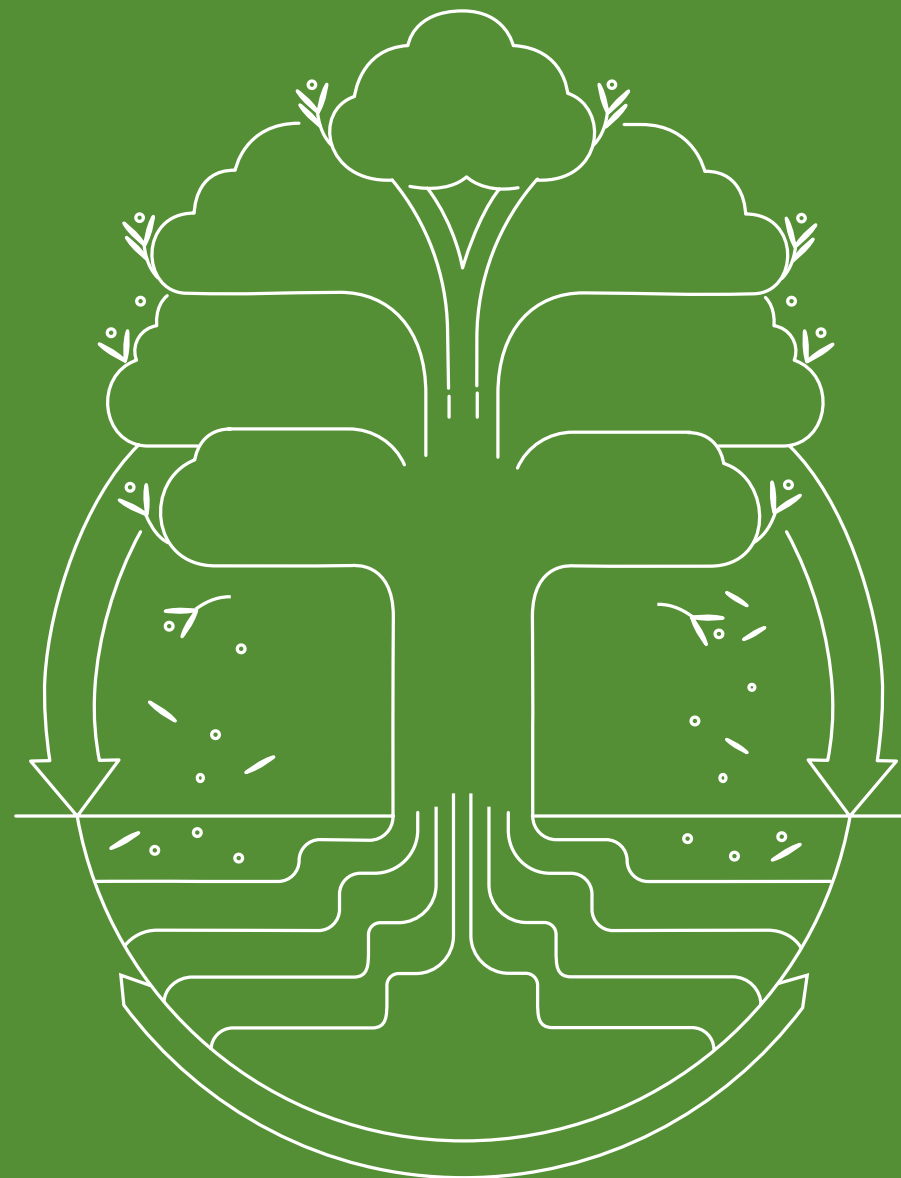


My Tōtara

Navigable Framework
with Interactive Workbook

Date:

Name:





Haere mai | Welcome

This resource has been created for our members. It gives you a quick reference to Te Tōtara capability descriptors and a workbook for planning your professional development journey.

- Refer to this resource when filling in your Continuing Professional Development (My CPD) logbook.
- Use this workbook as part of your annual professional development planning cycle.

Te Tōtara is a capability framework for our Aotearoa library and information sector. It is a set of skills, behaviours and attitudes needed to do our jobs well, now and in the future.

The framework includes most of the capabilities needed for libraries and related teams. It is based on best practices and considers evolving competencies such as digital information storage and sharing.

How to use this workbook

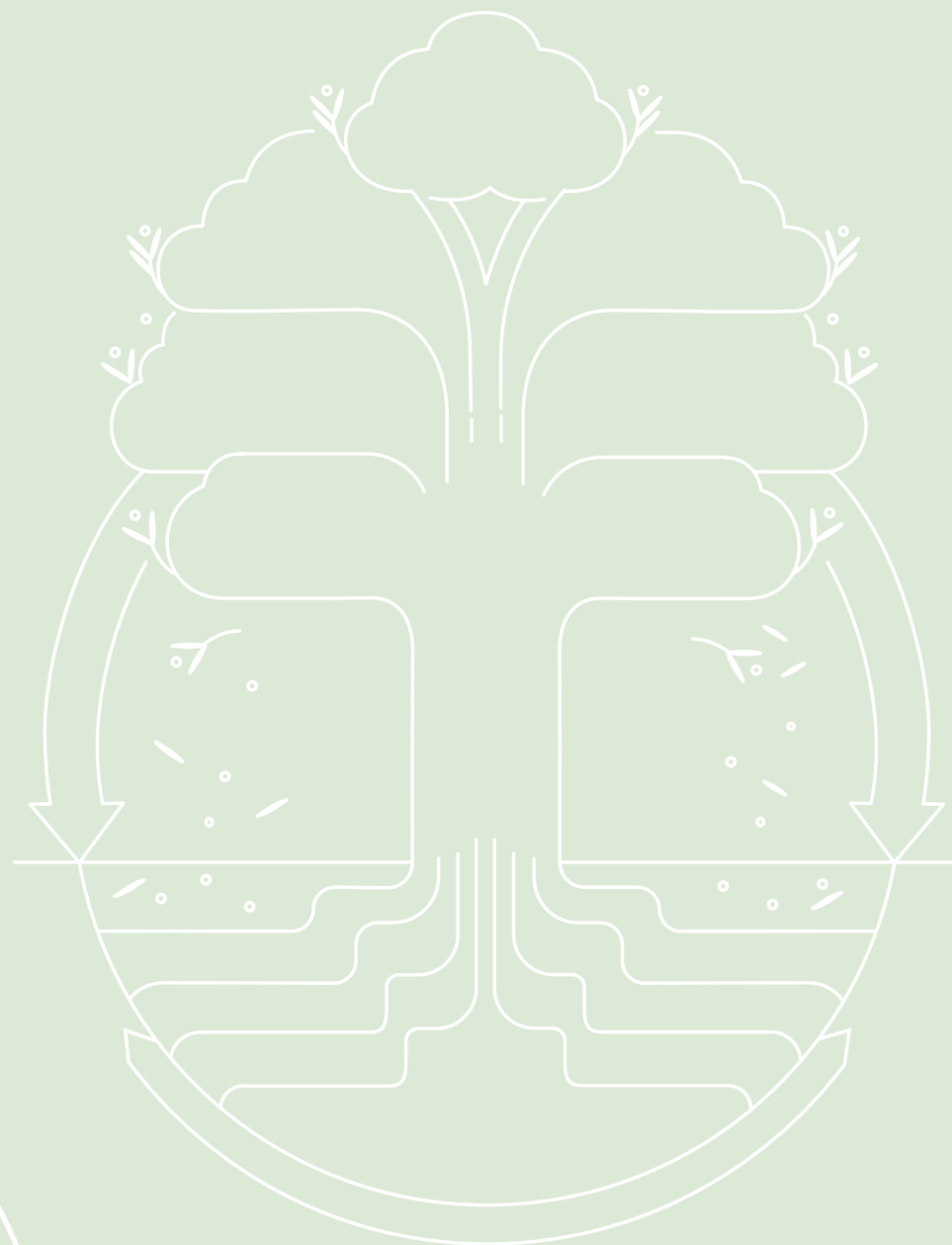
Use the interactive **home page** to navigate to any part of Te Tōtara Capability Framework.

1. Choose an area and read the capability descriptors.
2. Do a self-rating and write self-assessment notes in the reflection boxes.
3. Set your own goal or goals.
4. Write an action plan.

Remember to track your professional development activity in your My CPD logbook.

Your participation in the LIANZA CPD pathway links you to these professional recognition opportunities:


- Certificate of Professional Development at 12 months
- Certificate of Continuous Professional Development at 36 months
- Becoming a certified LIANZA member with CertLIANZA
- Revalidating your RLIANZA registration every three years.







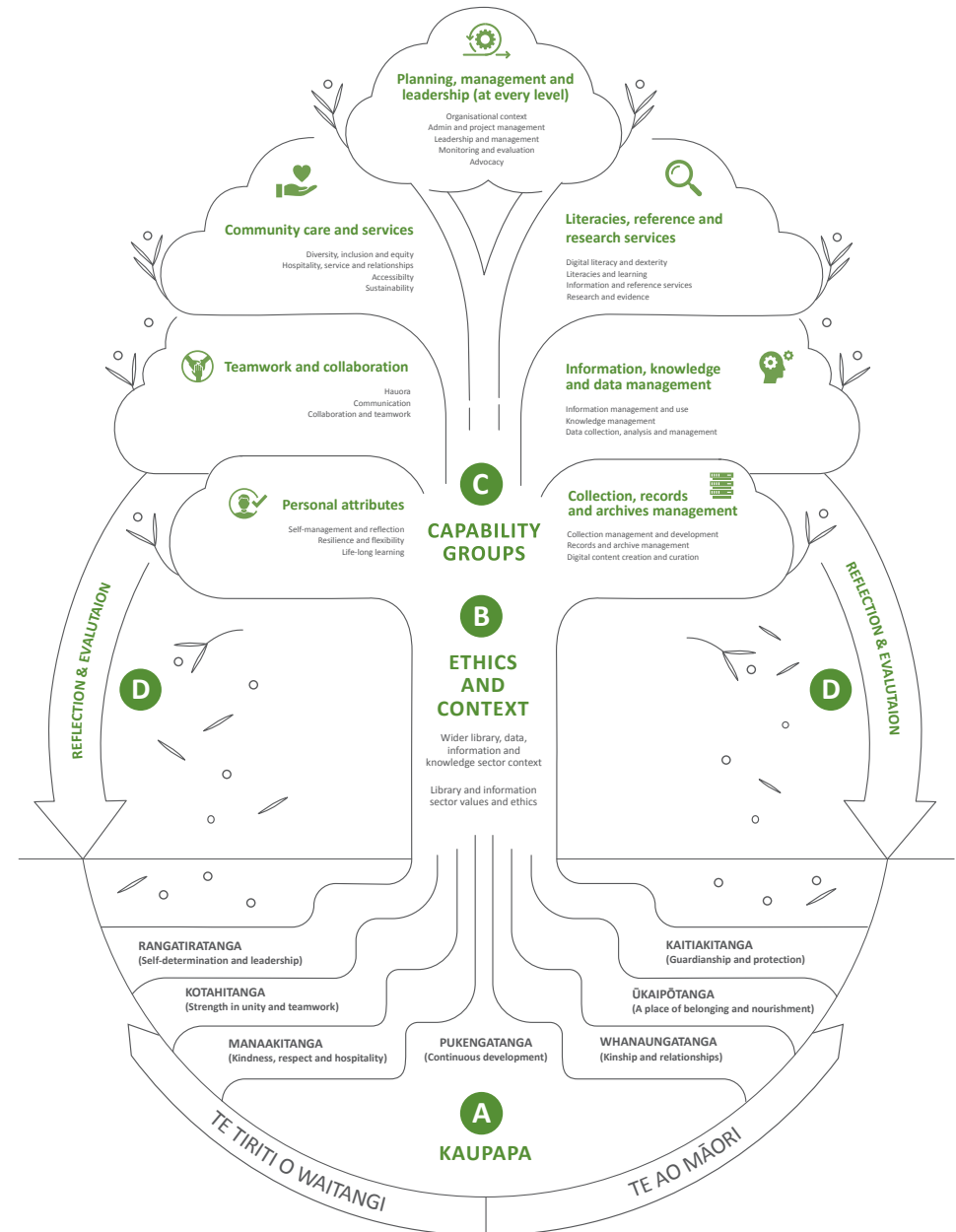
How to navigate and save

A You can use the buttons on the Te Tōtara tree on the right to navigate to the different sections in this workbook. To navigate, hover over icons and text.

 Click on the **Home** button in the upper left-hand corner to return to this page at any time.

