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**MAMC01801 Capabilities for Managers**

**Assignment 1 – Critical evaluation**

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| **Study Block 4** | | | October 7 – November 29, 2024 | | | | | | |
| **Date issued** | | |  | | | | | | |
| **Due date** | | | October 25 (Friday W3) | | | Time | | Before 11:59 PM | |
| Delivery: | | | Submit to Turnitin via Moodle before deadline | | | | | | |
| Weighting | | | 20% | | | | | | |
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| Student’s Name | | | ID No | | | Signature | | |
| Gielo Joseph Fernandez | | | 737214696 | | | Gielo | | |
| Date | October 29, 2024 | | | Cohort Number | | | | FS1 or 2 or 3 |

**1. Introduction**

This report will analyse two New Zealand Companies, Hutt City Council, and Ngāti Rehua Ngātiwai ki Aotea for the essential capabilities needed to be an effective and efficient manager. To find the right manager capability framework, each company will be analysed using related literature, company website, company reports, managerial role openings, and job reviews.

In the first part, the paper will quickly discuss the capability framework used for each organisation’s manager in question. Followed by the second part which will introduce the two capability sets used for each organisation’s manager in question. The third and fourth parts will discuss in detail why the two capability sets are fit for the manager position for each organisation. The fifth part will discuss the conclusion based on the findings and recommendation for each organisation.

**1. Manager Capability Frameworks**

According to Gouldsberry (2023), managers are among the most prominent leaders in an organisation, frequently interacting with both front-line employees and business leaders. Effective managers assist their teams in understanding their objectives, removing barriers to high performance, and helping employees realise their full potential. This perspective influenced the selection of frameworks for the two New Zealand organisations. Hutt City Council will implement the NSW Public Sector Capability Framework (The Capability Framework, 2023), whereas Ngāti Rehua Ngātiwai ki Aotea will employ the Māori Crown Relations (MCR) Capability Framework (Te Arawhiti - Public Sector Capability, 2019).

**2.1 Hutt City Council Capability Framework**

The NSW Public Sector Capability Framework (*The Capability Framework*, 2023) outlines 16 core capabilities and behaviours organised into four groups, along with an additional four core capabilities specifically designed for people managers. As part of their capabilities for their managers, they expect 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 for addressing infrastructure change and 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 environmental improvements in Hutt City Council because it addresses bad ethical work environment issues as well as bad public perception of the organisation (*Hutt City Council*, n.d.; *Hutt City Council Reviews*, 2024).

**2.2 Capability Framework for Ngāti Rehua Ngātiwai ki Aotea**

By emphasizing the relationship between Māori and the New Zealand government, which both parties recognize as vital for development. The MCR capability framework encourages a more unified approach to developing skills and abilities across the public service sector. (*Te Arawhiti - Public Sector Capability*, 2019).

The MCR Capability Framework supports services for the Aotea iwi tribe and shapes managers' relationships and workforce development. (*Ngati Rehua - Ngāti Rehua Ngātiwai Ki Aotea Trust*, n.d.). Key capabilities for managers at Ngāti Rehua Ngātiwai ki Aotea include “Relationships with Māori” and “Workforce Capability.”

The key managerial capability, “Relationships with Māori,” aligns with “Relationship Management” and enables managers to engage with Māori by the Te Arawhiti partnership principles (*Te Arawhiti - Public Sector Capability*, 2019). This capability is also relevant for the Operations Manager position listed on Seek (*Operations Manager Job in Great Barrier Island, Auckland*, n.d.). Central to Ngāti Rehua Ngātiwai ki Aotea’s mission is the protection of their whenua, Moana, and people, and this capability will enhance community development and well-being (*Ngati Rehua - Ngāti Rehua Ngātiwai Ki Aotea Trust*, n.d.).

The second manager capability area is *“Workforce Capability”*, and the capability set is *“Training and Development”*. This allows managers to push for sustainability of the organisation through training, mentoring, and other means. This is in tune with the MCR 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 the Hutt City Council, the capability to manage 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), Reviews highlight the positives of a great team and a flexible work environment, which many appreciate. However, some concerns arise regarding nepotism and the mismanagement of time, ratepayer funds, and assets. This suggests that there might be some gaps in the processes, leading to a mismatch in how employee skills and resources are utilized. It points to a need for improvement to ensure that the strengths of the team can truly shine.

