

University of Otago Capability Framework



'The University of Otago has taken the initiative of mapping its capability framework to the NSW Public Sector Capability Framework 2013. The mapping was carried out by the University of Otago in 2017. The NSW Public Service Commission was not involved in, nor has it verified, the mapping of the University of Otago capability framework to the NSW Public Sector Capability Framework 2013.'

About the Capability Framework

The Capability Framework provides a common foundation and common language to describe the knowledge, skills and abilities needed to perform work across all levels of the organisation.

The Capability Framework is applied consistently across professional staff roles. It is used as part of a job description for describing a job; and along with goals and objectives, and service standards, it provides information about the requirements for staff undertaking the work.

It underpins a consistent and equitable approach to professional staff career pathway planning, and the identification of focused training and development activity for career progression between roles.

There are 18 specific capabilities in the Capability Framework. These are arranged into 5 capability groups:

- Engage
- Enable
- Personal Attributes
- People Management
- Language & Culture.

Each capability has 5 work complexity levels, they are:

- Foundational
- Intermediate
- Adept
- Advanced
- Highly Advanced

These levels span all professional staff jobs from entry level to the most senior management roles.

The Capabilities

The capability groups Engage, Enable, Personal Attributes and Language & Culture are business enablers and describe specific work activity, knowledge, skills, and abilities. The People Management capability group applies to work activity where there is a direct accountability for staff.

Full information for specific capabilities and the levels descriptors are provided in the remainder of this document.



ENGAGE

Communicate Effectively

Communicate clearly, actively listen to others and respond with respect

Commit to Customer Service

Provide customer centric services in-line with the University's and organisational objectives

Work Collaboratively

Collaborate with others and value their contribution

Influence & Negotiate

Gain consensus and commitment from others and resolve issues and conflicts



ENABLE

Deliver Results

Achieve results through efficient use of resources and a commitment to quality outcomes

Plan & Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

Think & Solve Problems

Think, analyse and consider the broader context to develop practical solutions

Demonstrate Accountability

Be responsible for own actions, adhere to legislation and policy and proactively address risk



PERSONAL ATTRIBUTES

Display Resilience & Courage

Be open and honest, prepared to express your views, and willing to accept and commit to change

Act with Integrity

Be ethical and professional and act in keeping with the University's values

Manage Self

Show drive and motivation, a measured approach and a commitment to learning

Value Diversity

Show respect for diverse backgrounds, experience and perspectives



PEOPLE MANAGEMENT

Manage & Develop Capability

Engage and motivate staff and develop capability and potential in others

Inspire Direction & Purpose

Communicate goals, priorities and vision and recognise achievements

Optimise Work Outcomes

Manage resources effectively and apply sound workforce planning principles

Change & Innovation

Support, promote and champion change, and assist others to engage with change



LANGUAGE & CULTURE

Te Reo Māori

Develop understanding and use of te reo Māori (Māori language)

Tikanga Māori

Create knowledge and use of tikanga Māori (Māori cultural practices) in the work place



Communicate Effectively

Highly Advanced

Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences
Speak in a highly articulate and influential manner. State the facts and explain their implications for the organisation and key stakeholders
Actively listen, and identify ways to ensure all have an opportunity to contribute. Monitor own and others' non-verbal cues and adapt where necessary
Anticipate and address key areas of interest for the audience and adapt style under pressure



Advanced

Present with credibility, engage varied audiences and test levels of understanding. Adjust style and approach to optimise outcomes
Translate technical and complex information concisely for diverse audiences
Actively listen and create opportunities for others to contribute to discussion and debate
Write fluently and persuasively in a range of styles and formats



Adept

Tailor communication to the audience
Clearly explain complex concepts and arguments to individuals and groups
Actively listen to others and clarify own understanding. Create opportunities for others to be heard
Write fluently in a range of styles and formats. Prepare written material that is well structured and easy to follow by the intended audience



Intermediate

Focus on key points and speak using plain language
Clearly explain and present ideas and arguments
Display active listening and ask appropriate, respectful questions
Write fluently and communicate routine technical information clearly avoiding unnecessary use of jargon



Foundational

Speak at the appropriate pace and volume for varied audiences
Explain things clearly
Display active listening and allow others time to speak
Write in a way that is logical and easy to follow

 **Commit to Customer Service**

Highly Advanced

Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes
 Engage and negotiate with stakeholders on strategic issues related to University policy, standards of customer service and accessibility, and provide expert, influential advice
 Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes
 Set overall performance standards for service delivery across the organisation and monitor compliance
 Ensure that the organisation's systems, processes, policies and programs respond to customer needs



