

# TE PUNA HAUORA O TE RAKI PAE WHENUA

## TEAM COMPETENCIES

Competencies are basic measures of the ability to achieve aspects of your work. In a way they are the behaviours, knowledge and skills that need to be displayed in order to be successful in your role with Te Puna Hauora o te Raki Pae Whenua.

These competencies can be viewed as the pieces of flax with which to weave your basket of Te Puna Hauora o te Raki Pae Whenua knowledge. Each team member is responsible for seeking the knowledge that will underpin their behaviours and skills.

They are:

- LEADERSHIP
- TEAMWORK
- COMMUNICATION
- OPERATIONAL
- TIKANGA TAHA MAORI
- PLANNING
- INDIVIDUAL AND WHANAU FOCUS
- CONTINUOUS IMPROVEMENT



## TIKANGA & TAHA MAORI COMPETENCY

**This competence involves demonstrating understanding of Tikanga Maori and Taha Maori in their application to Te Puna Hauora o te Raki Pae Whenua contracts.**

ELEMENTS	PERFORMANCE CRITERIA
1. Possess an understanding of Te Tiritiri o Waitangi	1.1 Demonstrates an understanding of Maori as Tangata Whenua. 1.2 Demonstrate Respect for Te Reo Maori as an official language. 1.3 Develops a working relationship with Tangata Whenua 1.4 Demonstrates respect for pronunciation and use of Te Reo Maori. 1.5 Understand the relationship of Maori and the crown under Te Tiritiri o Waitangi 1.6 Demonstrates understanding of Maori Tikanga. 1.7 Demonstrates and seeks assistance where necessary to ensure tikanga protocols and traditions are followed.
2. Is empathetic cultural differences and needs	2.1 The needs of others are identified and tolerance of difference is demonstrated. 2.2 Efforts are made to ensure cultural communities have ready and equal access to information and services. 2.3 Sensitivity to cultural issues and a proactive approach to redefining current policy and procedures to reflect tolerance and empathy.
3. Possesses an Understanding of the Tikanga of Te Puna Hauora o te Raki Pae Whenua	3.1 Active participation in Te Puna Hauora o te Raki Pae Whenua tikanga development. 3.2 Assistance is sought to ensure correct traditions for ceremonial occasions are followed. 3.3 Compliance with the Te Puna Hauora o te Raki Pae Whenua tikanga policy is understood and implemented.
<b>Range if Variables.</b>	<b><i>Te Reo Includes:</i></b> <ul style="list-style-type: none"> <li>• Correct Pronunciation of Maori Words</li> <li>• Correct use of greetings and farewells</li> <li>• Appropriate use of Waiata</li> </ul> <b><i>Tikanga Maori Includes:</i></b> <ul style="list-style-type: none"> <li>• Marae, Tangihanga, Powhiri, Manaaki, Tapu, Mana, Tika, Aroha, Pono.</li> </ul>

## OPERATIONAL COMPETENCY

**This competence involves demonstrating effective use of Te Puna Hauora o te Raki Pae Whenua technology, systems and procedures to ensure efficient administration**

ELEMENTS	PERFORMANCE CRITERIA
<p><b>1. Policies &amp; Procedure</b></p>	<p>1.1 Administration policies and procedures are followed.</p> <p>1.2 Administrative tasks are completed on a timely and efficiently basis</p> <p>1.3 Files and records are kept up to date and are easily accessible to appropriate personnel.</p>
<p><b>2. Technology and Systems</b></p>	<p>2.1 Assistance is sought to become competent in all systems and technology used at Te Puna Hauora o te Raki Pae Whenua and within the individual role.</p> <p>2.2 Technical problems and breakdowns are identified and referred to appropriate personnel.</p> <p>2.3 Effective and efficient computer, administration and office system skills are demonstrated.</p>
<p><b>Range of Variables:</b></p>	<p><b><i>Policies and Prodecures:</i></b></p> <ul style="list-style-type: none"> <li>• Are as described in the Policy and Procedures manual.</li> </ul> <p><b><i>Technology &amp; Systems refer to:</i></b></p> <ul style="list-style-type: none"> <li>• Photocopier, fax, telephone, mobile, phone, calculator computer, laptop, overhead projector, e-mail, voice boxes, and answering machines, flip charts, binding machine, white board, Microsoft powerpoint, mailing system, filing system, telephone and fax system.</li> </ul>

# Communication Competency

This competence involves demonstrating effective use of Te Puna o te Raki Pae Whenua communications technology, systems and procedures to ensure efficient communications.

