**`Assessment 1 Structure**

Front Page (Optional)  
Executive Summary (not required) Table of Contents (not required)

1. Introduction (recommended words 100 to 200)
   * Introduce to reader the content of the report (what they will get in the report)
   * About two organisations selected (brief introduction)
2. Two capability frameworks (at least two capability sets, each organisation must have a separate capability set)
   * Introduce the two capability-frameworks and justify why they are suitable for each organisation (Recommended words – 500 to 600)
   * Critically evaluate their (set of capabilities) utilisation and explain any differences between the set of capabilities relevant to each organisation
   * Select the most important two capabilities for each organisation and justify
3. Organisation A (Recommended words – 500 to 600)
   * Capability 1 (explain/justify/critically evaluate – why/how this capability is essential for a manager in Organisation A)
   * Capability 2 (explain/justify/critically evaluate – why/how this capability is essential for a manager in Organisation A)
4. Organisation B (Recommended words – 500 to 600)
   * Capability 1 (explain/justify/critically evaluate – why/how this capability is essential for a

manager in Organisation B)

* + Capability 2 (explain/justify/critically evaluate – why/how this capability is essential for a

manager in Organisation B)

1. Conclusions and Recommendations (for both companies A & B - Recommended words – 200 to

300)

List of References (credible and contemporary references such as journal articles used to justify and support your arguments).

Note: intext and list of references MUST be formatted according to APA 7th edition. Format your document professionally (use guidelines given in course outline/Moodle)

Introduction

Te Taiwhenua o Heretaunga is an excellent company because it is a wfamily-focused Kaupapa Maori organisation, and have been working with whānau to achieve their goals and general wellbeing for more than 38 years.

The management of the organization Hutt City Council is excellent because it has many different projects aside from just being the governing body of the city of Lower Hutt. It also manages many different things from Interacting with the community to having economic projects.

The management role for the organization Hutt City Council is excellent because aside from the traditional management of people, it is also the manager’s goals to provide a wider range of services and activities. The role of the manager in this position also includes networking with citizens in the area as well as building up new spaces in the community. So the spaces in the office might be up to the creativity of the manager. In this scenario, what the manager wants might not be the best for the community so it is best for the manager to communicate with the community for the best use of space available.

Manager Capability Frameworks

Ngāti Rehua Ngātiwai ki Aotea can benefit from USA

1. Introduction

This report aims to evaluate the critical capabilities required to be an effective and efficient manager in two organizations based in New Zealand, 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 organization is analyzed 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 organizations being studied. Section two briefly presents the two frameworks used and why they are fit for the managerial role in each organization. Sections three and four critically evaluate why the two sets of capabilities are essential for the managers in each organization. Finally, section five concludes the report based on the findings with recommendations for both organizations.

1. Manager Capability Frameworks

Gouldsberry, (2023) stated that managers are among the most visible leaders in your organization, 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 organizations. The framework chosen for Ngāti Rehua Ngātiwai ki Aotea is Māori Crown Relations Capability Framework (Te Arawhiti, n.d.), while the chosen framework for Hutt City Council is The NSW Public Sector Capability Framework (Version 2, Public Service Commission, 2020).

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 organization.

2.1 Hutt City Council Capability Framework

The NSW Public Sector Capability Framework (Version 2, Public Service Commission, 2020), describes 16 core capabilities and behaviors within four groups and an additional 4 core capabilities specialized for people managers. The two capabilities that are the most suitable for Managers at Hutt City Council are “Optimize Business Outcomes” and “Technology”. According to Hutt City Council’s 10 Year Plan 2024-2034(2024), 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. This also addresses structural change and old practices in the organization as well as the development of employees. This capability allows managers to champion change in the organization and improve for the benefit of the organization.

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 organization. This capability allows managers the ability to support a culture of integrity and professionalism (Version 2, Public Service Commission, 2020).

2.2 Ngāti Rehua Ngātiwai ki Aotea’s Capability Framework

The Māori Crown Relations Capability Framework created by Te Arawhiti in 2019, describes 6 areas and within each area having its own capability sets where organizations 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, n.d.). Strictly speaking, Ngāti Rehua Ngātiwai ki Aotea is not a public service, but it does provide services and programs that benefit the iwi community of Aotea. 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, 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 (Ngāti Rehua Ngātiwai ki Aotea, 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.