Hutt City Council's capability for managing reform and change involves driving continuous improvement, anticipating cultural barriers, creating a culture that seeks enhancement opportunities, and encouraging a positive attitude toward change (*The Capability Framework*, 2023). For the ability to drive continuous improvement, the manager needs to drive continuous improvement 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 in the processes (Duehr et al., 2021). Agile retrospectives can help tackle issues like mismanagement of time, ratepayer funds, and assets identified in Glassdoor reviews of Hutt City Council. (*Hutt City Council Reviews*, 2024). For the ability to anticipate and address cultural barriers, the manager needs to be knowledgeable of the cultural backgrounds of the individuals in the organisation by showing interest 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, 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, 2024). The ability to encourage a positive attitude toward change, the manager needs to build a culture of positivity in the team, this can be done through spreading a positive mindset like showing appreciation, sharing small wins and positive feedback, and avoiding negative mindsets like criticisms, complaints, condemn, drama, and gossip (Forbes Council Member, 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. The State Service Commission (*Standards of Integrity and Conduct*, n.d.), asserts that every public servant, irrespective of their department or agency, is required to embody a spirit of service to the community while adhering to the integrity and conduct standards outlined in the Code. Additionally, most agencies have their own supplementary codes that are reinforced by internal policies and procedures. 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 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, 2024). The manager also needs to maintain transparency among their organisations and customers to build trust (Kirk, 2024). To enhance ethical practices, managers should review the current code of ethics, celebrate and reward positive behaviors, and take necessary disciplinary actions against any unethical conduct. This approach fosters a culture of integrity and accountability within the team (Wizbowski, 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.

In 2008, JetBlue stranded passengers at John F. Kennedy International Airport. The CEO took responsibility, wrote an apology letter, and went on a public apology tour. This transparency and accountability helped build trust with customers, resulting in their continued loyalty to the airline (Kirk, 2024). Regarding the Glassdoor reviews on Hutt City Council, most of the reviews use these key terms: 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 it (*Hutt City Council Reviews*, 2024; Kirk, 2024).

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

**4.1 Relationship Management**

At Ngāti Rehua Ngātiwai ki Aotea, our success is deeply rooted in the relationships we build. As a relationship manager, you become the vital link between our organization and the community we care for. Your job is to foster genuine, heartfelt connections with the people who truly matter, to listen attentively to their needs and concerns, and to discover meaningful ways to support them. Through your efforts, you'll help weave a tapestry of trust and collaboration that wraps our entire community in a warm embrace. Your work will open doors to new ways we can support our people and share the good we do. By nurturing these connections, you'll create a powerful sense of belonging that touches everyone. Building and maintaining relationships is essential for Ngāti Rehua Ngātiwai ki Aotea, as it supports their commitment to protecting their land, seas, and people. Their focus is on preserving and nurturing their culture for future generations. You also advise clients on the best products and services to fulfill their needs (*Relationship Manager.*, n.d.). When compared with the Manager opening role in Seek (*Operations Manager Job in Great Barrier Island, Auckland*, n.d.), it matches the “People and Culture Management” key skill.

This indicates a need for managers to have good communication and 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 the 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 making 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 like 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 with employees to deepen knowledge in other fields. Completing professional development programs or obtaining additional industry certifications can help applicants distinguish themselves in a competitive job market. Highlighting these achievements on their resumes demonstrates their expertise in their field. Furthermore, employees who take the initiative to pursue independent learning signal to employers their openness to new experiences and their enthusiasm for ongoing growth (Parsons, 2022). A capable manager with knowledge of the 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 assessed the management capabilities needed to be an effective and efficient manager in two contemporary New Zealand organisations: Hutt City Council and Ngāti Rehua Ngātiwai ki Aotea. The analysis included each organisation's business priorities, target customers, and locations, drawing on existing literature, company websites, reports, job openings, company reviews, and job assessments to develop their distinct manager capability sets from two different capability frameworks.

Hutt City Council will gain from having managers who prioritise reform and change, driving business process improvements to foster ongoing advancements within 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 inside and outside the organisation to achieve a deep network of relationships built on trust. In addition, equipping managers with a focus on 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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