 You can **Save** this document at any time by clicking the save button. *Note: This will prompt you to save a copy on your local hard drive if you haven't already.*

 You can navigate to the **Action Plan** page by clicking on this button at any time.





A

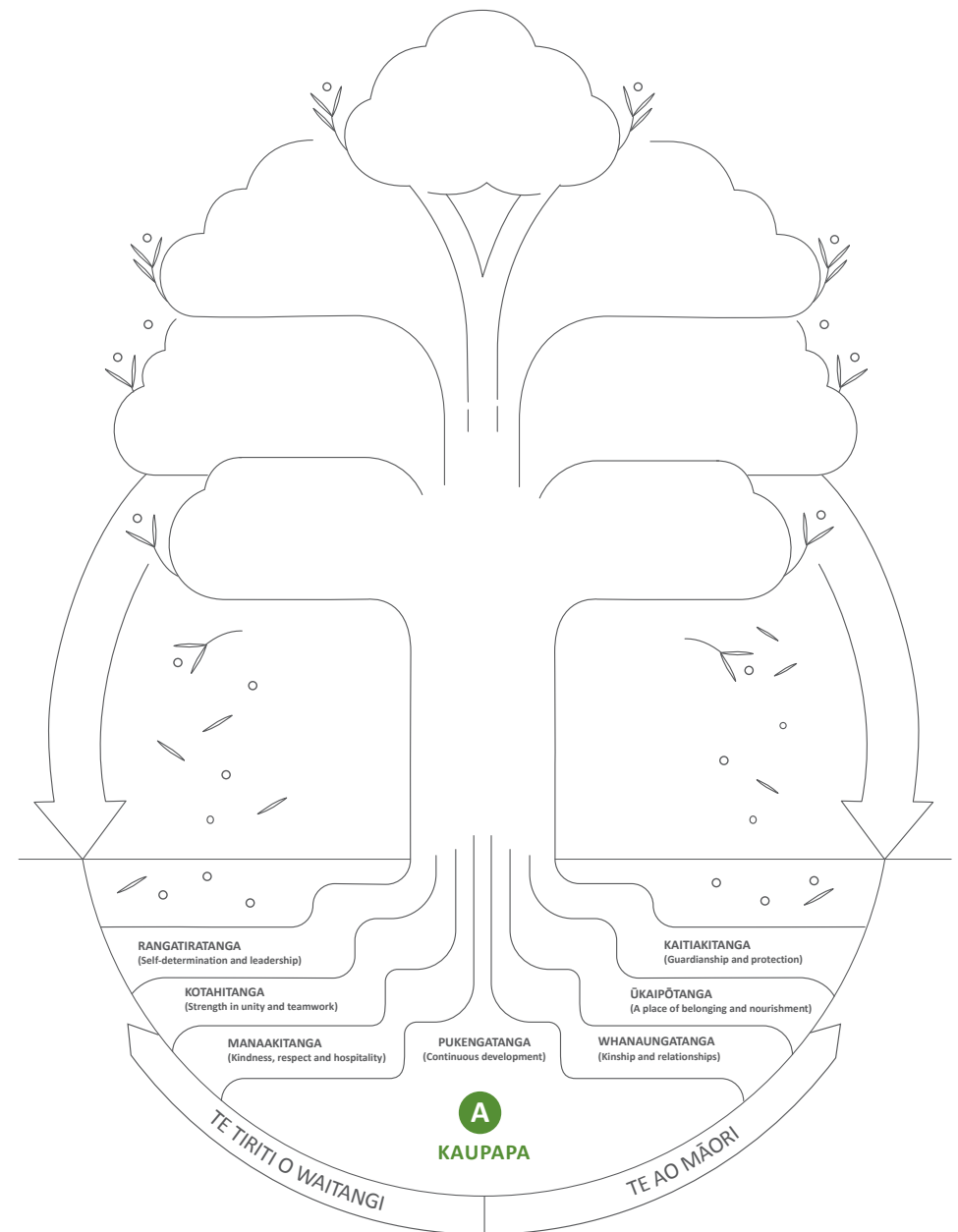
Ngā paiaka | The roots

Kaupapa as a strong foundation

Guiding us from the roots to the tips of the branches.

He tina ki runga, he tāmore ki raro




In order to flourish above, one must have strong roots below



Te Tiriti o Waitangi

Ability to understand, respect and apply Te Tiriti o Waitangi principles and obligations in daily work practice.

These descriptors should be read in conjunction with any relevant policies and frameworks your organisation might have in place already.

Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
I can explain: <ul style="list-style-type: none"> • The Treaty of Waitangi and Te Tiriti o Waitangi have different meanings (each translation is based on a different worldview) • Principles of Te Tiriti (tino rangatiratanga/participation, equity, active protection, options, partnership) and their relevance to my organisation and my community • Aotearoa history and impacts on Māori (nationally and locally) 	I understand: <ul style="list-style-type: none"> • The significance of Te Tiriti articles, principles and obligations and their wider context and implications • The Māori Crown relationship and how this applies to my organisation • Our organisation's relationships with mana whenua • Local history, significant iwi, events and landmarks • Tāngata whenua and tāngata tiriti 	I demonstrate: <ul style="list-style-type: none"> • Knowledge of Aotearoa history
I participate in: <ul style="list-style-type: none"> • Development to further understand Te Tiriti and Aotearoa history • Discussions about biculturalism within the organisation 	I can apply: <ul style="list-style-type: none"> • Culturally responsive practice based on Te Tiriti principles within the organisation • Māori Crown relationships/commitments in daily work practice 	I lead and advise: <ul style="list-style-type: none"> • Application of the principles of Te Tiriti within the organisation • Decision-making through the understanding of local history • Design and development of services in partnership with Māori • Understanding of the importance and impact of Māori Crown relationships

Te Tiriti o Waitangi

Ability to understand, respect and apply Te Tiriti o Waitangi principles and obligations in daily work practice.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Te Ao Māori

Ability to understand and respect the Māori worldview as the interrelationship of the living, the environment and the spiritual realm with an overarching principle of balance.

Ability to apply and respect te reo, tikanga, kawa and mātauranga Māori in daily work practice.

Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
I can explain: <ul style="list-style-type: none"> • Te ao Māori perspectives and concepts and how these apply to the sector, organisation and within the community • How Māori values, mātauranga, tikanga and kawa Māori impact the organisation • History and revitalisation of the official language of te reo Māori • Why and how to engage with Māori 	I understand: <ul style="list-style-type: none"> • Te ao Māori within the rohe and local iwi • How Māori values and mātauranga are related to the services we deliver • Similarities or shared values of other indigenous cultures 	I demonstrate: <ul style="list-style-type: none"> • Knowledge of Aotearoa history from a te ao Māori perspective • Good values, tikanga and kawa practices • Use of te reo Māori in daily work practice and in conversations with speakers of te reo Māori
I participate in: <ul style="list-style-type: none"> • Treating mātauranga Māori as taonga • Acknowledging the use of Māori knowledge (kaupapa and mātauranga) when working with others • Correct pronunciation of te reo Māori in day-to-day conversations • Correct tikanga when greeting people • Correct marae protocol, pōwhiri and hui processes 	I can apply: <ul style="list-style-type: none"> • Tikanga, kawa and mātauranga Māori appropriately in a wide range of settings • Tika (correct or doing the right thing), pono (acting with integrity and consistency) and aroha (love for self and care and compassion for others) in daily practice • Day-to-day te reo Māori when talking, reading and writing, and learning new kupu and kīwaha through interactions with others in te reo Māori • Work relationships with local iwi, hapū, whānau and Māori organisations 	I lead and advise: <ul style="list-style-type: none"> • Based on Māori values, encouraging others to adopt workplace practices that show sensitivity for tikanga Māori • Respect and protection of mātauranga, consulting with mana whenua (iwi, hapū, whānau) on tangata whenua matters, issues and perspectives • Design and development of services/collections in partnership with Māori • Continued understanding and development of te reo, tikanga, kawa and mātauranga Māori

Te Ao Māori

Ability to understand and respect the Māori worldview as the interrelationship of the living, the environment and the spiritual realm with an overarching principle of balance.
Ability to apply and respect te reo, tikanga, kawa and mātauranga Māori in daily work practice.

► Whakaaro | Your thoughts and reflections

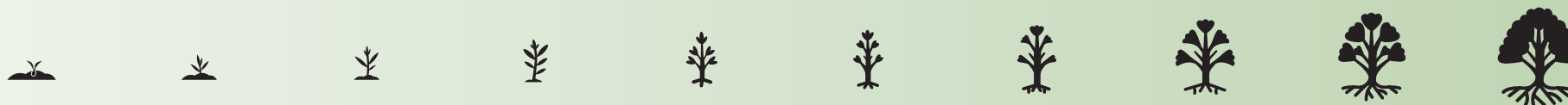
After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Kaupapa for this framework

These Māori values/concepts have been selected as guiding principles to support growth of the capability groups in the library and information sector.

Rangatiratanga	Manaakitanga	Kotahitanga	Whanaungatanga	Kaitiakitanga	Ūkaipōtanga	Pūkengatanga
Self-determination and leadership	Kindness, respect, and hospitality	Strength in unity, teamwork	Kinship and relationships	Guardianship and protection	Nourishing a place of belonging	Continuous development
<p>Nurturing sovereignty, independence and leadership: being clear about your core values, displaying excellent leadership skills to lead yourself and others towards common goals and being a role model for representing the organisation.</p> <p>Sovereignty around collections (Māori looking after Māori taonga).</p>	<p>Looking after communities by helping, sharing, active listening and providing people with the best service, resources and information available.</p> <p>Being aware of others, showing respect, displaying generosity towards others and actively caring or providing for others, enhancing the mana of the giver as well as the receiver.</p>	<p>Bringing people and their knowledge and skills together with a common purpose and desired outcome for the benefit of the community.</p> <p>Sharing work and thoughts, cooperating with requests, collaborating to solve problems and supporting each other.</p>	<p>Building, developing and maintaining relationships, emphasising the reciprocal nature fundamental to relationships and partnerships.</p> <p>Working to bring people together towards a common goal and treating each other as a family connected by a common purpose, creating true partnerships and respecting each other's contributions.</p>	<p>Providing guardianship and protection of collections, people, environments and skills to ensure viability for future generations to thrive.</p> <p>Protecting and enhancing people's hauora, our environment and taonga entrusted to us, to pass on to future generations.</p>	<p>Providing a safe and nurturing environment for all members of the community, regardless of cultural background, sexuality, ability, age or preferences.</p> <p>Providing a solid and dependable source of support and information to help people find solutions or connect them with services in their community that can support them.</p>	<p>Acknowledging people's skills and advocating the value of the organisation within the community.</p> <p>Continuously developing specialised skills and knowledge and passing this expertise on to others.</p> <p>Monitoring, evaluating and planning for growth and change.</p>

Kaupapa for this framework

These Māori values/concepts have been selected as guiding principles to support growth of the capability groups in the library and information sector.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Pacific values

Pacific cultures have similar [values](#) to the above Māori kaupapa, and are underpinned by the indigenous philosophical conceptualisation of Vā/Wa.

This relational philosophy known as Vā in Samoan, Tongan, Niuean, and Wa in Hawaiian and Aotearoa New Zealand Māori is a central feature that grounds all relationships and connection.

To nurture the Vā is to respect and maintain the sacred space, harmony and balance within genuine relationships/relatedness and reciprocal partnerships ([Matapo & McFall-McCaffery, 2022, p. 124](#)).

The Pasifika Information Management Network members cherish the inherent Pasifika values, based on collective responsibility to the family or group rather than the individual, of:

- Alofa (Samoan), `Ofa (Tongan), Aroa ina ngaro maota (Cook Island Māori), Veikawaitaki dina vakaveiwekani (Fijian), Femataaki (Niue) – genuine care for each other
- Tautua(S), Faifatongia (T), Tau turu iti tangata (CIM), Veiqaravi eso e vakarautaki (F), Puhala lagomatai mo e lagomatai (N) – service and support
- Feasoasoani (S), Fetokoni'aki (T), Tau turu (CIM), Veivukei (F), Taha puhala lagomatai (N) – reciprocal help
- Galulue fa'atasi (S), Ngāue Fakataha (T), Anga anga katoa toa (CIM), Duavata kei na cakacaka vata (F) – collaboration and partnerships
- Fa'aaloalo (S), Faka'apa'apa (T), Aka tapu ta tetai akonoanga (CIM), Veidokai kei na veivakarokorokotaki vaka mata tamana (F), Mailoga mo e fakalilifu ke he tau talahauaga mo e tau aga he falu (N) – consideration and respect of other beliefs and customs
- Tausi (S), Tauhi (T), Rangatira (CIM), Veituberi kei na veimaroroi (F), Ko e tagata leveki (N) – custodianship

Note: Translations of values in Samoan, Tonga, Cook Island Māori, Fijian, Niue and English

Other specialist skills and capabilities

Use this space to write down any specialist or personal capabilities that are not covered in this section that are important to you, your role or the organisation.

