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| **L3 5** | **Apply problem solving techniques and contribute to decision-making for an organisational purpose** |

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| **Kaupae |** Level | 3 |
| **Whiwhinga |** Credit | 10 |
| **Whāinga |** Purpose | This skill standard is intended for aspiring or new leaders.  This skill standard will provide learners with the knowledge and skills to apply problem-solving techniques to a task or activity and contribute to decision-making to inform decision-makers.  This skill standard can be used in a range of qualifications and micro-credentials where there is a requirement of applying problem-solving and contributing to decision-making. |

**Hua o te ako me Paearu aromatawai |** Learning outcomes and assessment criteria

| **Hua o te ako |** Learning outcomes | **Paearu aromatawai |** Assessment criteria |
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| 1. Apply problem-solving techniques to a task or activity. | 1. Identify types of problem-solving techniques. |
| 1. Identify issue, area of improvement, responsibility of handling the issue. |
| 1. Use problem-solving techniques to respond to issues. |
| 1. Reflect on how problem-solving was carried out. |
| 1. Contribute to decision-making to inform decision-makers. | 1. Gather information to inform decision-making. |
| 1. Communicate information to decision-makers. |
| 1. Reflect on contribution to decision-making. |

**Pārongo aromatawai me te taumata paearu |** Assessment information and grade criteria

*Assessment specifications:*

Activity must relate to leadership, may be a short term or long term, or repeated activity. It could be leading an individual or group, community, or project, and may include thought-leadership, leading an idea or kaupapa.

This skill standard may be assessed in a role where leadership is demonstrated, when appropriate situations arise, or in a training environment if simulated conditions are able to be provided that reflect the standards of a workplace and/or leadership context.

Assessment against this skill standard, where appropriate, should incorporate te āo Māori. This may include differences in dialect, mātauranga, tikanga among different iwi, hapū, rohe.

All activities must, as relevant to learners and/or this skill standard, reflect the peoples of the Pacific and other cultures, and their world views.

The task or activity may relate to either the articles or the principles of te Tiriti o Waitangi, and multi-culturalism in Aotearoa New Zealand.

For the purpose of this standard, *the* *kaupapa (articles)* *of te Tiriti o Waitangi* can refer to a tika interpretation, that te Tiriti o Waitangi is underpinned by three written articles, and the unwritten 4th article which are kawanatanga (governership), tino rangatiratanga (self-determination), oritetanga (equity), and the oral fourth (wairuatanga) religious freedom.

*The principles of the Treaty of Waitangi* can refer to participation, partnership and protection.

*Organisational purpose* may be an activity, objective, kaupapa, or task.

***Ngā momo whiwhinga |*** *Grades available*

Achieved

**Ihirangi waitohu |** Indicative content

Problem-solving/solution-building techniques

* problem solving models such as 5 Whys, 5W1H tools
* delegation of tasks
* group discussion and consensus
* brainstorming.

Contribute to decision-making

* models and frameworks such as GROW
* looking at strengths and limitations of a situation
* feedback cycle.

Tools for gathering information

* recording information
* recording conversations
* observations, risk identification
* risk assessments.

Reflection

* reflection questions
* reflection journals.

**Rauemi |** Resources

* Groundwork.org.nz - [Te Tiriti articles in practice](https://groundwork.org.nz/resources/te-tiriti-articles-in-practice/)
* Te Ara – [Principles of The Treaty of Waitangi](https://teara.govt.nz/en/principles-of-the-treaty-of-waitangi-nga-matapono-o-te-tiriti-o-waitangi/page-1)

**Pārongo Whakaū Kounga |** Quality assurance information

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| **Ngā rōpū whakatau-paerewa |** Standard Setting Body | Ringa Hora Services Workforce Development Council |
| **Whakaritenga Rārangi Paetae Aromatawai |** DASS classification | Business > Business Operations and Development > People Development and Coordination |
| **Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga |** CMR | 0113 |

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| **Hātepe |** Process | **Putanga |** Version | **Rā whakaputa |** ReviewDate | **Rā whakamutunga mō te aromatawai |** Last date for assessment |
| **Rēhitatanga |** Registration | 1 | [dd mm yyyy] | [dd mm yyyy] |
| **Kōrero whakakapinga |** Replacement information | N/A | | |
| **Rā arotake |** Planned review date | 2030 | | |

Please contact Ringa Hora Services Workforce Development Council at [Qualifications@ringahora.nz](mailto:Qualifications@ringahora.nz) to suggest changes to the content of this skill standard.