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# Māori Cultural Capability

**NZIC maturity assessment**

**Joint Senior Leadership Team**

**Discussion Document | 5th May 2021**

# Discovery

## Understanding our current state

In February a group of 20-30 volunteers from across the NZIC undertook a series of workshops to assess our current level of maturity against Te Arawhiti's Māori Crown Relations Framework.

Te Arawhiti's framework is intended to provide a coordinated approach to cultural capability building across the public service. It describes what culturally competent engagement with Māori might look like from the perspective of Māori. It is comprised of three parts:

- the individual capability framework
- the organisational capability framework
- and a survey.

The group's particular focus was on the **Organisational Capability** component of the framework which is described in six competencies and sixteen capabilities.

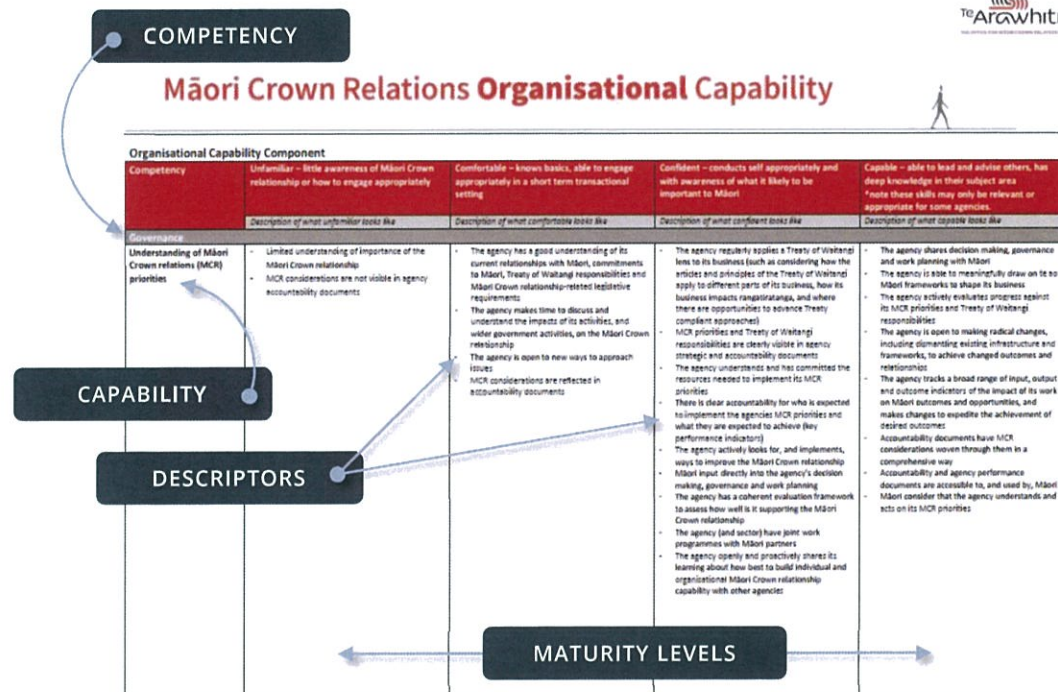




## Framework detail

Under each competency, one or more capabilities are defined by descriptors at varying levels of maturity.

- **Unfamiliar** – little awareness of Māori Crown relationship or how to engage appropriately
- **Comfortable** – knows basics, able to engage appropriately in a short term transactional setting
- **Confident** – conducts self appropriately and with awareness of what it likely to be important to Māori
- **Capable** – able to lead and advise others, has deep knowledge in their subject area.



