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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 materials should allow for learner, regional, cultural, or community contexts.   
For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them.

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](https://ringahora.nz/qualifications-and-assurance/programme-endorsement/programme-guidance-documents-for-providers-developing-programmes/).

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

*Definition*

*Assessment materials* refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

***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
* wānanga
* talanoa.

Contribute to decision-making

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

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 | 0112 |

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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.