Advanced

Promote a culture of customer service excellence in the organisation
 Initiate and develop partnerships with customers to define and evaluate service performance outcomes
 Actively seek customer feedback and promote and manage service relationships both within the organisation and with external parties
 Liaise with senior stakeholders on key issues and provide expert and influential advice
 Identify and incorporate the interests and needs of customers in operational process design



Adept

Take responsibility for delivering high quality customer-focused services
 Understand customer perspectives and ensure responsiveness to their needs
 Identify customer service needs and implement solutions
 Find opportunities to connect and co-operate with internal and external parties to improve outcomes for customers
 Maintain good relationships with key customers in area of expertise



Intermediate

Support a culture of quality customer service in the organisation
 Demonstrate a thorough knowledge of the services provided and relay accurately to customers
 Identify and respond quickly to customer needs
 Consider customer service requirements and provide solutions to meet needs. Resolve complex customer issues and needs
 Co-operate across work areas to improve outcomes for customers



Foundational

Understand the importance of quality customer service
 Proactively help customers understand the services that are available
 Take responsibility for delivering timely services which meet customer requirements
 Keep customers informed of progress in a timely manner and seek feedback to ensure their needs are met
 Show respect, courtesy and fairness when interacting with customers

 **Work Collaboratively**

Highly Advanced

Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
Publicly celebrate the successful outcomes of collaboration
Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-University solutions
Identify and overcome barriers to strategic collaboration with internal and external stakeholders



Advanced

Build a culture of respect and understanding across the organisation
Recognise outcomes which resulted from effective collaboration between teams
Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation
Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions



Adept

Encourage a culture of recognising the value of collaboration
Build co-operation and overcome barriers to information sharing and communication across teams and work units
Share lessons learned across teams and work units
Identify opportunities to work collaboratively with other areas to solve issues and develop better processes and approaches to work



Intermediate

Build a supportive and co-operative team environment
Share information and learning across teams. Support others in challenging work situations
Acknowledge outcomes which were achieved by effective collaboration
Engage other teams or work units to share information and solve issues and problems jointly



Foundational

Work as a supportive and co-operative team member, share information and acknowledge others' efforts
Respond positively to others who need clarification or guidance on work activities
Step in to help others when workloads are high
Keep team and supervisor informed of work tasks

Influence & Negotiate



Highly Advanced

Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
Use sound arguments, strong evidence, and expert opinion to influence outcomes
Determine and communicate the organisation's position and bargaining strategy
Represent the organisation in critical negotiations, achieving effective solutions in challenging relationships, ambiguous and conflicting positions
Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution



Advanced

Influence others with a fair and considered approach and present persuasive counter-arguments
Work towards mutually beneficial win/win outcomes
Show sensitivity and understanding in resolving acute and complex conflicts
Manage challenging relations with internal and external stakeholders. Represent the organisation as required in negotiations.
Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise



Adept

Negotiate from an informed and credible position
Lead and facilitate productive discussions with staff and stakeholders
Encourage others to talk, share and debate ideas to achieve a consensus
Pre-empt and minimise conflict. Recognise and explain the need for compromise
Influence others with a fair and considered approach and sound arguments



Intermediate

Utilise facts, knowledge and experience to support recommendations
Work towards positive and mutually satisfactory outcomes
Identify and resolve issues in discussion with other staff and stakeholders
Identify others' concerns and expectations
Keep discussion focused on the key issues



Foundational

Utilise facts to support claims
Help to find solutions that contribute to positive outcomes
Respond to conflict without worsening the situation and refer to a supervisor where appropriate
Know when to withdraw from a conflict situation



Deliver Results

Highly Advanced

Create a culture of achievement, fostering on-time and on-budget quality outcomes. Use own professional knowledge and expertise of others to drive organisational and University objectives forward
Initiate and communicate high level priorities for the organisation to achieve University outcomes
Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes
Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes



Advanced

Be accountable for outcomes and drive a culture of achievement and acknowledge input of others. Seek and apply the expertise of key individuals to achieve organisational outcomes
Investigate and create opportunities to enhance the achievement of organisational objectives
Ensure others understand that on-time and on-budget results are required and how overall success is defined. Progress organisational priorities and ensure effective acquisition and use of resources
Control output of work unit(s) to ensure organisational outcomes are achieved within budget



