**1. Introduction**

This report aims to evaluate the critical capabilities required to be an effective and efficient manager in two organisations based in New Zealand, the first of which is a government authority of Lower Hutt City, the Hutt City Council, while the other is a Maori charitable trust, the Ngāti Rehua Ngātiwai ki Aotea.

Each organisation is analysed using existing literature, company website, company reports, manager job role openings, company reviews, and job reviews to cater to the right manager capability framework suitable for them.

This report is divided into five sections. Section one briefly introduces managerial capabilities and the two organisations being studied. Section two briefly presents the two frameworks used and why they are fit for the managerial role in each organisation. Sections three and four critically evaluate why the two sets of capabilities are essential for the managers in each organisation. Finally, section five concludes the report based on the findings with recommendations for both organisations.

**1. Manager Capability Frameworks**

(Gouldsberry, 2023) stated that managers are among the most visible leaders in your organisation, interacting regularly with front-line workers and business leaders alike. Great managers help their teams understand their goals, remove obstacles to peak performance, and help employees reach their potential. This thought was applied while choosing the frameworks for the two New Zealand organisations. The chosen framework for Hutt City Council is The NSW Public Sector Capability Framework (*The Capability Framework*, 2023), while the framework chosen for Ngāti Rehua Ngātiwai ki Aotea is Māori Crown Relations Capability Framework (*Te Arawhiti - Public Sector Capability*, 2019)

**2. The Capability Sets within the frameworks**

This section includes a brief introduction to the capability sets from the two frameworks and the next section dives deeper into how each capability aligns to each organisation.

**2.1 Hutt City Council Capability Framework**

The NSW Public Sector Capability Framework (*The Capability Framework*, 2023), describes 16 core capabilities and behaviors within four groups and an additional 4 core capabilities specialised for people managers. As part of their capabilities for their managers, they expect from their managers to drive continuous improvement, vision and strategy, and a culture of high performance (*The Capability Framework*, 2023). The two capabilities that are the most suitable for Managers at Hutt City Council are “Optimize Business Outcomes” and “Technology” because according to Hutt City Council’s 10 Year Plan 2024-2034 (*Hutt City Council*, n.d.), the three priorities are future-fit infrastructure, enabling a livable city and vibrant neighborhood, and supporting and enhancing the environment.

The first manager capability, *“Manage Reform and Change”*, is a fit in addressing infrastructure change, enhancing the neighborhood, and environment (*Hutt City Council*, n.d.). This also addresses structural change and old practices in the organisation as well as the development of employees (*Hutt City Council Reviews*, 2024). This capability allows managers to champion change in the organisation and improve for the benefit of the organisation.

The second manager capability, *“Act with Integrity”*, is a fit in addressing environment improvements in Hutt City Council’s because it addresses bad ethical work environment issues as well as bad public perception on the organisation (**Hutt City Council; glassdoor**). This capability allows managers the ability to support a culture of integrity and professionalism (*The Capability Framework*, 2023).

**2.2 Ngāti Rehua Ngātiwai ki Aotea’s Capability Framework**

The Māori Crown Relations Capability Framework (*Te Arawhiti - Public Sector Capability*, 2019), describes 6 areas and within each area having its own capability sets where organisations can look to build its capabilities. This framework provides a more coordinated approach to capability building across the public service sector while supporting the Māori Crown relationship, which is a critical area of development as identified by Māori, and the government of New Zealand (*Te Arawhiti - Public Sector Capability*, 2019). The reason the Māori Crown Relations Capability Framework was chosen is because even though Ngāti Rehua Ngātiwai ki Aotea is a private service, it provides services and programs to the iwi community of Aotea (*Ngati Rehua - Ngāti Rehua Ngātiwai Ki Aotea Trust*, n.d.). The two capabilities that are the most suitable for Managers at Ngāti Rehua Ngātiwai ki Aotea are “Relationships with Māori” and “Workforce Capability”.

