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| **Core 4** | **Evaluate and recommend operational activities and approaches to enhance an entity’s bi-cultural engagement** |

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| **Kaupae |** Level | 5 |
| **Whiwhinga |** Credit | 10 |
| **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 evaluate and recommend operational activities and approaches to enhance an entity’s bi-cultural engagement.  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. Evaluate how Te Tiriti o Waitangi is reflected in an entity’s operations and relationships. | 1. Analyse the current bi-cultural engagement landscape to identify how Te Tiriti o Waitangi is reflected within an entity. |
| 1. Identify strengths, gaps, and opportunities to enhance bi-cultural engagement for an entity’s operations and relationships. |
| 1. Recommend operational activities and approaches an entity can implement to enhance their bi-cultural engagement. | 1. Recommend operational activities to enhance an entity's bi-cultural engagement in a culturally responsive manner. |
| 1. Recommend operational approaches to enhance an entity’s bi-cultural engagement in a culturally responsive manner. |

**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.

*Bi-cultural engagement* refers to the intentional and respectful relationship between Māori and non-Māori within an entity, grounded in the outcomes of Te Tiriti o Waitangi. It may be reflected in operational plans, engagement with Māori stakeholders, support for Māori staff, culturally responsive practices, and the integration of Māori values and tikanga. A bi-cultural partnership does not require formal documentation to be valid—it can be visible through actions, relationships, and organisational culture.

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

Achieved

**Ihirangi waitohu |** Indicative content

Apply knowledge of Te Tiriti o Waitangi

* nature of that relationship within the business
* components of a bi-cultural partnership that can be applied.

Bi-cultural engagement landscape

* entity’s vision, mission, strategic purpose, values
* entity’s operational objectives
* existing internal and external stakeholder relationships
* Policies and procedures that support bi-cultural relationships with Māori and non-Māori
* te Tiriti o Waitangi obligations

Operational activities

* te reo māori training
* supporting and participating in language weeks
* Signage
* including Māori kupu around the office or in operational resources
* kapa haka
* business tikanga
* supporting staff:
* adopting te whare tapa wha into operations and approaches
* supporting staff heading to tangi
* koha

Operational approaches

* Relationships
* Internal relationships with staff
* External relationships
* Iwi and Māori
* Public sector relationships
* Government agencies
* Standard-operating procedures
* Projects
* Timelines
* Budgets
* Resources.

**Rauemi |** Resources

* Ministry of Education - [Kia māhorahora te reo Māori](https://kauwhatareo.tahurangi.education.govt.nz/)
* 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 Workforce Development Council |
| **Whakaritenga Rārangi Paetae Aromatawai |** DASS classification | Business > Business Operations and Development > Organisational Direction and Strategy |
| **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 | <type here> | [dd mm yyyy] | [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.