Capability

Kōrero Mōhio Mārama Mātau



In this area, my greatest strength is:

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My work-in-progress area to develop more strength is:

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How can I use this strength on the job and with my colleagues or team?

--



What other reflections are noteworthy for me in this area?

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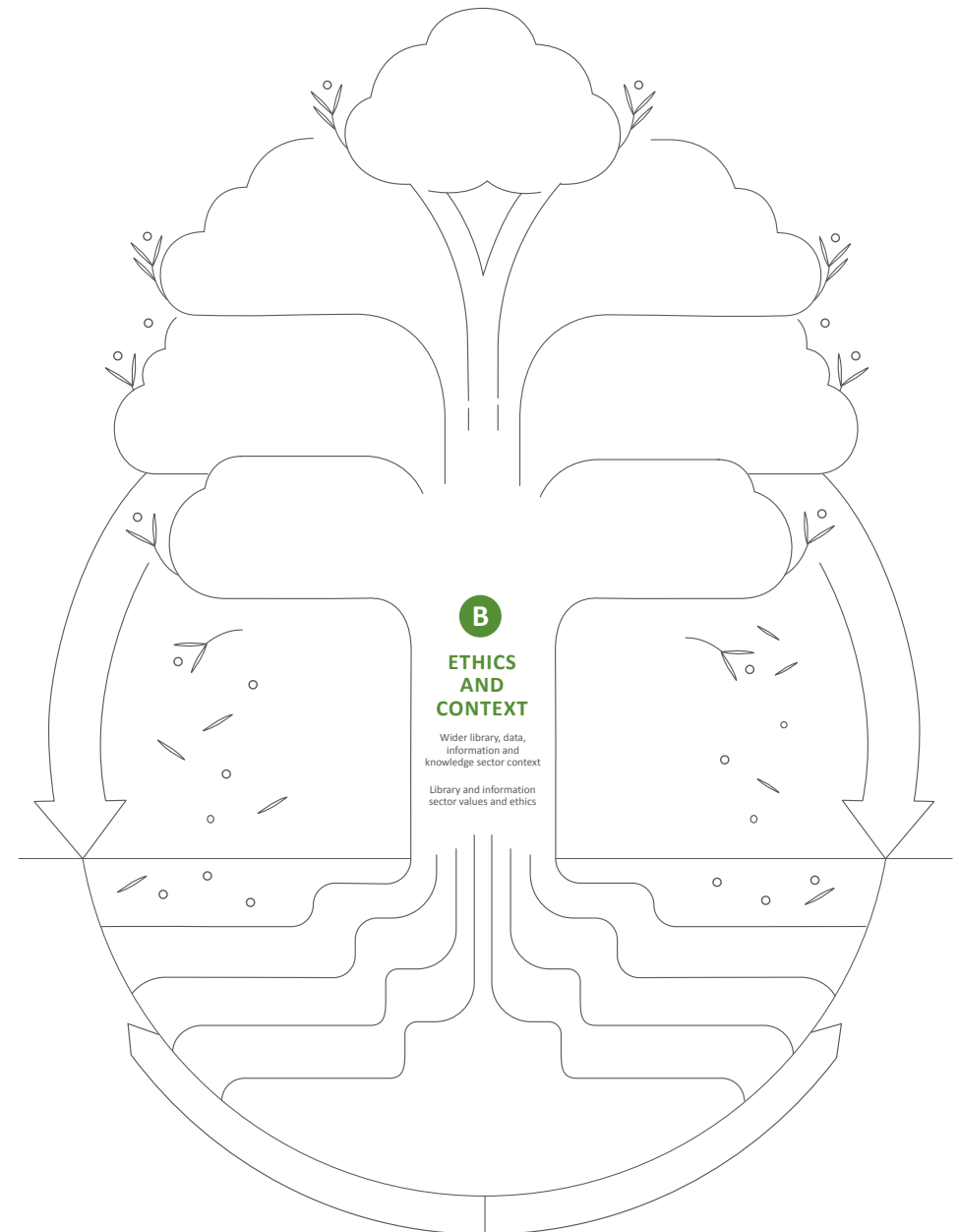
Te tīwai | The trunk

Context for structure

Standing united as a sector will help us work together as a strong team.

He tōtara wāhi rua he kai nā te ahi

A tōtara split in two is food for the fire



Librarianship and information sector values and ethics

Ability to understand, respect and apply librarianship and information sector values and ethics (as per [LIANZA Values](#) and LIANZA's [Code of Professional Conduct](#)).

- | | |
|----|--|
| 1. | Primary duty
Having a primary duty to customers and communities to assist in the collection, preservation and availability of recorded and transmitted knowledge and ideas, and to facilitate the flow of information and ideas. |
| 2. | Professional practice
Using sound professional practice as the base for actions and decisions. |
| 3. | Impartial
Impartially delivering service to communities and selecting materials, without discrimination on any grounds. |
| 4. | Privacy
Treating any information about identified customers and their individual interests in the course of professional duties as privileged, and not using this for any purpose other than for which it was obtained without the express permission of those clients or unless required by law. This obligation continues after the relationship ceases. |
| 5. | Competence
Endeavouring to maintain the highest level of competence and having an obligation to keep abreast of new developments and applications in the particular areas of professional activity. |
| 6. | No financial profit
Providing services freely as covered under normal remuneration, and not getting a profit or having a financial interest in goods or services without first disclosing that interest. |
| 7. | Policies
Having an obligation to formulate policies on library service, encourage their adoption, and to carry these out to the best of abilities. |

These descriptors should be read in conjunction with the [International Federation of Library Associations and Institutions Code of Ethics](#) for the profession of library and other information workers as well as relevant codes and policies in your organisation.

Librarianship and information sector values and ethics

Ability to understand, respect and apply librarianship and information sector values and ethics.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Wider library, data, information and knowledge sector context

Ability to understand and apply the wider library, data, information and knowledge sector context.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Other specialist skills and capabilities

Use this space to write down any specialist or personal capabilities that are not covered in this section that are important to you, your role or the organisation.

Capability

Kōrero Mōhio Mārama Mātau



In this area, my greatest strength is:

--



My work-in-progress area to develop more strength is:

--



How can I use this strength on the job and with my colleagues or team?

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What other reflections are noteworthy for me in this area?

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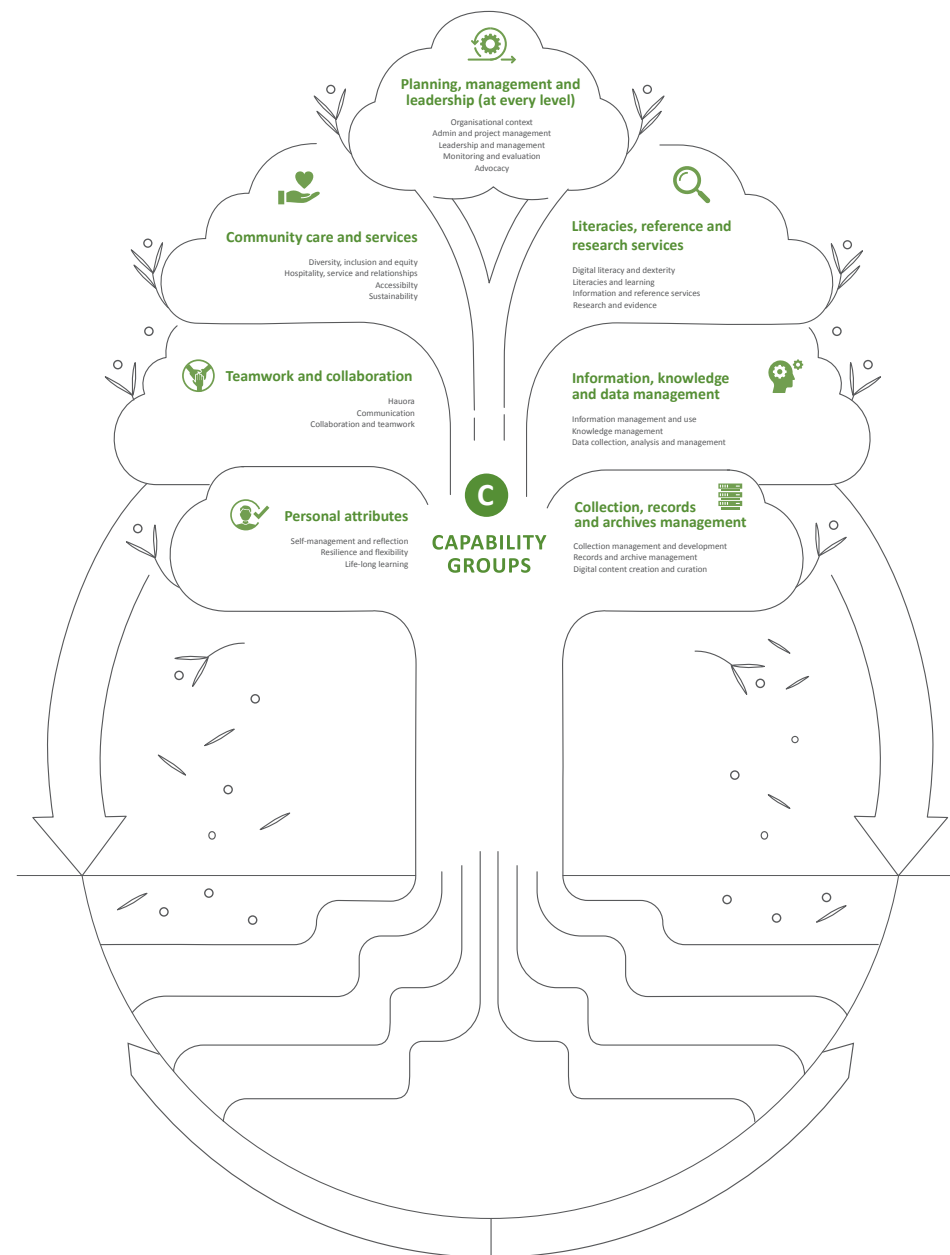
Ngā rūhā | The branches

Seven capability groups to nurture

Guided by the kaupapa and context, each person's capabilities grow at their own rate, and some capabilities can differ depending on functions, organisations and environment.

Ahakoā he aha te rākau, he hua kei roto

No matter what the species of tree, they all bear fruit



Personal attributes

► Self-management and reflection

Ability to understand and apply the wider library, data, information and knowledge sector context.

► Resilience and flexibility

Ability to accept and commit to change, recover from set-backs and adverse events, and grow stronger as a result of working through challenges.

► Life-long learning




Ability to maintain a positive mindset, apply critical thinking, keep skills up to date, try new things and learn, and help create an effective and supportive learning environment.



Personal attributes

Self-management and reflection

Ability to effectively manage own time, focus and effort, reflect on ways to improve.