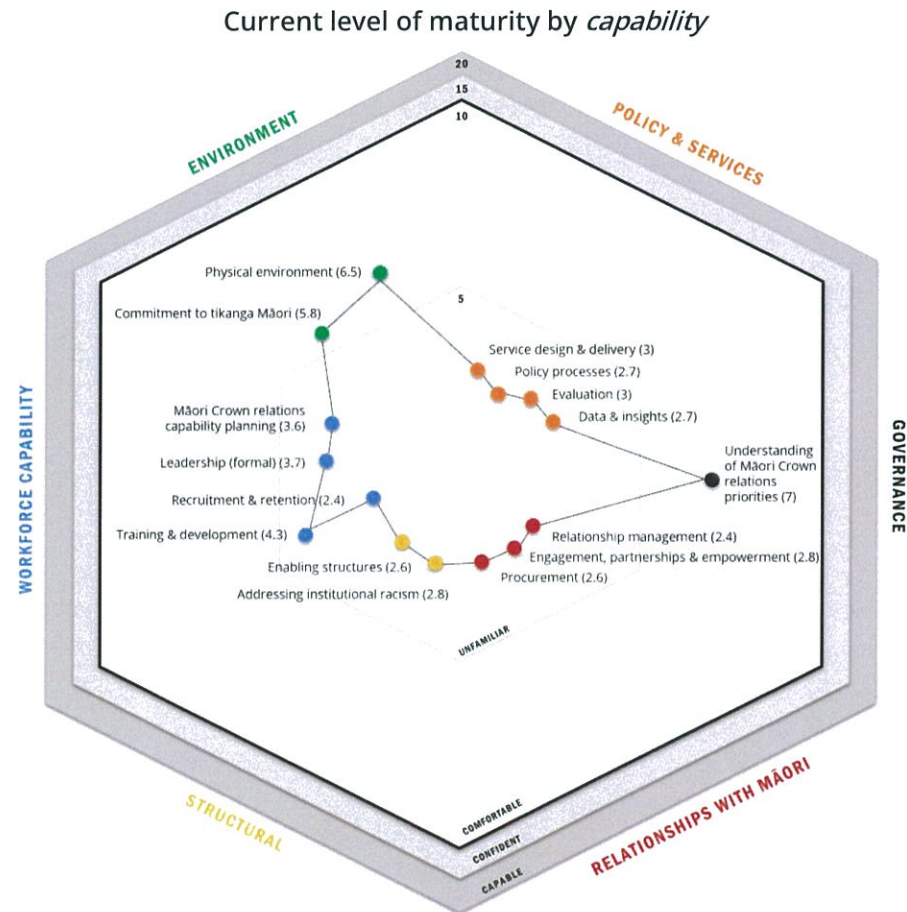
## Assessment process - capabilities

To start the group were asked to explore each capability and indicate the level of maturity they feel the NZIC currently demonstrates.

They did this by first providing individual ratings against capabilities and then agreeing a final rating.

Post workshop the group's ratings were plotted on a 1-20 scale to determine the average maturity rating of each capability.

The average maturity rating across all capabilities within a competency was then used to produce an average maturity rating for each of the six competencies (detailed on the next page).



## Assessment process - competencies

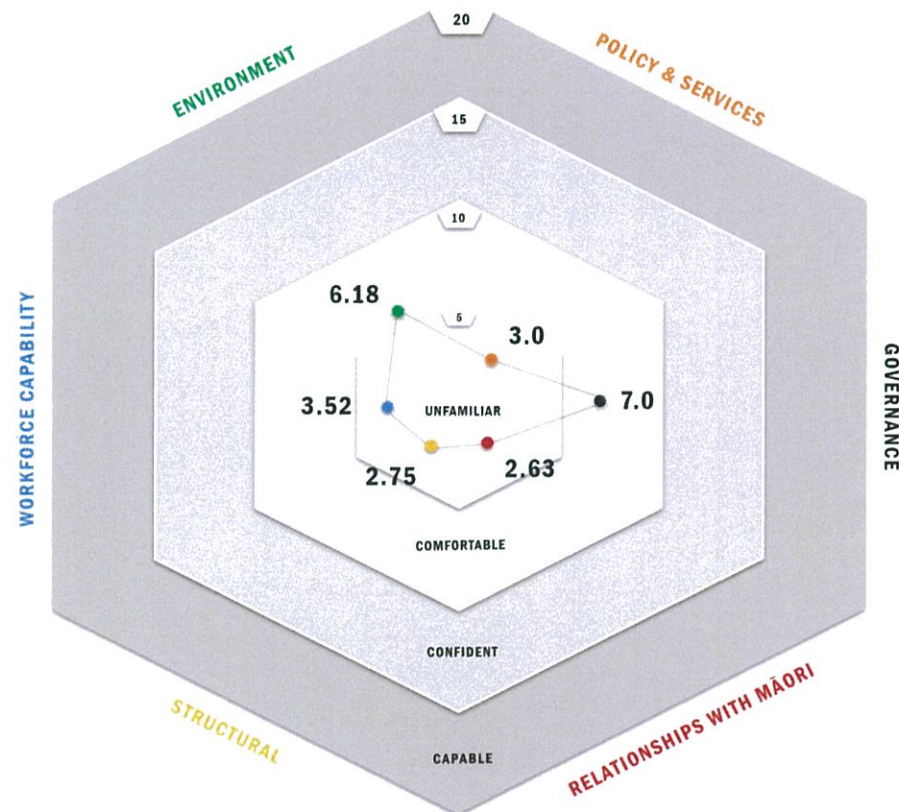
As a result the group determined overall, NZIC is **unfamiliar in four** of the seven competencies and **comfortable in two**.