The first manager capability area, *“Relationships with Māori”*, and the capability set suitable is *“Relationship Management”*. This capability allows managers to connect with Māori in a way that is aligned with Te Arawhiti partnership principles (*Te Arawhiti - Public Sector Capability*, 2019). This capability also matches with the skill needed at Operations Manager opening in Seek (*Operations Manager Job in Great Barrier Island, Auckland*, n.d.). At the heart of Ngāti Rehua Ngātiwai ki Aotea, their collective mission is the need to safeguard its whenua, moana and its people (*Ngati Rehua - Ngāti Rehua Ngātiwai Ki Aotea Trust*, n.d.), and this capability will allow the managers to enrich the development, and well-being of the community of Ngāti Rehua Ngātiwai ki Aotea.

The second manager capability area is *“Workforce Capability”*, and the capability set chosen is *“Training and Development”*. This capability allows managers to push for sustainability through mentoring and enriching skills. This is in tune with the Māori Crown Relations Capability Framework goal of creating environments comfortable and supportive for Māori staff (*Te Arawhiti - Public Sector Capability*, 2019).

**3. Hutt City Council Capability Recommendation**

**3.1 Manage Reform and Change**

As for Hutt City Council, the capability for managing reform and change is particularly important. According to the United Nations Development Programme (*Institutional Reform and Change Management*, 2015), public sector organisations are often perceived as resisting change. Many public sector organisations seek capacity (the ability to get things done) but not change (a different way of doing old and new things. When this is compared with Hutt City Council Glassdoor reviews (*Hutt City Council Reviews*, 2024), a great team and flexible team environment are seen as the upsides in the reviews, however, nepotism, mismanagement of time, ratepayers’ money and assets are seen as downsides to working for this organisation. This could suggest many things, one is that there is a gap in the process, which caused mismanagement of employee skills and other resources.

As for Hutt City Council, the capability for managing reform and change is composed of these abilities: drive continuous improvement, anticipate and address cultural barriers, create a culture that seeks opportunities to improve, and encourage positive attitude towards change (*The Capability Framework*, 2023). For the ability to drive continuous improvement, the manager needs to drive continuous improvements activities like agile retrospectives, which is an iterative evaluation of the team’s processes and collaboration. This determines what is something that can be improved on the processes (Duehr et al., 2021). Agile retrospective can be used to address the issues such as mismanagement of time, ratepayer’s money and assets found in Hutt City Council Glassdoor reviews (*Hutt City Council Reviews*, 2024). For the ability to anticipate and address cultural barriers, the manager needs to be knowledgeable on the cultural backgrounds of the individuals of the organisation by showing interests in holidays, customs or specific communication styles to bridge bridges and break barriers. This includes learning about different cultures and immersing in other culture’s media (Nooteboom, Margit., 2024). For the ability to create a culture that seeks opportunities to improve, the manager needs to seek out and create learning opportunities for their teams and encourage the team to participate. This includes training sessions, workshops, and courses, as well as promoting involvement in cross-functional projects (Halliday, Beth., 2024). For the ability to encourage positive attitude towards change, the manager needs to build a culture of positivity in the team, this can be through spreading positive mindset like showing appreciation, sharing small wins and positive feedback, and avoiding negative mindset like criticisms, complains, condemn, drama, and gossip (Youth Entrepreneurs Council, 2022).

**3.2 Act with Integrity**

Likewise, the capability of acting with integrity plays a crucial role in changing the perception of the public eye on the organisation. According to State Service Commission (*Standards of Integrity and Conduct*, n.d.), all public servants, regardless of their department or agency, must act with a spirit of service to the community and meet the standards of integrity and conduct set out in the Code. Most agencies have their own supplementary codes, supported by internal policies and processes. When this is compared with Hutt City Council Glassdoor reviews (*Hutt City Council Reviews*, 2024), toxic work culture, incapable senior leadership, employee harassment, no help from HR, and poor management and transparency are the key terms used on the bad reviews, this is based on the reviews of current/previous employees that worked in Hutt City Council. This suggests a lot of things, including bad leadership and miscommunication.