	 Mōhio	 Mārama	 Mātau
1. Self-management	<ul style="list-style-type: none"> Managing own time, focus, effort and work goals effectively while representing the organisation in an honest, ethical and professional way 	<ul style="list-style-type: none"> Role-modelling effective management of own time, focus and effort, and reflecting on own performance 	<ul style="list-style-type: none"> Showing innovative approaches to effective self-management, actively seeking, reflecting and acting on feedback on own performance, and responding to unethical behaviour
2. Reflection	<ul style="list-style-type: none"> Reflecting on actions, work practices and interactions with colleagues and communities 	<ul style="list-style-type: none"> Seeking, reflecting on and responding positively to constructive feedback and guidance from colleagues and stakeholders 	<ul style="list-style-type: none"> Translating all feedback into an opportunity to learn, gain new knowledge and improve own personal, service and professional development
3. Leadership, emotional and social intelligence	<ul style="list-style-type: none"> Understanding your own leadership style and personal impact you have on others (applies to all levels in the organisation) 	<ul style="list-style-type: none"> Demonstrating emotional and social intelligence (eg, self-awareness, self-regulation, self-motivation, empathy, social skills) and an awareness of the benefit of learning from those you lead 	<ul style="list-style-type: none"> Influencing and inspiring individuals, teams and organisations respectfully to achieve change and maintain hauora within the workplace

Personal attributes

Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Self-management and reflection

Ability to effectively manage own time, focus and effort, reflect on ways to improve.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Personal attributes

Resilience and flexibility

Ability to accept and commit to change, recover from set-backs and adverse events, and grow stronger as a result of working through challenges.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Preparedness	<ul style="list-style-type: none"> Understanding how external influences (politics, health issues, climate change) can affect the focus of the organisation 	<ul style="list-style-type: none"> Contributing to opportunities/solutions to external influences that have an impact on staff and communities (eg, pandemic) 	<ul style="list-style-type: none"> Supporting staff and communities through change in focus, emotionally charged situations and difficult issues by being aware of the latest developments within the sector, developing effective strategies and empowering creative solutions
2.	Flexibility	<ul style="list-style-type: none"> Being flexible and adaptable and responding quickly when situations change 	<ul style="list-style-type: none"> Showing initiative and commitment to achieving challenging goals in times of change 	<ul style="list-style-type: none"> Taking initiative, acting in a decisive way and motivating teams to apply flexibility in uncomfortable or stressful situations
3.	Resilience	<ul style="list-style-type: none"> Staying calm, focused and motivated when tasks become difficult and when working through challenges (short and long term) 	<ul style="list-style-type: none"> Raising and working through challenging issues and seeking alternatives within the team 	<ul style="list-style-type: none"> Welcoming new challenges and acting constructively in highly pressured and unpredictable environments, while remaining composed when leading resilient teams

Personal attributes

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Resilience and flexibility

Ability to accept and commit to change, recover from set-backs and adverse events, and grow stronger as a result of working through challenges.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Personal attributes

Life-long learning

Ability to maintain a positive mindset, apply critical thinking, keep skills up to date, try new things and learn, and help create an effective and supportive learning environment.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Growth mindset	<ul style="list-style-type: none"> Showing awareness of own strengths and areas for growth and a willingness to find and try appropriate learning opportunities that could benefit self and team members 	<ul style="list-style-type: none"> Keeping up to date with relevant contemporary knowledge and practices and looking for opportunities to provide coaching and mentoring to support others 	<ul style="list-style-type: none"> Role-modelling professional development, coaching and mentoring teams to adopt a growth mindset, and provide time, permission and guidance for continuous learning
2.	Critical thinking	<ul style="list-style-type: none"> Identifying what is needed to understand a problem or explore an opportunity, and asking questions to find more information 	<ul style="list-style-type: none"> Researching and learning more to solve problems or explore innovative opportunities, and sharing outcomes with the team 	<ul style="list-style-type: none"> Applying critical thinking and analysis to solve problems, explore opportunities, develop new practices, or adopt new technologies
3.	Best practice and innovation	<ul style="list-style-type: none"> Seeking input from others and sharing own ideas to achieve best outcomes and ensure best practice stays up to date 	<ul style="list-style-type: none"> Seeking contributions and ideas from people with diverse backgrounds and experience to ensure best practice is still accessible/ appropriate 	<ul style="list-style-type: none"> Exploring a range of possibilities and creative alternatives to contribute to system, process and business improvements and innovation
4.	Learning culture	<ul style="list-style-type: none"> Helping create safe spaces where people can learn and try new things and are allowed to make mistakes 	<ul style="list-style-type: none"> Promoting a culture of life-long learning where people are proactive in finding new things to learn in a safe and supported environment 	<ul style="list-style-type: none"> Measuring and evaluating the learning culture at the organisation and ensuring people are driven to learn, have access and resources to learn, in a safe and supported environment
5.	On-the-job learning environment	<ul style="list-style-type: none"> Recognising good performance and giving support and regular constructive feedback 	<ul style="list-style-type: none"> Being constructive and building on strengths by giving timely and actionable feedback 	<ul style="list-style-type: none"> Developing work plans that consider capability, strengths and growth opportunities

Personal attributes

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Life-long learning

Ability to maintain a positive mindset, apply critical thinking, keep skills up to date, try new things and learn, and help create an effective and supportive learning environment.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Teamwork and collaboration

► Hauora

Ability to sustain own well-being and help support a working environment for sustainable hauora (physical, mental and emotional, social and spiritual health).

► Communication

Ability to engage successfully with a wide range of people, to interpret and use body language, and to convey key ideas clearly and in an appropriate style, tone and format.

► Cooperation and information sharing




Ability to collaborate effectively with team members, partners and networks, and be flexible, compromise and adjust.



Teamwork and collaboration

Hauora

Ability to sustain own well-being and help support a working environment for sustainable hauora (physical, mental and emotional, social and spiritual health).

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1. Hauora	<ul style="list-style-type: none"> Understanding how to sustain hauora for a healthy work environment and taking responsibility for your part in this. Hauora is the Māori philosophy of holistic well-being, which includes: <ul style="list-style-type: none"> Taha tinana (physical well-being) Taha hinengaro (mental and emotional well-being) Taha whanau (social well-being) Taha wairua (spiritual well-being) 	<ul style="list-style-type: none"> Contributing to, supporting and protecting safe spaces and practices that sustain hauora in the workplace 	<ul style="list-style-type: none"> Championing safe spaces and practices that sustain hauora in the workplace by nurturing an inclusive culture of well-being and kindness, accepting people's individual and collective journeys Supporting people individually
2. Neurological and psychological influences	<ul style="list-style-type: none"> Recognising when neurodiversity, mental and emotional health or stress are affecting people's communication, learning, behaviours and actions, and applying safe and kind practices to handle the situation respectfully 	<ul style="list-style-type: none"> Increasing awareness and providing tools to help teams in situations when neurodiversity, mental and emotional health or stress are affecting people's communication, learning and behaviours (within the workplace teams or when working with the community) 	<ul style="list-style-type: none"> Providing support and training for teams to safely and respectfully help neurodiverse people, or people with mental and emotional health issues
3. Spirituality and beliefs	<ul style="list-style-type: none"> Respecting that spirituality, beliefs and the way other people find meaning can drive their communication, behaviours and actions, and giving them space 	<ul style="list-style-type: none"> Providing safe spaces where people feel free to bring their whole selves to work and can respectfully share ideas about their spirituality, beliefs and the way they find meaning 	<ul style="list-style-type: none"> Protecting, encouraging and regularly evaluating the safety of the workspace so people can bring their whole selves to work, find balance and feel good about how they contribute to society in a meaningful way
4. Health and safety	<ul style="list-style-type: none"> Complying with the organisation's health and safety procedures and registers (eg, hazards, visitors/contractors, emergency response, customer issues, handling collection items) 	<ul style="list-style-type: none"> Contributing to and updating organisation's health and safety procedures and registers 	<ul style="list-style-type: none"> Creating a culture of strong health and safety accountability, effective reporting and ensuring all teams have appropriate tools, support and up-to-date training

Teamwork and collaboration

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Hauora

Ability to sustain own well-being and help support a working environment for sustainable hauora (physical, mental and emotional, social and spiritual health).



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Teamwork and collaboration

Communication

Ability to engage successfully with a wide range of people, to interpret and use body language, and to convey key ideas clearly and in an appropriate style, tone and format.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Communication	<ul style="list-style-type: none"> Writing, preparing material or speaking in a way that is well structured and easy to follow 	<ul style="list-style-type: none"> Tailoring communication to diverse audiences, using specific languages (eg, technical language, plain English, te reo) when required 	<ul style="list-style-type: none"> Exploring creative ways to engage with diverse audiences, enhance two-way communication, enable informed decision making and optimise outcomes
2.	Kōrero	<ul style="list-style-type: none"> Listening attentively to others to gain an understanding, asking appropriate questions, monitoring own and others' non-verbal cues and adapting where necessary 	<ul style="list-style-type: none"> Creating opportunities for others to express their views and share information across the organisation, community and sector 	<ul style="list-style-type: none"> Inviting others to contribute to discussion and managing complex communications that involve understanding/responding to multiple and divergent viewpoints
3.	Presentation	<ul style="list-style-type: none"> Explaining and presenting ideas and arguments clearly, focusing on key points, speaking clearly, at right pace and volume 	<ul style="list-style-type: none"> Using contemporary communication technologies, channels and tools to efficiently share information, engage and interact with diverse audiences and customising systems to meet user needs 	<ul style="list-style-type: none"> Keeping up to date with emerging communication technologies, channels and tools and advocating for the best solution that meets users' needs, organisational objectives and perspectives of developers
4.	Technologies, channels and tools	<ul style="list-style-type: none"> Communicating routine information clearly, using various communication technologies, channels and tools confidently 	<ul style="list-style-type: none"> Contributing to and updating organisation's health and safety procedures and registers 	<ul style="list-style-type: none"> Creating a culture of strong health and safety accountability, effective reporting and ensuring all teams have appropriate tools, support and up-to-date training
5.	Media	<ul style="list-style-type: none"> Using social media sensibly with regards to networking, exchanging knowledge and promoting the organisation and offering value to the community and the sector 	<ul style="list-style-type: none"> Using a range of social media tools appropriately to maintain sustainable relationships with a network of people within the organisation, community and sector 	<ul style="list-style-type: none"> Responsibly and respectfully communicating with public communicators (on social media, press, radio, TV) to optimise outcomes and promote the value of services offered

Teamwork and collaboration

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Communication

Ability to engage successfully with a wide range of people, to interpret and use body language, and to convey key ideas clearly and in an appropriate style, tone and format.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Teamwork and collaboration

Cooperation and information sharing

Ability to collaborate effectively with team members, partners and networks, and be flexible, compromise and adjust.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Cooperation	<ul style="list-style-type: none"> Sharing the workload to achieve agreed objectives, by sharing information and learning with colleagues 	<ul style="list-style-type: none"> Building cooperation and identifying barriers that get in the way of information sharing and communication across teams 	<ul style="list-style-type: none"> Creating solutions to encourage active communication, information sharing and collaboration across the organisation and wider sector
2.	Tools and digital technologies	<ul style="list-style-type: none"> Using collaboration tools, including digital technologies, to work with others 	<ul style="list-style-type: none"> Actively using collaboration tools, including digital technologies, to engage diverse audiences and codesign to solve problems and improve services 	<ul style="list-style-type: none"> Encouraging and provide training for others to use appropriate collaboration approaches and tools, including digital technologies and codesign processes
3.	Collaboration culture	<ul style="list-style-type: none"> Building and participating in a supportive and cooperative team environment and supporting others in challenging situations or when striving for innovation and improvement 	<ul style="list-style-type: none"> Displaying social and emotional intelligence in relationship building and applying critical and design thinking to solving problems and improvement initiatives 	<ul style="list-style-type: none"> Encouraging a culture that recognises the value of collaboration, co-design and co-creation, effective communication and critical and design thinking to work together on future-focussed innovation and improvement
4.	Cross-sector collaboration	<ul style="list-style-type: none"> Engaging across the sector to find or share information to jointly solve issues or learn about new approaches 	<ul style="list-style-type: none"> Identifying opportunities across the sector to leverage the strengths of others to solve issues and develop better processes and approaches to work 	<ul style="list-style-type: none"> Networking extensively across the sector, organisations and communities to increase collaboration, share knowledge and create solutions
5.	Celebration/promotion	<ul style="list-style-type: none"> Acknowledging outcomes that were achieved by effective collaboration or by people stepping up 	<ul style="list-style-type: none"> Celebrating collaboration and sharing lessons learned across teams or the sector 	<ul style="list-style-type: none"> Publicly celebrating and promoting successful outcomes of collaboration in developing joint solutions or better approaches in changing times

Teamwork and collaboration

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Cooperation and information sharing

Ability to collaborate effectively with team members, partners and networks, and be flexible, compromise and adjust.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Community care and services

► Diversity, inclusion and equity

Ability to show inclusive behaviour and respect for diversity in people (including all races, ethnicities, cultures, religions, beliefs, ages, genders, sexual orientations, abilities, socio-economic and other backgrounds) and understanding conscious and unconscious bias.

► Accessibility

Ability to provide equality and equity of access to physical and digital library and information spaces, programmes and knowledge.

► Hospitality, service and relationships

Ability to be responsive to community needs and requests, communicate kindly and build wider community relationships that extend beyond the transactional.

► Sustainability




Ability to understand, protect and improve the environmental, economic and social sustainability within the organisation and community.