The supporting feedback from the group verifies this rating with observations consistently summarising the NZIC as:

*'knowing the basics and doing some of these well, with pockets of skills, knowledge and experience; however we lack central coordination and consistency in our approach to meeting our obligations to Māori and in integrating te ao Māori into our workplace.'*

A summary of themes identified within the group's feedback and during discussions can be found in Annex A (pg. 20).

Current level of maturity by *competency*





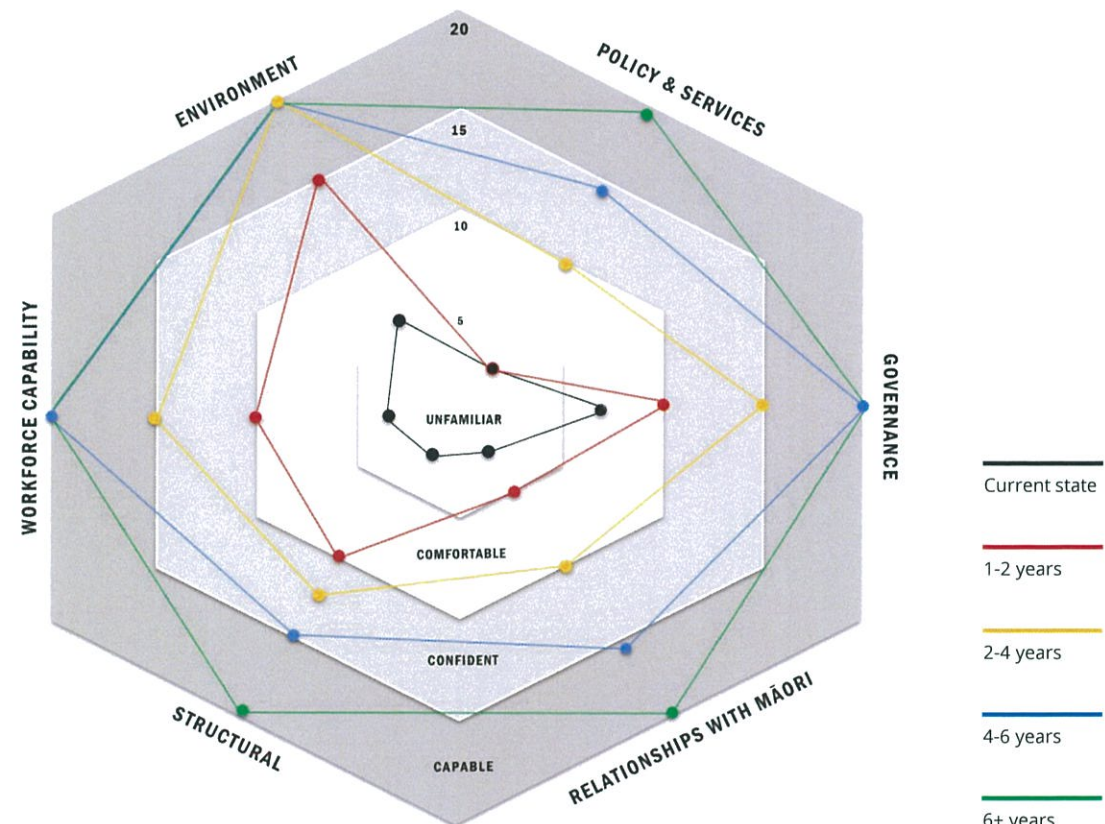
## Assessment process - priorities

To explore a potential pathway to maturity for NZIC could entail, the group were asked to review each competency and assess where development of capabilities might sit in terms of priority (short to long term).

As part of this process groups were asked to identify particular outcomes they believe NZIC should prioritise to build capability. The exercise resulted in:

- a clear set of opportunities the NZIC could capitalise on almost immediately
- activities and elements that would need to be undertaken/established in the short term to ensure long term success
- a set of more complex and/or yet to be fully understood action that requires significant planning and the support of foundational elements.

The analysis of their findings is represented over a six year period in the graph to the right, and demonstrates how our capability could shift following the group's priorities.



# Findings

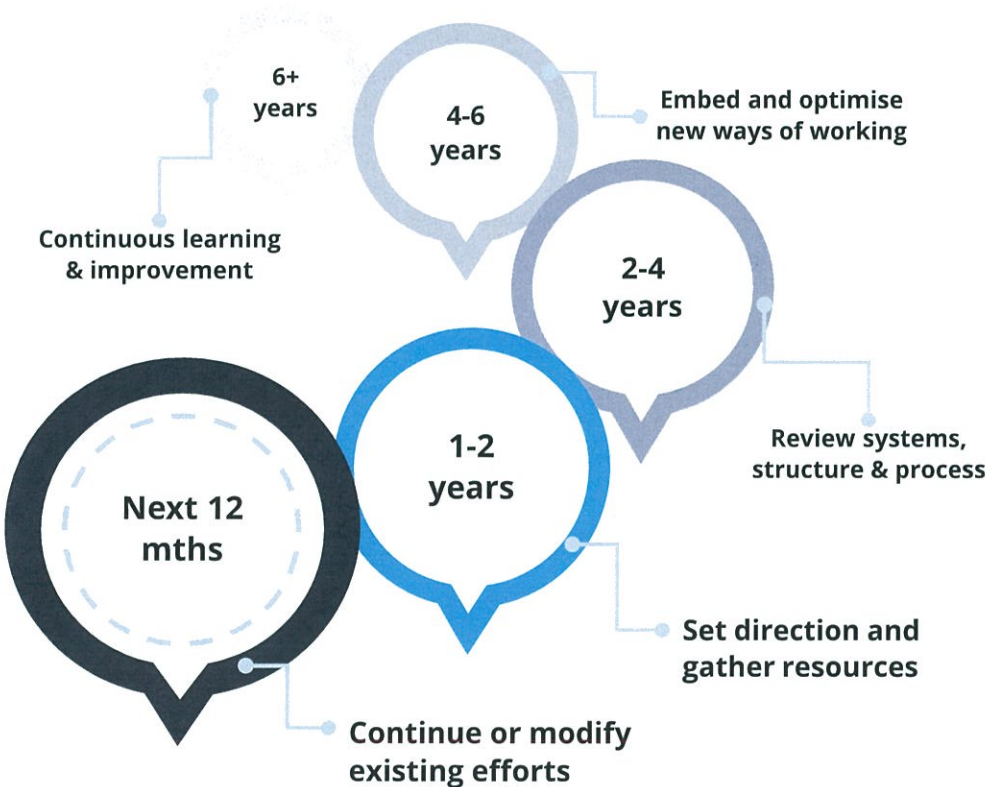
## A maturity model for the NZIC

Ultimately, the group identified a potential pathway for the NZIC to mature significantly over a six year period, while recognising that continued monitoring, reporting and adaption of capability plans will be required in an ongoing capacity.