As for Hutt City Council, the capability for acting with integrity is composed of these abilities: drive a culture of integrity within the organisation and in across other jurisdictions, evaluate and reinforce ethical practices, drive a culture where staff can report breaches of legislation, act promptly and respond to unethical behaviors (*The Capability Framework*, 2023). For the ability to drive a culture of integrity within the organisation and across other jurisdictions, the manager needs to develop a clear code of ethics and train and prepare employees for it. (Wizbowski, R., 2024). The manager also needs to maintain transparency among their organisations and customers to build trust (Kirk, V, 2024). For the ability to evaluate and reinforce ethical practices, the manager needs to re-evaluate existing code of ethics and ensure proper behaviors are recognised and rewarded and enforce disciplinary actions on unethical behavior (Wizbowski, R., 2024).For the ability to drive a culture where staff can report breaches of legislation, act promptly and respond to unethical behaviors, when there is already a system of penalising improper behavior, the manager needs to take responsibility and apologise to the customers. For example, in 2008, JetBlue left passengers stranded on the tarmac at the John F. Kennedy International Airport. In response, JetBlue’s CEO took full responsibility and wrote a letter of apology to customers, the CEO also participated in a public apology tour. The CEO’s transparency and accountability created trust with customers, who stayed loyal to the airline (Kirk, V., 2024). Regarding the Hutt City Council Glassdoor reviews which are toxic work culture, incapable senior leadership, employee harassment, no help from HR, and poor management and transparency, the manager will need to take responsibility and investigate about it (Kirk, V., 2024; *Hutt City Council Reviews*, 2024).

**4. Ngāti Rehua Ngātiwai ki Aotea Capability Recommendation**

**4.1 Relationship Management**

As for Ngāti Rehua Ngātiwai ki Aotea, the capability for relationship management is very important. As a relationship manager, you develop and maintain strong relationships with customers on behalf of your employer. You build relationships inside and outside the company that help you identify new business opportunities and create awareness of the company’s products. You also advise clients on the best products and services to fulfil their needs (*Relationship Manager.*, n.d.). When compared with Manager opening role in seek (*Operations Manager Job in Great Barrier Island, Auckland*, n.d.), it matches with “People and Culture Management” key skill.

This indicates a need for managers to not only have good communication but also have good relationships with employees, trustees, stakeholders, the iwi tribes residing in Aotea, and other Māori tribes. This includes a deep network of relationships with Māori and Māori organisations, which are maintained, managed and updated, regularly working with Māori in advanced matters that are important, and provide opportunities for Māori (*Te Arawhiti - Public Sector Capability*, 2019). This implies that manager capability selected allows the manager to create relationships with the iwi tribes built on trust, working closely with the Iwi tribes with matters related to improving their well-being and make business decisions for the benefit of the iwi tribes.

**4.2 Training and Development**

Likewise, the capability of training and development is very important as it plays a role in the future of the iwi tribes residing in Aotea. It also plays a role in teaching the Māori Crown Relationship Capability Framework to the Iwi tribes. It is similar to capacity building, which is the process of developing and enhancing the skills, knowledge, and abilities of individuals or organisations. These enhancements allow your workforce to effectively perform tasks, achieve objectives, and adapt to changing circumstances. Capacity building involves the acquisition of new competencies, the improvement of existing skills, and the cultivation of a mindset that embraces continuous learning and improvement (Edla, 2024).

This indicates a need for managers to not only have good relationships with the Iwi tribes but also a good professional development plan for the employees and the Iwi tribes. The manager’s capability selected allows a manager to set the Māori crown relationship capability framework as the standard and build and create relevant training courses. It can be done in a variety of ways, like partnering with an educational institute to provide training in high demand skills, mentorship and collaboration within employees to deepen knowledge in other fields. It can also help them stand out in a pool of applicants; showing that they have completed professional development programs or additional industry certifications on their resume can go a long way in showing their expertise in their field. Employees who show initiative in independent learning can signal to employers that they are open to new experiences and are enthusiastic about continuing to grow (Parsons, 2022). A capable manager with knowledge in Māori Crown Relationship capability framework can aid by providing training for the staff and the Iwi tribes by mentoring and providing them with proper knowledge and skills to build confidence, which in turn makes Ngāti Rehua Ngātiwai ki Aotea sustainable and profitable.