Community care and services

Diversity, inclusion and equity

Ability to show inclusive behaviour and respect for diversity in people (including all races, ethnicities, cultures, religions, beliefs, ages, genders, sexual orientations, abilities, socio-economic and other backgrounds) and understanding conscious and unconscious bias.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Māori, Pacific and other worldviews important to Aotearoa	<ul style="list-style-type: none"> Respecting that Māori, Pacific and other worldviews and ways of thinking are underpinned by people's identities, languages and culture, and knowing basic details 	<ul style="list-style-type: none"> Creating a culture that welcomes Māori, Pacific and other worldviews and ways of thinking, where people learn more about identities, languages and culture 	<ul style="list-style-type: none"> Catering for services that are inclusive of Māori, Pacific and other worldviews, and fostering continuous learning/practising customs that reflect the community
2.	Diversity	<ul style="list-style-type: none"> Understanding and reflecting on own identity, background, values, beliefs, abilities, life experiences, preferences and biases, and how this influences own worldview, perspective and behaviour 	<ul style="list-style-type: none"> Championing an inclusive, safe and equitable workplace and culture in which differences and personal choices are valued 	<ul style="list-style-type: none"> Being able to adapt knowledge to people's preferences, abilities and cultures and addressing non-inclusive behaviours, practices and attitudes within the organisation
3.	Inclusion	<ul style="list-style-type: none"> Contributing to a supportive and safe working environment 	<ul style="list-style-type: none"> Looking for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences 	<ul style="list-style-type: none"> Implementing practices and systems to ensure all people can participate to their fullest ability
4.	Equity	<ul style="list-style-type: none"> Learning about your audience and using respect, language and protocols in greeting all people, making them feel welcome and providing equitable access 	<ul style="list-style-type: none"> Sharing learnings with colleagues on how to improve respect, equity and support for people from all walks of life in your communities 	<ul style="list-style-type: none"> Addressing biases, racism or unacceptable behaviour and language that hinder safe, equitable and inclusive spaces
5.	Bias	<ul style="list-style-type: none"> Understanding the effect of conscious and unconscious bias and responding constructively to feedback regarding observations of bias in your own language or behaviour 	<ul style="list-style-type: none"> Recognising and managing conscious and unconscious bias in interactions and decision making 	<ul style="list-style-type: none"> Helping teams minimise bias within the workplace and championing the organisation's benefits generated by workforce diversity and inclusive practices

Community care and services

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Diversity, inclusion and equity

Ability to show inclusive behaviour and respect for diversity in people (including all races, ethnicities, cultures, religions, beliefs, ages, genders, sexual orientations, abilities, socio-economic and other backgrounds) and understanding conscious and unconscious bias.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Community care and services

Accessibility

Ability to provide equality and equity of access to physical and digital library and information spaces, programmes and knowledge.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1. Access	<ul style="list-style-type: none"> Supporting a customer-focused culture in the organisation, proactively and safely assisting customers to gain access to services and overcoming obstacles 	<ul style="list-style-type: none"> Developing partnerships with customers to understand who accesses the services, who isn't accessing the services, why not and what is standing in the way 	<ul style="list-style-type: none"> Understanding who isn't able to use your services and why, by planning evidence-based outreach programmes that collect feedback data and empower communities to have their say, and taking action to try and meet their needs to create equal and equitable access to services
2. Community relationships and outreach	<ul style="list-style-type: none"> Building relationships in ways appropriate to the culture and respecting that many people share multiple heritages (have shared identities, languages and cultures) that could impact on accessing the library and information services 	<ul style="list-style-type: none"> Encouraging people to build relationships in ways that are appropriate to the culture and exploring different ways to get to know communities (outreach programmes and events) and collaborating across the sector to offer/research opportunities and ideas 	<ul style="list-style-type: none"> Seeking feedback and collecting data from customers, communities and stakeholders and planning for accessible programmes and events that meet community needs, supporting initiatives to strengthen relationships and providing spaces for networking with communities
3. User experience	<ul style="list-style-type: none"> Identifying any improvements in design, layout and organisation of spaces and offerings that can help improve the user experience 	<ul style="list-style-type: none"> Designing services, layouts, processes and policies based on the customer's point of view and needs to improve user experience 	<ul style="list-style-type: none"> Capturing customer service/experience insights and data to improve services by applying user-centric design principles

Community care and services

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Accessibility

Ability to provide equality and equity of access to physical and digital library and information spaces, programmes and knowledge.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Community care and services

Hospitality, service and relationships

Ability to be responsive to community needs and requests, communicate kindly and build wider community relationships that extend beyond the transactional.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Hospitality and customer service <ul style="list-style-type: none"> Focusing on providing a positive customer experience for all, showing hospitality, respect, courtesy and fairness and providing professional and efficient customer service in appropriate style and language 	<ul style="list-style-type: none"> Monitoring customer service requirements using customer feedback, data and information to evaluate and improve customer service delivery 	<ul style="list-style-type: none"> Ensuring systems, processes, and programmes respond to customer needs and managing cross-sector alliances to share ideas on improving service delivery and relationship building
2.	Queries and issues <ul style="list-style-type: none"> Identifying and responding quickly to customer needs, including resolving queries, complaints and complex issues (eg, dealing with challenging behaviour) 	<ul style="list-style-type: none"> Helping others prepare for complex customer issues and needs, and offering support to help de-escalate challenging behaviour or to improve outcomes for customers and the teams 	<ul style="list-style-type: none"> Liaising with senior stakeholders to find new ideas and innovative approaches on key issues and ensuring policies are in place and training is available for dealing with complex customer issues, needs and behaviours
3.	Relationships <ul style="list-style-type: none"> Engaging and collaborating successfully with Māori and Pacific patrons, colleagues, families and communities (as well as other cultures prevalent in the community) demonstrating respect and reciprocity 	<ul style="list-style-type: none"> Nurturing respectful and reciprocal relationships and partnerships, and supporting colleagues to strengthen their abilities to build and establish collaborative and respectful relationships 	<ul style="list-style-type: none"> Prioritising resources and support for colleagues to spend time 'in the field' to strengthen their abilities to build and establish collaborative, respectful and reciprocal relationships with Māori, Pacific and other patrons, colleagues, families and communities

Community care and services

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Hospitality, service and relationships

Ability to be responsive to community needs and requests, communicate kindly and build wider community relationships that extend beyond the transactional.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Community care and services

Sustainability

Ability to understand, protect and improve the environmental, economic and social sustainability within the organisation and community.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Local sustainability <ul style="list-style-type: none"> Connecting with mana whenua, local iwi and community groups to talk about goals around sustainability 	<ul style="list-style-type: none"> Partnering with mana whenua, local iwi and community groups to check where the organisation can support their goals around sustainability 	<ul style="list-style-type: none"> Supporting mana whenua, local iwi and community groups with their goals around sustainability, and measuring impacts on the organisation and community
2.	Environmental literacy <ul style="list-style-type: none"> Supporting education and community programmes that help create environmentally literate communities (eg, how to look after resources, energy required to search, use, transmit or store information) 	<ul style="list-style-type: none"> Reaching out to education and community groups to run programmes that help create environmentally literate communities 	<ul style="list-style-type: none"> Publicly celebrating programmes that help create environmentally literate communities, and coordinating follow-up or spin-off events
3.	Environmental, economic and social sustainability <ul style="list-style-type: none"> Contributing to the organisation's commitment to advancing environmental, economic and social sustainability within the organisation 	<ul style="list-style-type: none"> Learning more about innovative ways to advance environmental, economic and social sustainability and promoting this within the organisation and in the community 	<ul style="list-style-type: none"> Implementing innovative ways to advance environmental, economic and social sustainability, and measuring, evaluating and promoting results and impacts within the community and across the sector
4.	Organisational sustainability <ul style="list-style-type: none"> Contributing to sustainability within the organisation (eg, for a sustainable workforce: sharing skills and knowledge with colleagues, promoting healthy work-life balance habits) 	<ul style="list-style-type: none"> Promoting sustainability within the organisation (eg, for a sustainable workforce: making time for colleagues to share tips after training, encouraging mentor/buddy paring) 	<ul style="list-style-type: none"> Finding innovative ways to create a sustainable organisation (eg, for a sustainable workforce: have practices in place for succession planning, providing time for learning and development)

Community care and services

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Sustainability

Ability to understand, protect and improve the environmental, economic and social sustainability within the organisation and community.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Planning, management and leadership

► Leadership and management

Ability to create and share a vision, to motivate and empower others to act, to prioritise and delegate effectively, to inspire trust and respect (at all levels, both inside and outside the organisation).

► Evaluation and planning

Ability to review and evaluate work to inform future planning of own work, learning, projects, events and programmes, within organisational, financial and legal constraints.

► Advocacy




Ability to recognise, acknowledge and celebrate new skills and knowledge acquired, and share it with the wider community to improve visibility of the value of the profession.



Planning, management and leadership

Leadership and management

Ability to create and share a vision, to motivate and empower others to act, to prioritise and delegate effectively, to inspire trust and respect (at all levels, both inside and outside the organisation).

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Vision and direction	<ul style="list-style-type: none"> Understanding (and helping colleagues to understand) how their roles and activities contribute to the vision, mission and value of the organisation 	<ul style="list-style-type: none"> Promoting a sense of purpose by translating broad organisational strategy and goals into tangible team goals, and how this adds value 	<ul style="list-style-type: none"> Building a shared sense of direction, inspiring others to understand the links between policy, organisational goals and value, and help people achieve goals
2.	Innovation	<ul style="list-style-type: none"> Understanding how innovation drives efficiency, performance and delivery of better services 	<ul style="list-style-type: none"> Contributing to innovation, improvement, design and co-design of services as the sector and needs of the community changes 	<ul style="list-style-type: none"> Being aware of the latest industry developments and technologies, anticipating the future and working in partnership to innovate services
3.	Efficiency	<ul style="list-style-type: none"> Understanding the people and resources within the organisation, who does what and how things work 	<ul style="list-style-type: none"> Contributing to an open workplace culture promoting transparency of roles/processes, clear communication and supporting others 	<ul style="list-style-type: none"> Optimising efficiencies within the organisation by upskilling and caring for staff, looking after resources and improving processes together
4.	Governance	<ul style="list-style-type: none"> Understanding the organisation's governance structure and the political environment (how it fits in wider context, main funders, key relationships, responsibilities) 	<ul style="list-style-type: none"> Strengthening reciprocal partnerships within the organisation's governance structure and forming alliances with stakeholders to effectively share knowledge and resources to increase impact, reach and value 	<ul style="list-style-type: none"> Protecting the governance structure by looking after relationships, working with decision makers, being accountable for responsibilities, constraints and policies, and advocating value
5.	Community fit	<ul style="list-style-type: none"> Understanding the needs and aspirations of diverse local communities, and the role and responsibilities of the organisation within that community 	<ul style="list-style-type: none"> Collectively learning about how to provide better service to local communities and finding linkages and relationships to help each other grow 	<ul style="list-style-type: none"> Seeking feedback from local communities on how best to support them and providing learning opportunities for staff to better understand those needs
6.	Programme and event management	<ul style="list-style-type: none"> Understanding the importance of shared knowledge and power of collaborative relationships that can help the organisation thrive 	<ul style="list-style-type: none"> Liaising and sharing knowledge with community groups through outreach programmes, events and co-design processes to understand community needs 	<ul style="list-style-type: none"> Coordinating management of interdependent projects and business-as-usual activities to meet organisational objectives, within agreed parameters of cost/resources, timescales and quality

7.	Project management	<ul style="list-style-type: none"> Understanding the basics of project management and the steps that need to be taken to realise an idea 	<ul style="list-style-type: none"> Creating project proposals, budgets and plans and being able to communicate ideas, collaborate with others and delegate tasks 	<ul style="list-style-type: none"> Defining, planning, risk-assessing, managing, completing and reporting on a business task/project, within agreed parameters of cost, resources and quality
8.	People management	<ul style="list-style-type: none"> Supporting and motivating people using coaching and mentoring skills (at all levels) 	<ul style="list-style-type: none"> Providing day-to-day management of people (eg, managing rosters, learning and development, performance, conflict) 	<ul style="list-style-type: none"> Developing, implementing and reviewing strategies to enable successful and inclusive workforce recruitment, retention and development
9.	Performance management	<ul style="list-style-type: none"> Recognising and developing individual potential and looking for ways to contribute to, support and develop team capability 	<ul style="list-style-type: none"> Monitoring and adjusting performance development processes to meet the diverse abilities and needs of individuals and teams 	<ul style="list-style-type: none"> Acknowledging talent and performance, encouraging further development, addressing/resolving performance issues, and undertaking succession planning
10.	Change management	<ul style="list-style-type: none"> Helping self and others in managing uncertainty and change and contributing to promoting change processes and communicating change initiatives across the team 	<ul style="list-style-type: none"> Supporting teams in developing new ways of working, generating innovative ideas to approaching challenges and providing clear guidance, coaching and support to others who are uncertain about change 	<ul style="list-style-type: none"> Understanding the critical factors in leading change by translating change initiatives into practical strategies, communicating benefits and purpose, and providing coaching in times of uncertainty
11.	Financial management	<ul style="list-style-type: none"> Understanding the financial impact of providing and using services and resources (eg, cost of purchasing equipment and materials, paying wages, providing leave, customer service) 	<ul style="list-style-type: none"> Planning, managing and monitoring budgets for projects or parts of the organisation 	<ul style="list-style-type: none"> Identifying and maximising income-generation opportunities and forecasting, planning, managing and reporting on budgets to help meet service objectives and provide best value
12.	Funding and contract management	<ul style="list-style-type: none"> Understanding the different funding streams within the organisation (people, resources, special programmes or initiatives) and relationships with funders 	<ul style="list-style-type: none"> Having a basic understanding of funding applications and agreements, contracts, procurement, due diligence and licences 	<ul style="list-style-type: none"> Managing funding applications and agreements, pre- and post-contractual matters (eg, tendering, reviewing, drafting, negotiating, reporting)

Planning, management and leadership

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Leadership and management

Ability to create and share a vision, to motivate and empower others to act, to prioritise and delegate effectively, to inspire trust and respect (at all levels, both inside and outside the organisation).