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(2006), public sector organizations are often perceived as resisting change. Many public sector organizations 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 (n.d.), 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 organization. This could suggest many things, one is that there is a gap in the process, which caused mismanagement of employee skills and other resources.

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, R. 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 organization 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 organization.

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 organization. According to State Service Commission (2007), 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 (n.d.), 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.

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 organizations with high integrity, employees support one another to fulfil their organization’s overarching mission by sharing time, resources, constructive feedback and advice (Hays, n.d). The manager’s capability selected allows a manager to identify bad practices in the organization 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 (Public Service Commission, 2020). This means setting up a culture where bad practices are reported and acted upon.

4. Ngāti Rehua Ngātiwai ki Aotea

Ngāti Rehua Ngātiwai ki Aotea capabilities revolves around the qualities of interacting with the community and stakeholders, making decisions for the good of the community. The aim of Ngāti Rehua Ngātiwai ki Aotea focuses on supporting the whānau(families) and hapū(sub-tribes). Similar to Hutt City Council, which focuses on supporting the community of Lower Hutt City, and in which the capabilities revolve around social services, collaboration, urban planning, and effective decision-making. While Ngāti Rehua Ngātiwai ki Aotea and Hutt City Council might seem similar at a glance, but they are entirely different as Ngāti Rehua Ngātiwai ki Aotea is a trust and Hutt City Council is a government organization, they also differ based on the target community and the goal of each organization.

Two Capabilities for each company and its Justification

Manager’s Capabilities at Ngāti Rehua Ngātiwai ki Aotea’s

As for Ngāti Rehua Ngātiwai ki Aotea’s, they will mostly benefit from People Management, and Effective Decision Making.

3.1 Capability Framework at Hutt City Council

The NSW Public Sector Capability Framework Version 2 (2020), describes 20 core capabilities and behaviors within five groups, expected of managers. The two capabilities chosen for the lower government authority, Hutt City Council are “Optimize Business Outcomes” and “Technology” (The Capability Framework, 2020). The purpose of Hutt City Council is to serve and support the community of Lower Hutt City. These vary from developing roads, managing rubbish and recycling, planning community events, building parks and playgrounds, combatting climate change, to developing future plans for the community.

The first manager capability, *Optimize Business Outcomes*, is not only aligned with Hutt City Council’s purpose but since there are a lot of things to manage, like people and resources, and since it is a government organization, budget allotted for certain projects is fixed or limited. The manager should be capable of finding the most effective way to utilize funds to achieve the best outcome.

3. Hutt City Council Manager Capability Recommendation

3.1

The second manager capability, Technology, would be best since

The second manager capability, *“Technology”*, is a fit in addressing infrastructure improvements in Hutt City Council’s ten-year plan because it addresses outdated technologies and maximizes efficiency and effectiveness. This capability allows managers to improve every aspect of the workplace and be able to tap into the potential of new technologies.

The first manager capability, “*Optimize Business Outcomes”*, is a perfect match with Hutt City Council’s ten-year plan in addressing infrastructure, city improvements, and sustainable environment. This capability allows managers to effectively manage the employees and resources to achieve future goals.

3.1 Manage Reform and Change

As for Hutt City Council, the capability for managing reform and change is particularly important. When we manage a company as a network of projects, we must be able to allocate resources available in the most efficient way possible, always bearing in mind that we must achieve the global goal (Intelligent Management, n.d.). When this is compared with Hutt City Council Glassdoor reviews (n.d.), 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 organization. This could suggest many things, one is that there is a slack in management, which caused mismanagement of employee skills and other resources.

This indicates a need for managers to not only lead their team but also be able to optimize business processes. 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, R. 2024). The manager capability selected, allows a manager to gap spots in current business process and champion efficient ways of working. This means working closely with employees and customers since their feedback could also help spot gaps and redundancies.

The second manager capability, *“Technology”*, is a fit in addressing infrastructure improvements in Hutt City Council’s ten-year plan because it addresses infrastructure issues regarding outdated technologies which in turn maximizes efficiency and effectiveness. This capability allows managers to improve every aspect of the workplace and be able to tap into the potential of modern technologies.