**5. Conclusions and Recommendations**

This report evaluated the management capabilities required to be an effective and efficient manager in two Contemporary New Zealand organisations, Hutt City Council and Ngāti Rehua Ngātiwai ki Aotea. Each organisations business priorities, including their target customers and locations, were analysed using existing literature, company website, company reports, manager job role openings, company reviews, and job reviews to create their unique manager capability sets from two different capability frameworks.

Hutt City Council will benefit from managers focusing on reform and change to champion business process improvement steps to achieve continuous improvements in the organisation. In addition, teaching managers with the capability to act with integrity will help Hutt City Council in fixing bad leadership practices and mismanagement.

Ngāti Rehua Ngātiwai ki Aotea will benefit from managers focusing on relationship management as it enables the organisation to build relationships with inside and outside the organisation to achieve deep network of relationships built on trust. In addition, equipping managers with focus in training and development will help the Iwi tribes and the employees in the long term.

While this report only focused on two main capabilities for each organisation, it is important to note that all the capabilities are important, and the needs of both organisations are not limited to these two stated capabilities. In conclusion, it is crucial to know that the capability framework used is aligned with the people and the organisation.

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United Nations Development Programme (*Institutional Reform and Change Management*, 2015), said that public sector organisations are often perceived as resisting change. Many public sector organisations seek capacity (the ability to get things done) but not change (a different way of doing old and new things. Moreover, longer-tenured top managers tend to become used to existing practices, fostering resistance to new strategies (**Prayudi et al., 2024**).

As for Hutt City Council, the capability for managing reform and change has a classification range from foundational to highly advanced (levels 1 to 5). Starting at foundational level (1), which are abilities to support change initiatives, assist team members to understand their purpose and impact, and recognizing barriers (*The Capability Framework*, 2023). The key to successful change initiatives is having influential leaders who not only embrace change but also lead others through change effectively (Awad, A., 2024). The next level (2) of this capability focuses on promoting change processes and responding flexibility to uncertainty

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This indicates a need for managers to not only lead their team but also be able to champion change. As the business and business environment changes, these processes continuously evolve and need constant evaluation, improvement, and optimization. Outdated processes can create customer and employee dissatisfaction, costly operational inefficiencies, and loss of market share (Schmeizer, 2024). The manager capability selected allows a manager to gap spots in current business process and champion efficient ways of working. This means collaborating closely with employees and customers since their feedback could also help spot gaps and redundancies. Similar to a sprint retrospective conducted in agile methodology, based on the feedback, we can also gather what went well, what did not go well, and what areas should we improve (Atlassian, n.d.), and these inputs can be used to provide minor improvements in the process. The manager can also champion change by supporting employees in continuous improvement as this can benefit both the employee and the organisation in the long run. By doing the things mentioned earlier, the capable manager in this category can also set himself as an example to other managers, which sparks change in other parts of the organisation.

drive continuous improvement, anticipate and address cultural barriers, create a culture that seeks opportunities to improve, and encourage positive attitude towards change c. For the ability to drive continuous improvement, the manager needs to drive continuous improvements

This urges a need for managers to not only champion change but also have good and strong moral conduct. High-integrity employees are dependable, honest and trustworthy. In organisations with high integrity, employees support one another to fulfil their organisation’s overarching mission by sharing time, resources, constructive feedback and advice (*Integrity in the Workplace*, n.d.). The manager’s capability selected allows a manager to identify bad practices in the organisation and suggest ways to correct them. One of the attributes of acting with integrity is creating and promoting a culture in which staffs feel able to report breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports (*The Capability Framework*, 2023). This means setting up a culture where bad practices are reported and acted upon.