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Planning, management and leadership

Evaluation and planning

Ability to review and evaluate work to inform future planning of own work, learning, projects, events and programmes, within organisational, financial and legal constraints.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Roles and systems evaluation <ul style="list-style-type: none"> Evaluating own work methods, behaviour and performance regularly (self-initiated and through any personal development or coaching sessions), setting new personal goals 	<ul style="list-style-type: none"> Evaluating methods, behaviours and performances of self and team regularly, helping others set new goals and recommending future actions/changes 	<ul style="list-style-type: none"> Evaluating and assessing methods, behaviours and performances of self and team regularly, coaching others, adjusting frameworks and planning strategically (including planning for change if needed)
2.	Services and user needs/experience evaluation <ul style="list-style-type: none"> Recognising the importance of evaluation to understand diverse user views on issues, and that these are taken into account in deciding future plans for information products and services 	<ul style="list-style-type: none"> Applying good practices and methods in user needs analysis as well as analysing data about service use to develop services, ensuring continued or improved effectiveness 	<ul style="list-style-type: none"> Evaluating services using a range of tools to help inform the planning of design, development and delivery of information products, systems and services that fit with customer needs and organisational constraints
3.	Operational planning <ul style="list-style-type: none"> Contributing to the development and review of teamwork plans, goal setting and aligning operational activities accordingly 	<ul style="list-style-type: none"> Initiating, developing and reviewing team goals and plans, and using feedback to inform future planning aligned to the organisational strategy 	<ul style="list-style-type: none"> Initiating, developing and prioritising team goals, strategies and plans, monitoring progress of initiatives and making necessary adjustments (including contingency provisions like succession planning)
4.	Preparedness <ul style="list-style-type: none"> Understanding external influences which may affect plans and service direction, including the regional, national or government context 	<ul style="list-style-type: none"> Ensuring teams are aware of plans and policies for the efficient and effective delivery of services, including workforce planning, business continuity and sustainability, emergency planning, risk management and disaster recovery 	<ul style="list-style-type: none"> Developing and monitoring resource and financial frameworks to ensure effective, safe and sustainable operation of services
5.	Emergency planning <ul style="list-style-type: none"> Being prepared for emergencies and aware of library policies and procedures relevant to emergency preparedness, building security and personal safety of staff and patrons 	<ul style="list-style-type: none"> Ensuring emergency and disaster management policies are maintained and updated and the teams are aware of updates 	<ul style="list-style-type: none"> Analysing trends globally to ensure emergency and disaster management policies are in line with the latest best practice and team are prepared (having right tools and abilities)

Planning, management and leadership

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Evaluation and planning

Ability to review and evaluate work to inform future planning of own work, learning, projects, events and programmes, within organisational, financial and legal constraints.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Planning, management and leadership

Advocacy

Ability to recognise, acknowledge and celebrate new skills and knowledge acquired, and share it with the wider community to improve visibility of the value of the profession.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Value	<ul style="list-style-type: none"> Understanding what value own role adds to the organisation and contributing to 'telling the story' of how this benefits the team, organisation, community, or wider library and information sector 	<ul style="list-style-type: none"> Using established techniques that showcase the organisation's value when designing, developing and promoting products and services 	<ul style="list-style-type: none"> Demonstrating value and impact by communicating the benefits of data, information, knowledge and library services to a broad range of stakeholders
2.	Community links and support	<ul style="list-style-type: none"> Acknowledging the relationships team members have with groups within the community 	<ul style="list-style-type: none"> Encouraging team members who have relationships with community groups to act as advocates 	<ul style="list-style-type: none"> Recognising the value of the relationships that team members have with community groups by allowing time to nurture those relationships and seeking feedback on benefit to their community and to check if user needs are met
3.	Visibility of value	<ul style="list-style-type: none"> Acting and talking professionally and positively about own role outside the workplace, to help improve the visibility and value of the organisation to the community and wider sector 	<ul style="list-style-type: none"> Networking professionally and positively within the community and wider library and information sector, to help improve the visibility and value of the organisation and teams 	<ul style="list-style-type: none"> Presenting or showcasing the organisation's people, processes or programmes to the community or wider library and information sector, to help improve the visibility and value of the organisation and library careers in general
4.	Celebration	<ul style="list-style-type: none"> Supporting and acknowledging positive work outcomes of individuals and the team as they happen (including small wins) to help create a healthy and happy workforce, as well as promoting the organisation 	<ul style="list-style-type: none"> Encouraging and acknowledging positive work outcomes of individuals and the team as they happen and tracking impact (to help understand motivators, give recognition of the team's effort, and improve the visibility and value of the organisation) 	<ul style="list-style-type: none"> Supporting a kind and encouraging culture, giving credit to the team's effort and using appropriate achievements for public promotion to improve the visibility and value of the organisation within the community and wider library and information sector

Planning, management and leadership

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Advocacy

Ability to recognise, acknowledge and celebrate new skills and knowledge acquired, and share it with the wider community to improve visibility of the value of the profession.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Literacies, references and research services

► Digital literacy and dexterity

Ability to understand, use and actively participate in media, information and communication technologies to find, evaluate, create and communicate information and help people live, learn, work and thrive in a digital society.

► Literacies and learning

Ability to understand the skills, attitudes and methods needed to become literate in a variety of subjects, and how different people learn best.

► Information and reference services

Ability to combine information skills, information content and knowledge to meet the needs of the user community (eg, providing enquiry and search services, reader's advisory or promoting collections).

► Research and evidence




Ability to find evidence and use research processes and techniques and knowledge of information resources to conduct and support own, organisational, customer or individual research projects.



Literacies, references and research services

Digital literacy and dexterity

Ability to understand, use and actively participate in media, information and communication technologies to find, evaluate, create and communicate information and help people live, learn, work and thrive in a digital society.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Digital well-being	<ul style="list-style-type: none"> Behaving safely, ethically and responsibly in digital environments, to ensure personal health, safety and work-life balance when using technology 	<ul style="list-style-type: none"> Supporting others to develop safe, responsible digital practices and contributing to the development of digital well-being policies 	<ul style="list-style-type: none"> Developing and projecting a positive digital presence, managing digital reputation and reviewing the impact of online activity
2.	Information and communication technology use	<ul style="list-style-type: none"> Using general and corporate systems, ICT-based devices, services and tools (eg, online communication, productivity tools) 	<ul style="list-style-type: none"> Navigating, troubleshooting and supporting other with basic IT functions (eg, password resets, printing) and knowledge 	<ul style="list-style-type: none"> Evaluating, choosing and maintaining devices, applications, software and systems relevant to different tasks and according to best practice
3.	Library and information systems use	<ul style="list-style-type: none"> Using library and information systems, catalogues, data records, learning and research environments confidently 	<ul style="list-style-type: none"> Supporting others to use library and information systems, catalogues, search, data records, learning and research environments effectively and productively 	<ul style="list-style-type: none"> Showcasing best practice in learning and encouraging innovation in others to contribute to the development, use and further application of library and information systems
4.	Digital dexterity	<ul style="list-style-type: none"> Using digital media and tools to organise, record, reflect on, plan and monitor personal progress and set goals for continuous improvement 	<ul style="list-style-type: none"> Identifying, creating, using and sharing digital learning materials and professional development resources, and contributing to personal progress through peer-review 	<ul style="list-style-type: none"> Encouraging and enabling digital dexterity of the whole organisation (eg, through training development, advocacy, evaluation, evidence building, leadership of change)
5.	Digital tools and techniques	<ul style="list-style-type: none"> Designing and creating new digital media and re-using, remixing, repurposing, enhancing and sharing digital media 	<ul style="list-style-type: none"> Developing new ideas, projects and opportunities using appropriate digital technologies for data, knowledge, library and information functionality 	<ul style="list-style-type: none"> Strategically collecting and analysing data using digital tools and techniques, and using digital evidence to solve problems and find new solutions
6.	Digital collaboration	<ul style="list-style-type: none"> Communicating effectively in digital media and spaces, using shared productivity tools to collaborate, produce shared materials and work across cultural, social and linguistic boundaries 	<ul style="list-style-type: none"> Supporting communities to use and collaborate in digital environments through familiarity of platforms and digital systems 	<ul style="list-style-type: none"> Leading, facilitating and building digital networks by actively participating in digital teams, working groups and communities of practice

Literacies, references and research services

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Digital literacy and dexterity

Ability to understand, use and actively participate in media, information and communication technologies to find, evaluate, create and communicate information and help people live, learn, work and thrive in a digital society.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Literacies, references and research services

Literacies and learning

Ability to understand the skills, attitudes and methods needed to become literate in a variety of subjects, and how different people learn best.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Literacy development	<ul style="list-style-type: none"> Understanding the impact of reading literacy on society, and recognising own role in supporting literacy development in others 	<ul style="list-style-type: none"> Promoting reading for pleasure and continuous improvement of reading skills within the community 	<ul style="list-style-type: none"> Ensuring collections, materials and programmes help support literacy development and productive application of reading within the community
2.	Learning experiences	<ul style="list-style-type: none"> Understanding how people of different ages, abilities or cultures learn or experience learning and how to build a rapport for successful knowledge exchange and learning 	<ul style="list-style-type: none"> Creating an environment that enhances learning opportunities by using space, resources and technologies well 	<ul style="list-style-type: none"> Asking communities for feedback on learning experiences, and engaging with a variety of educators to evaluate and plan for new initiatives
3.	Learning activities	<ul style="list-style-type: none"> Being aware of the current curriculum that is followed (if applicable) and what learning activities are trending within the community 	<ul style="list-style-type: none"> Offering a range of learning activities for specific audiences within the community that fits with current curriculum or trending technologies/methods 	<ul style="list-style-type: none"> Cultivating creativity and innovation within the teams to support creation of new learning activities that enhance learning in reading, writing, numeracy and other abilities
4.	Critical thinking	<ul style="list-style-type: none"> Understanding and using critical thinking to make informed decisions about information 	<ul style="list-style-type: none"> Evaluating information and resources and understanding the impact on others with different information literacy levels 	<ul style="list-style-type: none"> Inspiring others to make informed decisions and challenge misinformation or manipulation of information (especially in media)

Literacies, references and research services

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Literacies and learning

Ability to understand the skills, attitudes and methods needed to become literate in a variety of subjects, and how different people learn best.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Literacies, references and research services

Information and reference services

Ability to combine information skills, information content and knowledge to meet the needs of the user community (eg, providing enquiry and search services, reader's advisory or promoting collections).