Adept

Take responsibility for delivering on intended outcomes. Use own expertise and seek others' expertise to achieve work outcomes
Ensure team/work unit staff understand expected goals and acknowledge success
Identify resource needs and ensure goals are achieved within budget and deadlines
Identify changed priorities and ensure allocation of resources meets new organisational needs. Ensure financial implications of changed priorities are explicit and budgeted



Intermediate

Complete work tasks to agreed budgets, timeframes and standards
Take the initiative to progress and deliver own and team/work unit activities
Contribute to allocation of responsibilities and resources to ensure achievement of team/work unit goals
Seek and apply specialist advice when required



Foundational

Complete own work tasks under guidance, within set budgets, timeframes and standards
Take the initiative to progress own work
Identify resources needed to complete allocated work tasks
Seek clarification when unsure of work tasks



Plan & Prioritise

Highly Advanced

Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff
Understand the organisation's current and potential future role within the tertiary sector and the community. Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-University outcomes
Drive initiatives in an environment of ongoing, widespread change, including whole-of-University policy directions
Ensure effective governance frameworks and guidance enable high quality strategic, organisational, and operational planning



Advanced

Undertake strategic planning to ensure work unit(s) activity is aligned with University strategy.
Monitor and evaluate progress and outcomes to inform future planning
Ensure work unit(s) plans and goals are clear and appropriate including contingency provisions.
Monitor progress of initiatives and make necessary adjustments
Anticipate and assess the impact of changes to work unit(s) plans and initiatives, such as changing University, tertiary sector/economic conditions, and respond appropriately
Consider the implications of a wide range of complex issues, and adjust work unit(s) priorities when necessary



Adept

Take into account future aims and goals of the team/work unit and organisation when prioritising own and others' work
Initiate, prioritise, discuss and develop team/work unit goals, strategies and plans
Anticipate and assess the impact of changes, such as organisational strategy/economic conditions, on team/work unit objectives and initiate appropriate responses
Monitor and evaluate achievements and adjust future plans accordingly



Intermediate

Understand the team/work unit objectives and align operational activities accordingly
Initiate and develop goals and team plans and use feedback to inform future planning
Respond proactively and with initiative to changing circumstances and adjust plans and schedules when necessary
Ensure current work plans and activities are consistent with organisational change initiatives



Foundational

Plan and coordinate allocated activities
Re-prioritise own work activities on a regular basis to achieve set goals
Contribute to the development of team work plans and goal setting
Understand team objectives and how own work relates to achieving these



Think & Solve Problems

Highly Advanced

Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement
Apply lateral thinking and develop innovative solutions across a wide range of highly complex information and situations that have long standing, organisation wide impact
Identify and evaluate organisation-wide implications when considering proposed solutions to issues
Ensure effective governance systems are in place to guarantee quality analysis, data gathering and innovation



Advanced

Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
Engage in critical analysis of complex issues, weigh up alternatives and identify the most effective solutions, taking into account the wider organisational context
Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements
Implement systems and processes that underpin high quality data gathering and analysis



Adept

Research and analyse information, identify interrelationships and make relevant evidence based recommendations
Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options
Participate in and contribute to team/work unit initiatives to resolve common issues or barriers to effectiveness
Identify and share organisational process improvements to enhance effectiveness



Intermediate

Research and analyse information and make relevant evidence based recommendations
Identify issues that may hinder completion of tasks and find appropriate solutions
Be willing to seek out input from others and share own ideas to achieve best outcomes
Identify ways to improve systems or processes which are used by the team/work unit



Foundational

Find and check information needed to complete own work tasks
Identify and inform supervisor of issues that may impact on completion of tasks. Escalate more complex issues and problems when these are identified
Share ideas about ways to improve work tasks and solve problems
Suggest improvements to work tasks for the team



Demonstrate Accountability

Highly Advanced

Promote a culture of accountability and direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness
Direct the development of short and long term risk management frameworks to ensure the achievement of University aims and objectives
Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
Inspire a culture which respects the obligation to manage University monies and other resources responsibly and with probity



Advanced

Design and develop systems to establish and measure accountabilities and outcomes
Incorporate sound risk management principles and strategies into planning. Ensure accountabilities are exercised in line with operational goals
Monitor and maintain operational area knowledge of and compliance with legislative and regulatory frameworks
Model the highest standards of financial probity, demonstrating respect for University monies and other resources



Adept

Ensure that actions of self and others are focused on achieving organisational outcomes
Assess work outcomes and identify and share learnings to inform future actions.
Exercise delegations responsibly
Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks
Understand and exercise integrity and due diligence with budgets, University monies and other resources



