

41069 Determine operational activities and approaches to enhance an entity's bicultural engagement

Kaupae Level	5
Whiwhinga Credit	10
Whāinga Purpose	<p>This skill standard is intended for people who can contribute to the operational objectives of an entity.</p> <p>This skill standard will provide learners with the knowledge and skills to evaluate and recommend operational activities and approaches to enhance an entity's bicultural engagement between Māori and non-Māori.</p> <p>This skill standard can be used within programmes leading to the New Zealand Diploma in Business (Level 5) [Ref: 2459] – Core, or in other credentials.</p>

Hua o te ako me Paearu aromatawai | Learning outcomes and assessment criteria

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Evaluate the bicultural landscape for an entity.	a. Evaluate the current engagement landscape to identify how bicultural engagement is currently or could be reflected within an entity.
	b. Identify strengths, gaps, and opportunities to enhance bicultural engagement for an entity's operations and relationships.
2. Recommend operational activities and approaches an entity can implement to enhance their bicultural engagement.	a. Recommend operational activities to enhance an entity's bicultural engagement in a culturally responsive manner.
	b. Recommend operational approaches to enhance an entity's bicultural 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. Assessment materials refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](#).

Definition:

Bicultural engagement landscape 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

Bicultural engagement landscape,

- entity's vision, mission, strategic purpose, values
- entity's operational objectives
- existing internal and external stakeholder relationships
- policies and procedures that support bicultural relationships with Māori and non-Māori
- te Tiriti o Waitangi obligations.

Operational activities

- te reo Māori training
- supporting and participating in language weeks
- signage
- Māori kupu around the office and in operational resources
- kapa haka
- business tikanga
- supporting staff:
 - adoption of Te Whare Tapa Whā into operations and approaches
 - koha.

Operational approaches

- establishing or building relationships
 - internal relationships with Māori descent staff
 - external relationships
 - Iwi and Māori
 - public sector relationships
 - government agencies.
- establishing Māori advisory groups or roles within an entity
- integrating mātauranga Māori into service design, delivery, and evaluation

- embedding Te Tiriti o Waitangi into business strategy and operational plan
- adoption of inclusive recruitment and HR practices that support Māori leadership and representation
- standard operating procedures
- projects
 - timelines
 - budgets
 - resources.

Culturally responsive practice that supports operational activities and approaches

- respectful and reflection of Māori worldviews in all aspects of business operations
- meaningful engagement, not tokenism, through ongoing relationships and dialogue
- adapting communication styles to suit Māori audiences
- recognition and responding to systemic barriers that may affect Māori participation or outcomes.

Rauemi | Resources

- Groundwork.org.nz – [Te Tiriti o Waitangi articles in practice.](#)
- Ministry of Education – [Kia māhorahora te reo Māori.](#)
- Te Ara – [Principles of The Treaty of Waitangi.](#)
- Treaty Resource Centre – [He Puna Mātauranga o Te Tiriti.](#)

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Services Industry Skills Board
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

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	26 February 2026	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

Please contact Services Industry Board at qualifications@servicesisb.nz to suggest changes to the content of this skill standard.