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Information and reference services	<ul style="list-style-type: none"> Understanding how information skills and knowledge are used to provide a range of information services, and facilitate requests for information 	<ul style="list-style-type: none"> Using appropriate techniques like collaborative and participatory learning, critical thinking and use of new tools and technologies to find out what the user needs, why and in what context they are seeking the information 	<ul style="list-style-type: none"> Evaluating the success of reference services through feedback from staff, communities and other stakeholders and continuing to improve services that meet users' needs
2.	Readers' advisory	<ul style="list-style-type: none"> Assisting users with choosing popular and recreational reading, viewing and listening choices 	<ul style="list-style-type: none"> Developing strategies and sources to stay well-informed as a reader's advisor and exploring technologies, social media and innovative ways to connect with communities 	<ul style="list-style-type: none"> Monitoring the preferred method of readers' advisory in the community, evaluating whether the users' needs are met and improving services where necessary
3.	Library, information and knowledge technologies	<ul style="list-style-type: none"> Engaging with and empowering communities and individuals to help them find the information they need by facilitating independent information retrieval skills to support ongoing self-sufficiency and life-long learning 	<ul style="list-style-type: none"> Understanding and applying the capabilities of technologies and systems of particular relevance to the sector, including resource discovery, digital resources and services, library management systems, content management systems and knowledge repositories 	<ul style="list-style-type: none"> Recognising, quantifying and presenting the combined value of the information assets within an organisation (eg, information products and the expertise of information professionals) and identifying potential risks and benefits

Literacies, references and research services

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Information and reference services

Ability to combine information skills, information content and knowledge to meet the needs of the user community (eg, providing enquiry and search services, reader's advisory or promoting collections).



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Literacies, references and research services

Research and evidence

Ability to find evidence and use research processes and techniques and knowledge of information resources to conduct and support own, organisational, customer or individual research projects.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Research and evidence	<ul style="list-style-type: none"> Understanding how researching or finding evidence can help inform service improvement and innovation 	<ul style="list-style-type: none"> Promoting the possible value, impact and limitations of research and evidence to the community 	<ul style="list-style-type: none"> Supporting the development of policies, plans, processes, systems and infrastructure involved in the management and distribution of research and evidence data and evaluation
2.	Research reporting and evaluation	<ul style="list-style-type: none"> Understanding the ethical standards² of research and any relevant laws, regulations and guidelines, and applying them in practice 	<ul style="list-style-type: none"> Identifying the research need and questions, conducting research using appropriate methodology, methods and sources, and reporting and disseminating findings 	<ul style="list-style-type: none"> Evaluating quality of research and assessing whether appropriate research objectives, methods and ways of presenting results (that enhance increased impact and engagement) have been used
3.	Appraisal and summary	<ul style="list-style-type: none"> Analysing information and information resources against a set of criteria to judge its quality 	<ul style="list-style-type: none"> Combining information from diverse sources to form a coherent, accurate and useful whole for a given audience and application 	<ul style="list-style-type: none"> Ensuring teams have time to stay up to date with new developments, knowledge and methods in the information sector for continuous delivery of quality research outputs

Literacies, references and research services

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Research and evidence

Ability to find evidence and use research processes and techniques and knowledge of information resources to conduct and support own, organisational, customer or individual research projects.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Information, knowledge and data management

► Information management

Ability to develop and adhere to the rules, regulations, legislation, standards and policies an organisation needs to comply with when it creates, shares, protects and uses information.

► Knowledge management

Ability to collect, create, organise, store and share organisational knowledge assets for the benefit of others and preserving these for future use.

► Data collection, analysis and management

Ability to organise and handle data to meet the needs and requirements of the organisation to deliver quality, efficient and ethical services.

► Specialist/Other skills




Ability to have an expert level of understanding and work in a specialist role or area, to meet the organisation's needs. [Add capabilities specific to sectors or functions]



Information, knowledge and data management

Information management

Ability to develop and adhere to the rules, regulations, legislation, standards and policies an organisation needs to comply with when it creates, shares, protects and uses information.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Information resources, architecture and management	<ul style="list-style-type: none"> Understanding the nature of information and the forms of information resources and applying this knowledge to the organisation of information 	<ul style="list-style-type: none"> Structuring information so that it can be organised and navigated and managing and maintaining interfaces and systems that enable content to be accessed effectively (eg, by developing or using metadata, taxonomies, ontologies and classifications) 	<ul style="list-style-type: none"> Developing, implementing, updating strategies and processes for collecting, organising, storing and exploiting information held within the organisation and ensuring these assets remain available for future use
2.	Copyright, intellectual property and licensing	<ul style="list-style-type: none"> Maintaining appropriate knowledge to meet professional obligations to users and the law regarding intellectual property (eg, copyright and licensing) 	<ul style="list-style-type: none"> Recognising and advocating for potential improvements to access and considering the ethical storage, preservation and use of indigenous information 	<ul style="list-style-type: none"> Ensuring maximum use of resources while abiding by the law (eg, information security and privacy) and ethical principles (eg, tikanga and kawa around Māori information)
3.	Information ownership and accountability	<ul style="list-style-type: none"> Understanding the ownership of information and the responsibilities for the accuracy and preservation of information 	<ul style="list-style-type: none"> Ensuring others are aware of the chain of responsibility and of the importance of maintaining accurate information asset registers 	<ul style="list-style-type: none"> Evaluating information uses, resources and flows to establish and improve the extent to which information contributes to an organisation's objectives
4.	Information assurance and security and risk management	<ul style="list-style-type: none"> Preserving the confidentiality, integrity and availability of information and managing the risk to information in transit and storage 	<ul style="list-style-type: none"> Ensuring systems and services continue to protect information and function as they need to 	<ul style="list-style-type: none"> Assessing and recording the risks to information, developing mitigation strategies and assessing their effectiveness

Information, knowledge and data management

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Information management

Ability to develop and adhere to the rules, regulations, legislation, standards and policies an organisation needs to comply with when it creates, shares, protects and uses information.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Information, knowledge and data management

Knowledge management

Ability to collect, create, organise, store and share organisational knowledge assets for the benefit of others and preserving these for future use.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1. Knowledge management and development	<ul style="list-style-type: none"> Obtaining new knowledge, utilising and preserving current knowledge and dealing with outdated or invalid knowledge 	<ul style="list-style-type: none"> Identifying, creating, analysing and applying knowledge to increase the value of the library services 	<ul style="list-style-type: none"> Working collaboratively (including with communities of practice) to integrate knowledge from different sources to create new valuable material
2. Knowledge sharing and organisational learning	<ul style="list-style-type: none"> Sharing of knowledge and newly developed practices with a wider group, either within the library or with the community and stakeholders (eg, storytelling, knowledge café, expertise listing) 	<ul style="list-style-type: none"> Being actively involved in networks and communities of practice across the sector to exchange skills, information, expertise and encourage others to teach and learn from each other, using tools to support effective knowledge sharing and collaboration 	<ul style="list-style-type: none"> Acknowledging and optimising the value of organisational knowledge, enabling value creation through knowledge (eg, skills and experience of employees, job handovers, knowledge audits, mapping critical knowledge flows)
3. Knowledge management culture	<ul style="list-style-type: none"> Understanding how knowledge management objectives and outputs fit with the goals and priorities of the organisation 	<ul style="list-style-type: none"> Applying knowledge management principles and knowledge management thinking when gathering insights, solving problems and creating new services/resources 	<ul style="list-style-type: none"> Understanding the impact of organisational culture on knowledge management, being able to facilitate a cultural change where needed to enable embedding/nurturing a knowledge management culture within the library

Information, knowledge and data management

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Knowledge management

Ability to collect, create, organise, store and share organisational knowledge assets for the benefit of others and preserving these for future use.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Information, knowledge and data management

Data collection, analysis and management

Ability to organise and handle data to meet the needs and requirements of the organisation to deliver quality, efficient and ethical services.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Data literacy <ul style="list-style-type: none"> Understanding how to work with, manage, plan, interpret and use data 	<ul style="list-style-type: none"> Assessing reliability of data and data production tools, drawing legitimate conclusions from data and communicating data as information 	<ul style="list-style-type: none"> Supporting teams in compliance with research requirements, staying up to date with data production and analysing tools and building competencies in these areas
2.	Data management and governance <ul style="list-style-type: none"> Collecting, organising, storing and using data and ensuring it remains viable for future use 	<ul style="list-style-type: none"> Maintaining consistent and effective data handling and ensuring data is of good quality and complies with legislation and guidelines 	<ul style="list-style-type: none"> Understanding the role of data governance and ethics in new technologies such as AI, machine learning and automation
3.	Data architecture <ul style="list-style-type: none"> Structuring and relating data for the organisation by developing/using metadata, taxonomies, ontologies and classifications 	<ul style="list-style-type: none"> Understanding how to plan, design, test and use a system for storing, retrieving and manipulating data/information and managing and maintaining platforms for analysing data 	<ul style="list-style-type: none"> Identifying benchmarks to measure outputs and outcomes, reporting results and planning correction and improvement to systems and platforms
4.	Data for business intelligence <ul style="list-style-type: none"> Understanding how knowledge management objectives and outputs fit with the goals and priorities of the organisation 	<ul style="list-style-type: none"> Planning, specifying and manipulating databases, visualising data and finding effective ways to present data 	<ul style="list-style-type: none"> Identifying, sourcing and organising data required to support key business decisions and communicating data insights within meaningful and memorable narratives
5.	AI and algorithmic literacy <ul style="list-style-type: none"> Understanding how AI works and its impact on society as it has the potential to describe, predict and influence behaviour 	<ul style="list-style-type: none"> Understanding the implications, potential and constraints of AI and identifying human and cultural factors in AI outputs 	<ul style="list-style-type: none"> Critically evaluating automated search, AI-powered analytics and decision-making processes and supporting team in building competencies in these areas
6.	Data stewardship <ul style="list-style-type: none"> Understanding the transformative power of data on individuals, services, economic growth and society 	<ul style="list-style-type: none"> Empowering communities to understand and proactively manage the implications of data privacy 	<ul style="list-style-type: none"> Advising organisations on the importance of transparency, accountability and fairness in data use

Information, knowledge and data management

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Data collection, analysis and management

Ability to organise and handle data to meet the needs and requirements of the organisation to deliver quality, efficient and ethical services.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?




What other reflections are noteworthy for me in this area?

Information, knowledge and data management

Specialist/Other skills

Ability to have an expert level of understanding and work in a specialist role or area, to meet the organisation's needs. Note additional areas of capability relevant to your role or specialisation.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.			
2.			
3.			
4.			
5.			
6.			



Collection, records and archives management

► Collection management

Ability to plan, develop, evaluate and preserve a coherent and reliable collection that is relevant for its community and any future development of the services offered.

► Records and archive management

Ability to record, organise, preserve, store and evaluate information records.

► Digital content creation and curation

Ability to establish and develop trusted digital repositories for data that can be used by communities ethically as well as ability to utilise digital curation to reserve, share and add value to digital data and objects to improve operational and strategic processes.




► Specialist/Other skills

Ability to have an expert level of understanding and work in a specialist role or area, to meet the organisation's needs. Note additional areas of capability relevant to your role or specialisation.

Collection, records and archives management

Collection management

Ability to plan, develop, evaluate and preserve a coherent and reliable collection that is relevant for its community and any future development of the services offered.

	Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1. Collection management and development	<ul style="list-style-type: none"> Understanding how collections provide critical and innovative paths of discovery, interpretation, distribution and preservation of knowledge and learning for future generations and communities 	<ul style="list-style-type: none"> Understanding how to develop, maintain and continuously adapt accessible and diverse collections by developing and updating criteria for selection, acquisition, conservation and disposal of resources 	<ul style="list-style-type: none"> Maintaining and regularly updating a collection-development policy and strategic framework for all decisions relating to stock management (including acquisition, selection methods, collection organisation, development, management, preservation, review and disposal where appropriate)
2. Selection of materials and resources	<ul style="list-style-type: none"> Understanding how the sector's information supply chain is affected by changes in traditional publishing (including open access, repositories, new forms of publication, legal deposit) 	<ul style="list-style-type: none"> Ensuring resources are fit for purpose and meet the needs of the community/organisation by applying evaluation criteria 	<ul style="list-style-type: none"> Reviewing procedures to ensure cost-effective acquisition, licensing and maintenance of materials and assessing resources for relevance, inclusivity, quality and appropriateness
3. Storage, curation and preservation of collections	<ul style="list-style-type: none"> Understanding methods for storing physical and digital collections and the risks and issues associated with these 	<ul style="list-style-type: none"> Applying technical, legal and organisational requirements for the storage, curation and preservation of all resources to add value throughout their lifecycles 	<ul style="list-style-type: none"> Ensuring materials are preserved as closely as possible in their original state by keeping them safe from destruction, decay or loss through events and passage of time (including disasters, ageing, chemical action, theft or changes in technology)
4. Access to collections	<ul style="list-style-type: none"> Helping promote collections to communities and enabling access where appropriate 	<ul style="list-style-type: none"> Keeping up to date with knowledge to meet professional obligations with respect to accessibility of collections 	<ul style="list-style-type: none"> Ensuring teams have the technical abilities and adhere to processes to enable smooth migration, transfer and maintenance of collections from one system to another while maintaining continuity of access through technological and organisational change

Collection, records and archives management

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Collection management

Ability to plan, develop, evaluate and preserve a coherent and reliable collection that is relevant for its community and any future development of the services offered.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Collection, records and archives management

Records and archive management

Ability to record, organise, preserve, store and evaluate information records.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Records management	<ul style="list-style-type: none"> Understanding how to manage, control, store, permanently preserve or destroy information records 	<ul style="list-style-type: none"> Promoting the importance of essential records and record-keeping responsibilities 	<ul style="list-style-type: none"> Understanding the organisation's needs and awareness of legal requirements in order to keep, dispose of and locate documents
2.	Archiving	<ul style="list-style-type: none"> Understanding how archives differ from other forms of collection and what their specific features, legal and historical value and archival principles are 	<ul style="list-style-type: none"> Helping others learn more about record identification and following record-keeping policies 	<ul style="list-style-type: none"> Using planning tools and structures to ensure an organisation's archives are protected

Collection, records and archives management

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

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Records and archive management

Ability to record, organise, preserve, store and evaluate information records.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?