Intermediate

Take responsibility for own actions and be accountable for the outcomes of others
Understand delegations and act within authority levels
Be alert to risks that might impact the completion of an activity and escalate these when identified
Use financial and other resources responsibly



Foundational

Take responsibility for own actions
Be aware of delegations and act within authority levels
Be aware of team goals and their impact on own work tasks
Escalate issues when these are identified



Display Resilience & Courage

Highly Advanced

Create a climate which encourages and supports openness, persistence and genuine debate around critical issues
Provide sound explanation and argument for agreed positions while remaining open to valid suggestions for change
Raise critical issues and make difficult decisions
Respond to significant, complex and new challenges with a high level of resilience and perseverance
Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations



Advanced

Stay calm and act constructively in highly pressured and unpredictable environments
Give constructive and honest feedback and advice using appropriate manner and tone in the face of strong, contrary views
Accept criticism of own ideas and respond in a thoughtful and considered way
Welcome new challenges and persist in raising and working through new and difficult issues
Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues



Adept

Be flexible, show initiative and respond quickly when situations change
Give constructive and honest feedback and advice using appropriate manner and tone
Listen when ideas are challenged, seek to understand the nature of the challenge and respond constructively
Raise and work through challenging issues and seek alternatives
Keep control of own emotions and stay calm under pressure and in challenging situations



Intermediate

Be flexible and adaptable and respond quickly when situations change
Offer own opinion and raise challenging issues in an appropriate manner
Listen when ideas are challenged and respond in a reasonable way
Work through challenges
Stay calm and focused in the face of challenging situations



Foundational

Be open to new ideas and approaches
Offer own opinion, ask questions and make suggestions in an appropriate manner
Be willing to adapt to new situations
Do not give up easily when problems arise
Stay calm in challenging situations



Act with Integrity

Highly Advanced

Champion and act as an advocate for the highest standards of ethical and professional behaviour and reinforce them in others
Drive a culture of integrity and professionalism across the organisation. Define, communicate and evaluate ethical practices, standards and systems pertaining to the organisation
Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports



Advanced

Represent the organisation in an honest, ethical and professional way and model the highest standards of ethical behaviour and reinforce them in others
Promote a culture of integrity and professionalism within the organisation. Ensure others understand and comply with the legislation and policy framework within which they operate
Monitor ethical practices, standards and systems and reinforce their use. Act on reported breaches of rules, policies and guidelines



Adept

Represent the organisation in an honest, ethical and professional way and support a culture of integrity and professionalism within the team/work unit
Set an example for others to follow and identify and explain ethical issues pertaining to work activity. Ensure others clearly understand the legislation and policy framework within which they operate
Act to prevent and report misconduct and inappropriate behaviour



Intermediate

Represent the organisation in an honest, ethical and professional way and support a culture of integrity and professionalism
Understand and follow legislation, rules, policies, guidelines and codes of conduct and help others to understand their obligations for compliance
Recognise and report misconduct and inappropriate behaviour



Foundational

Behave in an honest, ethical and professional way
Take opportunities to clarify understanding of ethical behaviour requirements and follow legislation, rules, policies, guidelines and codes of conduct that apply to own role
Speak out against misconduct and inappropriate behaviour



Manage Self

Highly Advanced

Promote and model the value of self-improvement and be proactive in seeking opportunities for growth
Seek challenging and strategic goals and show commitment to their achievement
Actively seek, reflect and act on feedback on own performance, manage challenging, ambiguous and complex issues calmly and logically
Model initiative and decisiveness and maintain a high level of personal motivation when faced with challenging circumstances



Advanced

Act as a professional role model for colleagues, set high personal goals and take pride in their achievement
Seek challenging goals and show commitment to their achievement
Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours
Take the initiative and act in a decisive way and maintain a high level of personal motivation when faced with challenging circumstances



Adept

Look for and take advantage of opportunities to learn new skills and develop strengths
Show commitment to achieving challenging goals
Examine and reflect on own performance and areas for improvement. Encourage feedback from colleagues and stakeholders
Demonstrate a high level of personal motivation and maintain own motivation when tasks become difficult



Intermediate

Be willing to develop and apply new skills and adapt existing skills to new situations
Show commitment to achieving work goals effectively
Show awareness of own strengths and areas for growth and seek and respond positively to constructive feedback and guidance
Demonstrate a motivated attitude to work activities and maintain own motivation when tasks become difficult



