

41190**Develop a strategy to strengthen cultural capability in an education, health, or community workplace**

Kaupae Level	5
Whiwhinga Credit	10
Whāinga Purpose	<p>This skill standard is intended for people working in education, health or community settings who have responsibility for contributing to organisational improvement.</p> <p>People credited with this skill standard are able to evaluate cultural capability and equity approaches in a workplace, and develop, apply, and reflect on a workplace strategy that strengthens culturally safe practice and alignment with Te Tiriti o Waitangi articles and Treaty of Waitangi principles.</p> <p>This skill standard can be used for assessment across a range of programmes where culturally safe engagement with Māori is required.</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 cultural capability and equity approaches in a workplace.	a. Analyse how Te Tiriti o Waitangi articles and Treaty of Waitangi principles are reflected in relevant legislation, sector frameworks, and service delivery.
	b. Evaluate cultural capability and equity strategies used in a workplace.
2. Develop a workplace strategy to strengthen culturally safe practice.	a. Develop a workplace strategy to strengthen cultural capability and organisational alignment with Te Tiriti o Waitangi articles and Treaty of Waitangi principles.
	b. Apply the workplace strategy within own role and organisational context.
	c. Reflect on the effectiveness of the strategy in supporting culturally safe and equitable outcomes for Māori.

Pārongo aromatawai me te taumata paearu | Assessment information and grade criteria*Assessment specifications:*

- All evidence must demonstrate understanding of relevant legislation, and cultural safety frameworks as they apply to organisational practice.

- Development of a workplace strategy must be informed by engagement with Māori perspectives and shared decision-making.
- Evidence provided for assessment against this skill standard must be collected:
 - in accordance with workplace or organisational policies and procedures
 - within the boundaries of the learner's role and scope of responsibility
 - in an education, health, and community setting.

Education, health, and community settings include, allied health, complementary therapies, emergency and first response, social services, disability support, aged residential care, workplace health and safety, health, funeral services, education, corrections, cleaning, and addiction treatment, including non-clinical community mental health and addiction contexts.

Definitions:

- *Cultural capability* refers to the ability to interact with a person from a different cultural or ethnic background.
- *Cultural diversity* refers to the variety of diverse and different cultures that exist within a community.
- *Cultural safety* refers to the creation and maintenance of comfortable and secure environments in which a person feels their identity is respected. This is determined by Māori and services users, not the practitioner.
- *Equity* refers to fairness in access and outcomes, recognising different needs and removing barriers so Māori can achieve comparable outcomes.
- *Te Tiriti o Waitangi* refers to the Māori text signed in 1840.

Ngā momo whiwhinga | Grades available

Achieved.

Ihirangi waitohu | Indicative content

Legislation and service delivery

- Te Tiriti o Waitangi articles and Treaty of Waitangi principles as an integrated framework for understanding service delivery and organisational practice.
- How Te Tiriti o Waitangi is reflected in legislation and service design, and how this is operationalised in workplaces.
- Differences between Te Tiriti o Waitangi and the Treaty of Waitangi, and implications for organisational practice.
- Current inequities affecting Māori and how these relate to organisational responses to Te Tiriti o Waitangi articles and Treaty of Waitangi principles.
- Key legislation relevant to the learner's workplace, for example, Pae Ora Act, Oranga Tamariki Act, Local Government Act.
- Workplace practices and service models that demonstrate alignment with Te Tiriti o Waitangi articles and Treaty of Waitangi principles.

Organisational strategies for cultural capability and equity

- Cultural capability, cultural safety, and equity in organisational contexts.
- Cultural capability frameworks relevant to the learner's workplace.
- Evaluation of workplace policies, programmes, and strategies using Te Tiriti o Waitangi articles and Treaty of Waitangi principles as an integrated equity and cultural safety lens.
- Use of workplace data, feedback, and lived experience to identify inequities, gaps and system level barriers.
- Barriers to culturally safe practice within organisations and how these show up in service delivery and organisational systems.
- Strategies to address bias, structural inequities, and systemic barriers within organisational practice.

Strategy development to strengthen cultural safety and Te Tiriti alignment

- Co-design and kaupapa Māori approaches appropriate to the learner's workplace.
- Engagement with Māori stakeholders and incorporation of Māori perspectives in organisational decision-making processes.
- Strategy development processes, including identifying needs, objectives, and measures of success.
- Implementation considerations within organisational constraints, governance structures, and accountability requirements.
- Review and refinement of strategies based on effectiveness, impact, and equity outcomes for Māori, using Te Tiriti o Waitangi articles and Treaty of Waitangi principles as an integrated evaluation framework.

Relationship to practice

- Te Tiriti o Waitangi articles and Treaty of Waitangi principles as a combined framework informing organisational analysis, evaluation, strategy development, and decision-making to strengthen cultural safety and equity outcomes for Māori.

Rauemi | Resources

- Ministry of Health. (2020). *Whakamaua: Māori Health Action Plan 2020-2025*. Available at <https://www.health.govt.nz/publications/whakamaua-maori-health-action-plan-2020-2025>.
- Ministry of Health. (2024). *Te Tiriti o Waitangi framework*. Available at <https://www.health.govt.nz/maori-health/te-tiriti-o-waitangi-framework>.
- New Zealand Legislation. (2002). *Local Government Act 2002*. Available at <https://www.legislation.govt.nz/act/public/2002/0084/latest/DLM170873.html>.
- New Zealand Legislation. (1989). *Oranga Tamariki Act 1989*. Available at <https://www.legislation.govt.nz/act/public/1989/0024/latest/DLM147088.html>.
- New Zealand Legislation. (2022). *Pae Ora (Healthy Futures) Act 2022*. Available at <https://www.legislation.govt.nz/act/public/2022/0030/latest/versions.aspx>.
- New Zealand Government. (2019). *Te Ara Encyclopaedia of New Zealand*. Available at <https://teara.govt.nz/en>.

- Standards New Zealand. (2021). NZS 8134:2021 - *Ngā paerewa Health and disability services standard*. Available at <https://www.standards.govt.nz/shop/nzs-81342021>.
- Te Kawa Mataaho Public Service Commission. (n.d.). *Cultural competence*. Available at <https://www.publicservice.govt.nz/guidance/papa-pounamu/cultural-competence>.

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Education, Health and Community Industry Skills Board
Whakaritenga Rārangi Paetae Aromatawai DASS classification	Community and Social Services > Health, Disability, and Aged Support > Health and Disability Principles in Practice
Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga CMR	0024

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	30 April 2026	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

Please contact Education, Health and Community Industry Skills Board at qualifications@ehcisb.nz to suggest changes to the content of this skill standard.