What other reflections are noteworthy for me in this area?

Collection, records and archives management

Digital content creation and curation

Ability to establish and develop trusted digital repositories for data that can be used by communities ethically as well as ability to utilise digital curation to reserve, share and add value to digital data and objects to improve operational and strategic processes.

		Mōhio I can comfortably explain required knowledge, skills and abilities, and can participate/engage 	Mārama I can confidently understand required knowledge, skills and abilities, and can apply this to my work 	Mātau I can demonstrate deep knowledge and application of capabilities, and am capable to lead/advise others 
1.	Digital preservation	<ul style="list-style-type: none"> Understanding key concepts and standards in digital preservation and the data lifecycle 	<ul style="list-style-type: none"> Identifying, using and evaluating digital curation technologies to plan the creation and storage of digital data and objects 	<ul style="list-style-type: none"> Ensuring digital objects remain understandable, accessible, usable and safe over time and beyond the limits of technical obsolescence
2.	Digital collections	<ul style="list-style-type: none"> Understanding the structure of the organisation's repository and digital publication platform 	<ul style="list-style-type: none"> Maintaining and expanding the organisation's digital collections by collaborating with stakeholders and seeking out new collections based on both digitised and born-digital content 	<ul style="list-style-type: none"> Ensuring teams manage records as operational, legal, ethical and historical evidence in electronic environments
3.	Digital collections	<ul style="list-style-type: none"> Understanding the specifications for a trusted digital repository or digital archives/preservation service and access to it 	<ul style="list-style-type: none"> Adhering to ethical protocols for curation, access and use of collections to protect taonga efficiently and respectfully (eg, use of photos) 	<ul style="list-style-type: none"> Using planning tools and structures to ensure an organisation's information resources and assets are protected

Collection, records and archives management

▶ Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Digital content creation and curation

Ability to establish and develop trusted digital repositories for data that can be used by communities ethically as well as ability to utilise digital curation to reserve, share and add value to digital data and objects to improve operational and strategic processes.



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Other specialist skills and capabilities

Use this space to write down any specialist or personal capabilities that are not covered in this section that are important to you, your role or the organisation.

Capability

Kōrero Mōhio Mārama Mātau



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

D

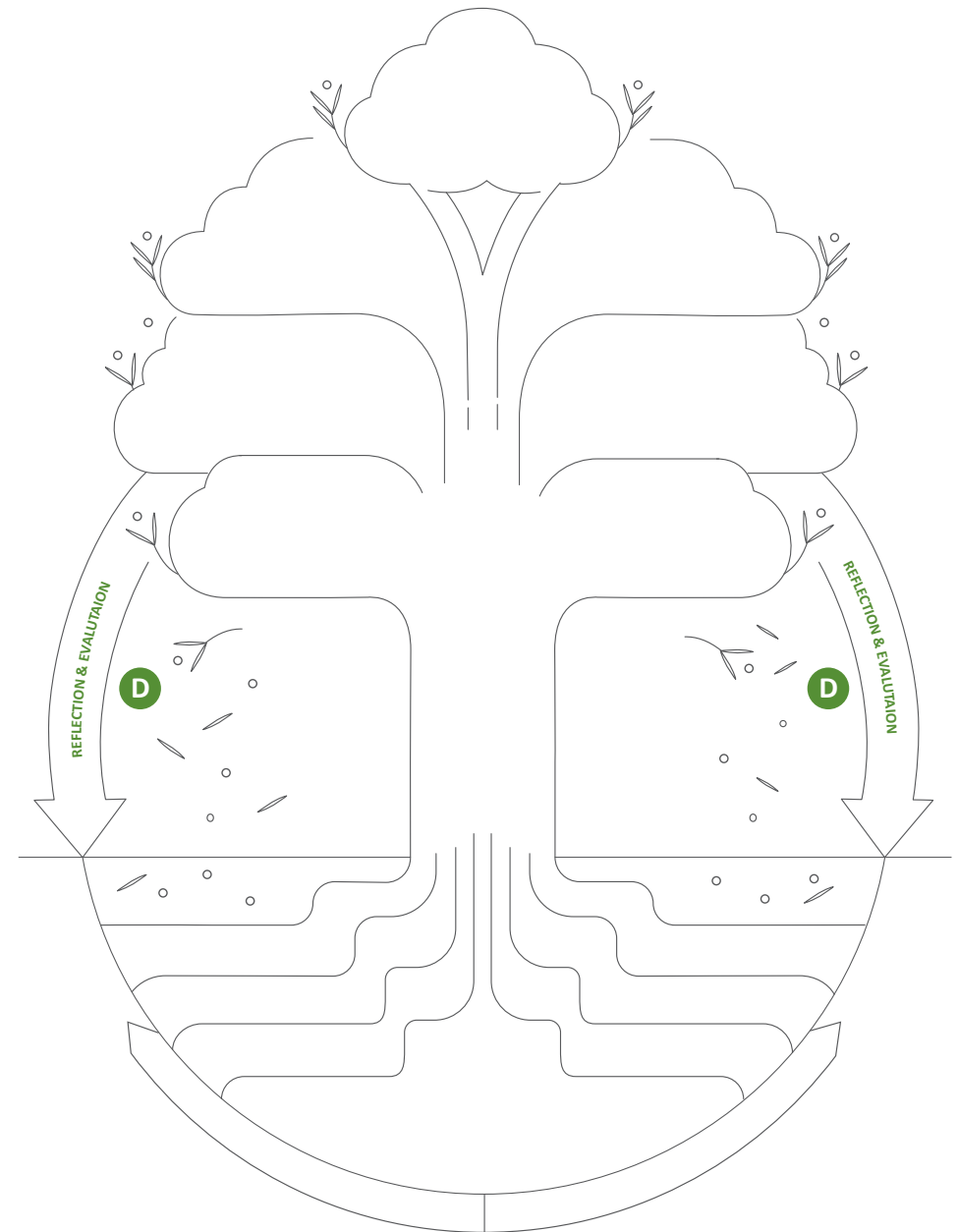
Te rau hinga | The fallen leaves

Reflection and evaluation

Insights feed back into the roots and land, strengthening values and supporting nourishment and regeneration around us.

Mai i te kōpae ki te urupā, tātou ako tonu ai

From the cradle to the grave, we are forever learning



Reflection suggestions

You can use these questions to help you reflect on your strengths and opportunities for improvement.

Reflect on your:	Self-assessment questions around strength	Self-assessment opportunities for improvement
Self-awareness and overall performance	<ul style="list-style-type: none"> Where would I rate my performance in this area (scale of 1–10)? What do I do well? What positive feedback have I had in this area? 	<ul style="list-style-type: none"> What could I improve in this area (eg, things others do really well)? What negative feedback or suggestions for improvement have I received in this area?
Motivation	<ul style="list-style-type: none"> What do I most enjoy about this area? When do I find myself drawn to activities in this area? 	<ul style="list-style-type: none"> What do I least enjoy about this area? When do I find myself avoiding activities in this area?
Skills and knowledge	<ul style="list-style-type: none"> What deliberate strategies do I use in this area? What are my key ‘lessons learnt’ which I teach to others? Have I had opportunity to observe excellent performance in this area? Who are my rolemodels? What on-the-job learning, education, training, or reading have I done? 	<ul style="list-style-type: none"> What additional strategies, skills, or knowledge would I benefit from gaining in this area? Who are potential role models I could learn from in this area (ie, who are known for excellent performance)? What other on-the-job learning, education, training or reading exist?
Experience	<ul style="list-style-type: none"> What experiences have most helped me to develop my capability? 	<ul style="list-style-type: none"> What further experiences would most help me develop my capability?
Achievements	<ul style="list-style-type: none"> What are the most significant outcomes I have delivered in this area? What are the greatest challenges I have overcome in this area? How do I want to celebrate my success? 	<ul style="list-style-type: none"> What objectives could I set myself in this area (ie, in terms of the work outcomes I want to achieve over the next 12 months)? What future challenges exist in this area?

Use the ATAMAI questions to choose and refine your goals

A	Aimed	<ul style="list-style-type: none"> • What do I want to achieve? • When do I need to achieve this? • Why is the goal important? • Who is involved?
T	Time-Bound	<ul style="list-style-type: none"> • How long should it take to accomplish this goal? • When will I check in on whether or not the goal has been completed? • Am I ready to start work on the goal?
A	Applicable	<ul style="list-style-type: none"> • Is this goal related to my capability? • Is this goal related/relevant to my job description? • Is this goal related to my overall success (or the success of my organisation?)
M	Measurable	<ul style="list-style-type: none"> • How will I measure my progress? • How will I know if my goal is achieved? • Who will help me be accountable?
A	Achievable	<ul style="list-style-type: none"> • Is this goal achievable? (Don't set too many goals at once.) • Will it be clear when the goal is complete? • Is it reasonable to complete the goal in the time allotted?
I	Intentional	<ul style="list-style-type: none"> • What can I start doing today to work towards this goal? • What will I do each week to stay on track?



Action plan: Your learning and development calendar

Date:

Use the calendar below to set your development goals and plan the steps you'll take throughout the seasons towards achieving these goals.

Development goal	Takurua/Winter Stocktake and plan ahead (Matariki)	Koanga/Spring Nurture seeds and environment	Raumati/Summer Help knowledge grow	Ngahuru/Autumn Harvest and evaluate
Goal 1 name/title: <input type="text"/> My desired outcome of this goal: <input type="text"/>				
Goal 2 name/title: <input type="text"/> My desired outcome of this goal: <input type="text"/>				
Goal 3 name/title: <input type="text"/> My desired outcome of this goal: <input type="text"/>				

Kōrero with your manager and colleagues about your learning and development.
Whaowhia te kete mātauranga | Fill the basket of knowledge



Kōrero: guidance and accountability

Have a kōrero with your manager, team leader or colleagues about your learning and development. It is important to help you stay on track, have space to ask for help and share your learning with others.

At the start of your cycle, once you have completed Taku Tōtara, talk about:

- How often will we catch up?
- Will we follow a structure or just have a kōrero?
- How will we address accountability?
- How will this fit with other processes (personal development plans, performance reviews, etc)?
- What else do we need/want to consider or include?

Agree your plan and actions for the year ahead.

Review of plan

Date:



Remember, Te Tōtara and Taku Tōtara are adaptable so you can change things to make it work for you.

The important thing to remember is that you take some regular time to reflect on your role, your organisation, your sector and community and how you fit in the wider scheme of things. Keep asking yourself:

- What do I need to learn to be part of my changing team?
- What can I do to share my knowledge with others?
- How can we grow together to serve our community best as good Tiriti partners?

Ultimately, your insights will feed back into your Tōtara roots and the land around you, strengthening values and supporting nourishment and regeneration around us, our teams and communities.

And the lifecycle continues...

Whaowhia te kete mātauranga | Fill the basket of knowledge



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This document includes several Māori whakatauki, which are integral to the rich cultural heritage of indigenous people of Aotearoa. These whakatauki express timeless wisdom and insights. We respectfully acknowledge the Māori culture and its contributions to this work.

**Tūngia te ururua kia tupu
whakaritorito te tupu o te harakeke.**

*Clear away the overgrowing bush so
that the new flax shoots will spring up.*