Foundational

Be willing to develop and apply new skills
Show commitment to completing work activities effectively
Look for opportunities to learn and improve own performance
seek feedback from colleagues and stakeholders
Demonstrate a motivated attitude to work activities



Value Diversity

Highly Advanced

Create and drive a culture where all staff value diversity of people, experiences and backgrounds
Use diversity to foster innovation, drive change across the organisation and leverage organisational outcomes
Develop and promote integrated workplace diversity principles across the organisation
Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability



Advanced

Encourage and include diverse perspectives in the development of policies and strategies
Leverage diverse views and perspectives to develop new approaches to delivery of outcomes
Build and monitor a workplace culture that values fair and inclusive practices and diversity principles
Implement methods and systems to ensure that individuals can participate to their fullest ability



Adept

Seek to promote the value of diversity for the organisation
Recognise and adapt to individual differences and working styles
Support initiatives that create an environment in which diversity is valued



Intermediate

Be responsive to diverse experiences, perspectives, values and beliefs and listen to others' individual viewpoints
Seek input from others who may have different perspectives and needs
Adapt and respond positively in diverse environments



Foundational

Acknowledge and be responsive to diverse experiences, perspectives, values and beliefs
Be open to the inputs of others
Work to understand the perspectives of others

Manage & Develop Capability



Highly Advanced

Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning
Drive executive capability development and ensure effective succession management practices
Implement effective approaches to identify and develop talent across the organisation
Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences
Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation



Advanced

Refine roles and responsibilities over time to achieve better organisational outcomes
Recognise talent, develop team capability and seek opportunities to develop staff capability across teams/work unit(s)
Provide timely, constructive and objective feedback to staff
Coach and mentor staff and encourage professional development and continuous learning
Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way



Adept

Define and clearly communicate roles, responsibilities and performance standards to achieve team/work unit outcomes
Develop team/work unit plans that take into account team capability, strengths and opportunities for development
Provide regular constructive feedback to build on strengths and achieve results
Coach staff and encourage professional development and continuous learning
Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way



Intermediate

Ensure that roles and responsibilities are clearly communicated
Develop team capability and recognise and develop potential in people
Be constructive and build on strengths when giving feedback
Identify and act on opportunities to provide coaching and mentoring
Recognise performance issues that need to be addressed and work towards resolution of issues



Foundational

Clarify work required, expected behaviours and outputs
Contribute to developing team capability and recognise potential in people
Give support and regular constructive feedback that is linked to development needs
Identify appropriate learning opportunities for team members
Recognise performance issues that need to be addressed, seek advice as appropriate, and work towards resolution of issues



Inspire Direction & Purpose

Highly Advanced

Champion the organisational vision and strategy, and communicate the way forward. Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation
Create a culture of confidence and trust in future direction. Communicate the parameters and expectations surrounding organisational strategies
Negotiate clear performance standards. Communicate them effectively and monitor progress
Celebrate organisational success and high performance and engage in activities to maintain morale



Advanced

Promote a sense of purpose and work with others to translate strategic direction into operational goals and build a shared understanding of the link to core organisational outcomes
Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them.
Work to remove barriers to achievement of goals
Implement performance development standards and frameworks to align workforce capability with the organisation's current and future priorities and objectives
Create opportunities for recognising and celebrating high performance at the individual and team level



Adept

Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation
Translate broad goals into operational needs and explain the links for the team. Link team performance goals to work unit goals to ensure implementation of area/divisional goals
Monitor and report on performance of team in line with established performance development frameworks
Recognise and acknowledge high individual and team performance



Intermediate

Assist team to understand organisational direction and explain the reasons behind decisions
Ensure the team/work unit objectives lead to the achievement of outcomes that align with organisational strategy, policies and services
Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks
Recognise and acknowledge individual and team performance



Foundational

Assist team to understand organisational direction
Ensure team members understand the work unit's strategy, policies and services and how their activities align to objectives and affect overall performance
Understand and clearly communicate performance standards
Recognise and acknowledge team members' high quality work

Optimise Work Outcomes



Highly Advanced

Champion the organisational vision and strategy, and communicate the way forward. Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation
Create a culture of confidence and trust in future direction. Communicate the parameters and expectations surrounding organisational strategies
Negotiate clear performance standards. Communicate them effectively and monitor progress
Celebrate organisational success and high performance and engage in activities to maintain morale



Advanced

Develop workforce plans that effectively distribute organisational resources to achieve organisational goals
Plan for strategic allocation of people and resources that links to wider organisational aims and goals
Encourage others to strive for ongoing performance improvement and excellence
Align systems and processes to encourage improved performance and outcomes