ELEMENTS	PERFORMANCE CRITERIA
<p><b>1. Written, E-mail or facsimile communications.</b></p>	<p>1.1 Written communications are given to the addressee or addressee delegate same day as received.</p> <p>1.2 The post box, email address and facsimile are cleared on a regular basis.</p> <p>1.3 Response to written communications is by the requested date, or within 3 days of receipt by either addressee or addressee delegate.</p> <p>1.4 Written communications are copied by addressee or addressee delegate to appropriate internal and external parties by requested date, or within 3 days of receipt.</p> <p>1.5 Written communications are filed on a timely basis with a communications tracking system noting where it has been filed.</p> <p>1.6 Written communications convey intended meaning to others</p> <p>1.7 Written communication has correct spelling, grammar and appropriate layout.</p>
<p><b>2. Telephone communications (landlines)</b></p>	<p>2.1 Telephones are answered within three rings with the correct greeting.</p> <p>2.2 Messages are taken promptly and accurately and responded within the time frame agreed with the caller.</p> <p>2.3 Telephones messages are responded within 24 hours of receipt of the call.</p>
<p><b>3. Telephone communications (mobile)</b></p>	<p>3.1 Mobile telephone calls are never to be taken in a moving car. Cars are stationary when calls are made or received on mobile phones.</p> <p>3.2 Mobile telephone messages are cleared and responded to on a timely</p>

**Communication Competency (continued)**

	<p>basis.</p> <p>3.3 Where a landline is available, this will be used in preference to a mobile phone.</p>
4. Face to face communications	<p>4.1 Visitors/Guests are greeted in an appropriate manner efficiently.</p> <p>4.2 Visitors/Guests are offered refreshments in an appropriate manner efficiently.</p> <p>4.3 Visitors/Guests are treated courteously, with respect and with tika, pono and aroha.</p> <p>4.4 Visitors/Guests are referred to the appropriate staff member efficiently.</p>
5. Conflict Resolution	<p>5.1 Challenges to own authority are faced and support and assistance sought.</p> <p>5.2 Action is taken to remove self from potential conflict or defuse the situation.</p> <p>5.3 Open Communication of controversial issues is achieved while maintaining a positive working relationship.</p> <p>5.4 Where staff member excuses themselves and seeks management advice or intervention.</p>
Range of Variables:	<p><b><i>Policies and procedures:</i></b></p> <ul style="list-style-type: none"> <li>• <i>Are as described in the policy and procedures manual</i></li> </ul> <p><b><i>Verbal Communications can occur</i></b></p> <ul style="list-style-type: none"> <li>• <i>Face to face</i></li> <li>• <i>Small group setting</i></li> <li>• <i>Large group setting</i></li> <li>• <i>Telephone</i></li> </ul> <p><b><i>Written Communication can occur:</i></b></p> <ul style="list-style-type: none"> <li>• <i>E-mail</i></li> <li>• <i>Internal and external correspondence</i></li> <li>• <i>Legal Documentation</i></li> <li>• <i>Agendas and minutes</i></li> <li>• <i>Medical Documentation</i></li> <li>• <i>Reports</i></li> </ul>

## Teamwork Competency

**This competence involves demonstrating effective teamworking behaviours and skills to ensure the smooth running of the organization and achievement of its goals**

ELEMENTS	PERORMANCE CRITERIA
<p><b>1. Teamworking</b></p>	<p>1.1 Team members demonstrate an ability to take responsibility for the results of the team.</p> <p>1.2 Team members give useful feedback to other team members.</p> <p>1.3 team members listen to ideas from all team members.</p> <p>1.4 Team members demonstrate an ability to put their own needs aside for the benefit of the team.</p> <p>1.5 Team members demonstrate an the ability to accept feedback from other team members.</p> <p>1.6 Team members demonstrate the ability to keep their word.</p> <p>1.7 Team members contribute to discussions and conversations with the team.</p> <p>1.8 Team members lead the team when it is appropriate.</p> <p>1.9 Methods of dealing with pressure including heavy workloads and stress are practiced in such a way to maintain the health and efficiency of both the team and its individual members.</p> <p>1.10 Team members strengths and weaknesses are identified to achieve effective outcomes.</p> <p>1.11 Teams are built through clarity of roles and goals and recognition of contribution.</p>
<p><b>Range of Variables:</b></p>	<p><b><i>Policies and Procedures:</i></b></p> <ul style="list-style-type: none"> <li>• Are as described in the Policy and Procedures manual</li> </ul> <p><b><i>Team members include:</i></b></p> <ul style="list-style-type: none"> <li>• Te Puna Hauora o te Raki Pae Whenua staff and contractors</li> </ul>

## Leadership Competency

**This competency involves demonstrating effective leadership behaviours and skills to ensure the smooth running of the organization and achievement of its goals**

