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| **Core 3** | **Develop, maintain, and improve operational relationships to support entity performance** |

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| **Kaupae |** Level | 5 |
| **Whiwhinga |** Credit | 15 |
| **Whāinga |** Purpose | This skill standard is intended for those who can contribute to the operational objectives of an entity.  This skill standard will provide learners with the knowledge and skills to develop, maintain, and improve operational relationships to support entity performance.  This skill standard can be used within programmes leading to the New Zealand Diploma in Business (Level 5) (Ref: 2459) – Core, or it can be awarded as a standalone credential |

**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. Develop operational relationships to support performance of an entity | 1. Determine type and importance of internal and external stakeholders within scope of role and responsibility |
| 1. Apply stakeholder approaches to establish operational relationships with internal and external stakeholders within scope of role and responsibility |
| 1. Maintain operational relationships to support performance of an entity | 1. Determine stakeholder approaches to maintain operational relationships with internal and external stakeholders |
| 1. Communicate business information with internal and external stakeholders to meet operational objectives |
| 1. Monitor and evaluate operational relationships to identify improvements that support ongoing entity performance. | 1. Evaluate the effectiveness of operational relationships with internal and external stakeholders using appropriate monitoring or feedback tools. |
| 1. Identify areas for improvement in stakeholder engagement and propose strategies to enhance relationship effectiveness. |

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

*Assessment specifications:*

Assessment must be conducted in real business context(s) and/or based on scenario(s) which must reflect the requirements and practicalities for conducting business in Aotearoa New Zealand.

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/).

*Definitions*

*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

Develop operational relationships

* stakeholder matrix
* stakeholder engagement plan
* internal stakeholder engagement
  + aware of core functions in an entity and how these core functions engage with each other
* being tika
* cultural values
* networking
* whakawhanaungatanga.

Supporting entity performance through relationships

* building stakeholder loyalty
* Performance: People or business
* identifying types and importance of stakeholders
  + value of stakeholders
  + stakeholder loyalty
  + recognising value
  + new business
  + stakeholder analysis and stakeholder power
* kaitiakitanga
* rangitiratanga.

Stakeholder approaches

* values based approach example(s)
  + inclusive approaches that align with an entity’s strategy, mission, and vision
  + te āo māori values guiding an entity’s approach and practices
  + relationship management approaches
  + recognising different cultural values in stakeholder approach
* relationship building practices.

Soft skills involved in stakeholder engagement

* active listening
* seeking clarification
* understanding non-verbal communication
* personalisation
* accepting feedback.

Maintain operational relationships

* communication tools
  + email & messaging platforms
  + video conferencing
  + shared calendars
  + understanding your audience
* collaboration platforms
  + project management tools
  + document sharing & co-authoring
* relationship management practices
  + regular check-ins
  + feedback loops
  + stakeholder Mapping
* professional development tools
  + workshops & training
  + communities of practice.
* conflict resolution tools
  + awareness of accessible mediation frameworks
  + clear Protocols
* self-management:
  + professionalism
  + time management
  + goal setting to support maintenance of operational relationships
* whakawhanaungatanga, manaakitanga, kanohi ki te kanohi.

Monitoring or feedback tools

* regular check-ins
* feedback loops
* stakeholder mapping
* customer or client reviews.

**Rauemi |** Resources

* Simply stakeholders – [How to build strategic relationships](https://simplystakeholders.com/build-strategic-relationships/)
* University of Auckland – [Business efficiency from a Te Ao Māori perspective](https://www.exec.auckland.ac.nz/business-efficiency-te-ao-maori-perspective/)
* Ministry of Business, Innovation, and Employment – [Communicating with others](https://www.mbie.govt.nz/business-and-employment/economic-growth/previous-economic-development-work/just-transition/just-transitions-guide/planning/designing-transition-processes-4)
* Malcom Pacific Immigration – [Embracing cultural diversity](https://www.malcolmpacific.com/news/embracing-cultural-diversity-in-the-new-zealand-workplace)

**Pārongo Whakaū Kounga |** Quality assurance information

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| **Ngā rōpū whakatau-paerewa |** Standard Setting Body | Ringa Hora 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 | 31 December 2030 | [dd mm yyyy] |
| **Arotakenga |** Review | <type here> | [dd mm yyyy] | [dd mm yyyy] |
| **Kōrero whakakapinga |** Replacement information | <type here> | | |
| **Rā arotake |** Planned review date | [dd mm yyyy] | | |

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