The group's deeper assessment of outcomes associated with the various stages of maturity, and ideas for how those capability needs could be met are best described in five key stages.

While a six year horizon has been used to describe these stages, it's acknowledged that once work is underway NZIC may be able to pursue activities faster, or conversely may need more time to scope and resource specific activities.

These stages are outlined in more detail in a NZIC Māori Cultural Capability maturity model on the next page.





## NZIC MĀORI CULTURAL CAPABILITY MATURITY MODEL

### NEXT 12 MTHS

#### Continue or modify existing efforts

- » Set expectations and outline NZIC commitment with leaders
- » Source Maori cultural expertise to support our journey
- » Confirm and communicate 12month plan and measures
- » Complete the delivery of cultural training to all NZIC leaders
- » Expand offerings for cultural training to non-leaders

### 1-2 YEARS

#### Set direction and gather resources

- » Establish NZIC Māori Cultural Advisory function
- » Define and launch Māori strategy inclusive of:
  - Manawhenua engagement
  - Formal Te Reo Māori language plan
  - Systems, structure and process review plan
  - learning & development plan
  - Maori cultural capability sourcing and talent management
  - Tikanga standardisation across NZIC sites
  - Change management and communications plan

### 2-4 YEARS

#### Review systems, structure and process

- » Undertake comprehensive review of internal systems, structure and process against the Te Arawhiti model
- » Assess NZICs service delivery model in the context of delivering for and with Maori
- » Establish change plans where appropriate to meet the desired level of maturity over the next four years
- » Expand relationships with Māori beyond 'obvious' connections

### 4-6 YEARS

#### Embed and optimise new ways of working

- » Regularly test and review new ways of working internally and externally
- » Adjust strategies or approached where necessary
- » Share success measures and lessons learned across the Community

### 6+ YEARS

#### Continuous learning and improvement

- » Cyclical strategic planning
- » Ongoing measurement and practice review

### DEVELOP AWARENESS OF OUR COMMITMENTS AND BUILD CAPABILITY

Active communication, learning, promotion, participation and engagement in events and opportunities that promote te ao Maori in our workplace, with partners and across the system



## Priority areas

The working group felt strongly it was important to acknowledge that there is work underway across the NZIC to improve collective understanding and engagement in te ao Māori. This includes a range of learning and development opportunities, the establishment of the Waiata Group and our improved ability to perform powhiri and mihi whakatau for visitors and new starters.

Acknowledging that establishing a project to design and implement a Māori cultural capability strategy requires planning and resourcing, they identified steps they feel the community could take in the first 12 months while we set the direction and gather resources.

They recommend capitalising on the 'in-play' activities, scaling up implementation measures, and/or modifying elements to reach larger audiences. They stressed the importance of sourcing cultural expertise and setting expectations across the community to enable long-term success.

### *Recommended areas of priority (the first 12 months)*

#### **LEADERSHIP**

Set clear expectations, regularly and consistently communicate our intended path and role model the desired capability at all levels of leadership.

#### **CULTURAL EXPERTISE**

Secure access to sufficient Māori cultural expertise to guide and enable our journey, and share existing capability across the Community.

#### **LEARNING EXPERIENCES**

Continue and modify existing learning experiences to increase access to (and uptake of) Māori cultural competency development for all NZIC staff.

#### **MEASURES**

Confirm baseline measures, agree targets against desired outcomes and identify the key milestones in our Māori cultural capability journey.

*Specific examples of what this work would entail are described on the next page.*

**acknowledge our history**

hands on experience

understand the why

organisational approach

**leadership at all levels**

communicate with actions

storytelling essential to delivery

strategically selected champions

commitment

**organisational ownership**

connect it to our mission

consistent communication

**external expertise**

personal stories and connections are key

strategic approach

compulsory learning for all

tell our story

value our existing capability

visible leadership support