Adept

Initiate and develop longer-term goals and plans to guide the work of the team/work unit in line with organisational objectives
Allocate resources to ensure achievement of work outcomes and contribute to wider workforce planning
Ensure that team members base their decisions on a sound understanding of work principles as they apply to the University
Monitor performance against standards and take timely corrective actions. Keep others informed about progress and performance outcomes



Intermediate

Develop team/work unit plans that take into account team capability and strengths
Plan and monitor resource allocation effectively to achieve team/work unit objectives
Ensure team members work with a good understanding of work principles as they apply to the work area
Participate in wider work unit workforce planning to ensure the availability of capable resources



Foundational

Keep team members informed of the reasons for decisions so that this may inform their work
Ensure that team members make effective use of resources to maximise work outcomes
Ensure that team members understand and inform customers about processes, practices and decisions
Ensure team members understand operating principles to achieve work tasks effectively and team goals and standards are met



Change & Innovation

Highly Advanced

Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies
Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context
Create an organisational culture that actively seeks opportunities to improve



Advanced

Clarify purpose and benefits of continuous improvement for staff. Explore new ideas and look for recent, innovative developments that may enhance work activities
Provide coaching and leadership in times of uncertainty. Assist others to address emerging challenges and risks and translate change initiatives into practical strategies and explain these to staff and their role in implementing them
Implement structured change management processes to identify and develop responses to cultural barriers



Adept

Actively promote change processes to staff and participate in the communication of change initiatives across the work unit(s). Seek and foster new ways of doing things
Provide guidance, coaching and direction to individuals and others managing uncertainty and change
Identify cultural barriers to change and implement strategies to address these



Intermediate

Promote change processes and communicate change initiatives across the team/unit
Accommodate changing priorities and respond flexibly to uncertainty and ambiguity
Support others in managing uncertainty and change



Foundational

Support change initiatives and assist staff to understand their purpose and impact
Share information with team members to assist them to understand and manage uncertainty and change
Recognise barriers to change and support the team to accept and facilitate change

Advanced

Conversant in te reo Māori and use it regularly and accurately in the work place
 Demonstrate a competent level of pronunciation respecting the dialect of mana whenua
 Actively promote use of te reo Māori in the work place and engage with work groups and individuals to build interest and increased language capability of others



Adept

Demonstrate use of te reo Māori words and phrases regularly and in appropriate formal work place activities
 Communicate appropriately and accurately in te reo Māori with external parties in the course of formal work place events
 Encourage others to use and learn new te reo Māori words and phrases



Intermediate

Demonstrate use of te reo Māori words and phrases in appropriate work place settings
 Has prepared and can communicate accurately own mihi if required in the work place context
 Take part in opportunities to practice and extend own language capability



Foundational

Use te reo Māori words and greetings in an appropriate way in the work place
 Endeavour to use and pronounce Māori words correctly
 Actively participate in training and development opportunities that increase own te reo Māori language capability

Advanced

Provide advice and support to inform strategic planning and implementation of the Māori Strategic Framework across the University work unit(s)
 Provide expert cultural advice and support to individuals and work unit(s) across the University on matters of mana whenua and tangata whenua issues and perspectives
 Has excellent knowledge of the Articles and Principles of Te Tiriti o Waitangi, guides and promotes understanding in others
 Develops and initiates opportunities for others to extend their understanding and knowledge of tikanga Māori



Adept

Engage with subject matter experts and consider the University's Māori Strategic Framework principles when undertaking work planning activity
 Model good practices and encourage others to adopt work place practices that show sensitivity for tikanga Māori
 Has good knowledge of the Articles and Principles of Te Tiriti o Waitangi and encourages understanding in others
 Encourage others to extend their understanding and knowledge of tikanga Māori



Intermediate

Understand the University's Māori Strategic Framework and incorporate its principles appropriately in work place activities
 Demonstrate an appropriate workplace understanding and awareness of tikanga Māori
 Has knowledge of the Articles and Principles of Te Tiriti o Waitangi
 Take part in opportunities to extend own understanding and awareness of tikanga Māori and Te Tiriti o Waitangi



Foundational

Understand the University's Māori Strategic Framework and its relevance for own work
 Demonstrate some awareness of Māori customs, values and beliefs
 Has some knowledge of Te Tiriti o Waitangi
 Actively participate in training and development opportunities that increase own understanding of tikanga Māori and knowledge of Te Tiriti o Waitangi