support navigation of the agency's Māori Crown relationship? Is this role influential in enabling a culture that is open to different worldviews?
Engagements with Māori	Contract & Procurement Advisor Funding Administrator Senior Business Analyst Records & Information Management co-ordinator Business Advisor	Admin/Executive Support Senior HR Advisor Analyst/Advisor L1 Analyst/Advisor L2 Historian (2) Research Assistant Project Manager Implementation Co-ordinator Legal Executive Solicitor (2) Tier 4 Is this role responsible for supporting engagement with Māori on changes on to policy or practice?	Senior Analyst/Advisor Principal Advisor Senior Solicitor Tier 3 Is this role responsible for leading engagement with Māori on substantial changes on policy or practice?	Tier 2 Is this role responsible for overseeing and coordinating agency engagements with Māori on substantial changes on policy or practice?
Knowledge of Treaty settlement commitments	Tier 4 – Office Manager Admin/Executive Support Contract & Procurement Advisor Funding Administrator Senior Business Analyst Records & Information Management co-ordinator Senior HR Advisor Business Advisor	Analyst/Advisor L1 Research Assistant Project Manager Legal Executive Tier 3 & 4 Is this a policy or other role whose work interacts with settlement commitments?	Analyst/Advisor L2 Senior Analyst/Advisor Solicitor (2) Tier 2 Does this role provide quality assurance for policy or legal work that could intersect with settlement commitments?	Principal Advisor Senior Solicitor Does this role provide leadership for policy or legal work that could intersect with settlement commitments?

Competency	Not required	Comfortable	Confident	Capable
Data and evidence	Admin/Executive Support Legal Executive Funding Administrator Management co-ordinator Business Advisor	Analyst/Advisor L1 Analyst/Advisor L2 Senior Analyst/Advisor Senior Historian Research Assistant Project Manager Solicitor (2) Senior Business Analyst Records & Information Senior HR Advisor Tier 3 & 4 Does this role utilise data and evidence in day-to-day job?	Principal Advisor Senior Solicitor Does this role make decisions based on data and/or provide advice on decisions using data and evidence? Is this role responsible for developing evidence-based policy?	Director Policy/ Legal Director Assurance Does this role take a lead in oversight of work utilising data and evidence?
Partnership capability	Admin/Executive Support Contract & Procurement Advisor Funding Administrator Senior Business Analyst Records & Information Management co-ordinator Senior HR Advisor Business Advisor	Analyst/Advisor L1 Analyst/Advisor L2 Research Assistant Project Manager Implementation Co-Ordinator Legal Executive Solicitor (2) Tier 4 Role responsible for supporting Crown-Māori partnership	Senior Analyst/Advisor Senior Historian Senior Solicitor Tier 3 Responsible for leading Crown partnership with Māori	Tier 2 Responsible for leading, advising others or initiating partnership with Māori