ELEMENTS	PERFORMANCE CRITERIA
	<p>1.1 The leader demonstrates the ability to bring a team of people together with a purpose to achieve a common goal.</p> <p>1.2 The leader demonstrates the ability to be the caretaker of the vision, values, tikanga and kawa of the team.</p> <p>1.3 The leader demonstrates the ability to create an environment of the challenge that stimulates high motivation.</p> <p>1.4 The leader demonstrates the ability to base their leadership on the principles of tika, pono, aroha, integrity, honesty and fairness.</p> <p>1.5 The leader demonstrates the ability to develop systems that build trust, open communication and encourage accountability.</p> <p>1.6 The leader demonstrates the ability to delegate leadership and authority to other team members as the occasion demands it.</p> <p>1.7 The leader acts as a role model and builds commitment in others. Commands high levels of confidence, trust and respect among the team.</p> <p>1.8 The ability to develop and mentor team members is demonstrated. This includes frequent positive , and if necessary corrective, performance feedback.</p> <p>1.9 Assistance to team members to develop the necessary skills and knowledge for employees to achieve goals is provided.</p>
<p><b>Range of Variables</b></p>	<p><b><i>Policies and Procedures:</i></b></p> <ul style="list-style-type: none"> <li>• Are as described in the Policy and Procedures manual</li> </ul> <p><b><i>Leaders may include:</i></b></p> <ul style="list-style-type: none"> <li>• Te Puna Hauora o te Raki Pae Whenua Board, Te Puna Hauora o te Raki Pae Whenua staff and contractors.</li> </ul>

## Planning Competency

**This competency involves planning and organizing to achieve work goals.**

ELEMENTS	PERFORMANCE CRITERIA
<b>1. Utilise and manages resources to meet own work needs.</b>	1.1 Resources for work role are planned, identified and accessed for a given task. 1.2 Shortfall of resources is identified and assistance sought to rectify. 1.3 An organized or systematic approach to work processes and information is maintained.
<b>2. Prioritises work requirements and sets objectives to achieve them.</b>	2.1 Rationale for priorities is described in terms of Te Puna Hauora o te Raki Pae Whenua current objectives, policies and procedures. 2.2 Objectives are negotiated and set by mutual agreement with the manager. 2.3 Objectives, work load and progress are reviewed periodically with the manager and adjusted as necessary. 2.4 Personal objectives are aligned to Te Puna Hauora o te Raki Pae Whenua strategic plan. 2.5 Goals are identified and work prioritized according to urgency and importance. 2.6 Consideration to the needs of other team members in their goal achievement planning is achieved.
<b>Range of Variables</b>	<b>Resources include:</b> <ul style="list-style-type: none"> <li>• Internal documentation</li> <li>• External documentation</li> <li>• Internal personnel resources</li> <li>• External personnel resources</li> </ul>

## Continuous Improvement Competency

**This area of competence involves demonstrating a concern to achieve results and continually seeking new and better ways of working.**

ELEMENTS	PERFORMANCE CRITERIA
1. Actively investigates alternatives and improvements to current operating procedures	1.1 Suggestions regarding faster, better and less expensive or more efficient ways of doing things are made. 1.2 Persistence in completing a difficult task over a long period of time is demonstrated. 1.3 Initiative is demonstrated. 1.4 Quality and service standards are established and evaluated regularly.
<b>2. Identifies and acts on innovations and improvements that enhance Te Puna Hauora o te Raki Pae Whenua's functioning.</b>	2.1 Generates practical suggestions to contribute to improved systems, processes or services. 2.2 Own ideas, impressions and skills are shared to review and progress process improvement. 2.3 Acceptance of the merits of differing points of view are articulated. 2.4 Demonstrates creative thinking.
<b>3. Demonstrates adaptability to change.</b>	3.1 An open mind is maintained when considering change so that own flexibility and integrity are retained. 3.2 Maintains emotional control and composure in challenging and changing conditions. 3.3 Positively accepts changes that are inevitable and action is taken to adapt to the new situation. 3.4 Action is taken to improve own skill level and new skills are acquired in readiness for change.
<b>Range of Variables:</b>	<b><i>Operating Procedures includes:</i></b> <ul style="list-style-type: none"> <li>• All procedures internal to the organization.</li> </ul>

## Client Focus Competency

**This competence involves providing high levels of client service and building client relationships.**

ELEMENTS	PERFORMANCE CRITERIA
<p><b>1. Deals professionally with clients</b></p>	<p>1.1 Listens to clients' enquiries or needs and [promptly deals with issues that arise.</p> <p>1.2 Handles telephone calls, receiving visitors or meeting with clients in a professional manner.</p> <p>1.3 provides appropriate information to clients.</p> <p>1.4 Clients greeted in an appropriate manner efficiently.</p> <p>1.5 Clients are treated courteously, with respect and with tika, pono and aroha.</p> <p>1.6 Clients are referred to the appropriate staff member efficiently.</p>
<p><b>2. Responds to client needs by providing a service that reflects the client and/or client focus, and maintains satisfaction in the working relationship.</b></p>	<p>2.1 The quality of relationships and interaction is sustained consistently throughout the provision of the service.</p> <p>2.2 the client and their requirements of the service are the central focus.</p> <p>2.3 Rapport with the client is established easily and quickly by maintaining on available, approachable and adaptable manner.</p> <p>2.4 The interaction extends the client's perception of Te Puna Hauora o te Raki Pae Whenua and its work</p>
<p><b>Range of Variables</b></p>	<p><b><i>Client includes:</i></b></p> <ul style="list-style-type: none"> <li>• All guests or visitors</li> <li>• All Te Puna Hauora o te Raki Pae Whenua service users</li> <li>• All business associates</li> <li>• All external contacts</li> </ul>