

Introducing Te Tōtara

Te pou tarāwaho āheitanga

Capability framework to strengthen the Aotearoa library workforce

Te Tōtara is a capability framework for our Aotearoa library and information sector

It's a list of skills, behaviours and attitudes needed to do our jobs well, now and in the future.

This framework includes most of the capabilities needed for a variety of libraries, based on best-practice current and future competencies.

Te Tōtara helps identify the areas where we need to grow and develop in our roles

The global information environment is changing rapidly with new information technologies. In Aotearoa, the nature and roles of libraries is shifting too, due to the pandemic, socio-economic changes and different demands from our patrons.

For long-term sustainability, we need a knowledgeable, flexible and diverse workforce to continue to support inclusive, resilient and thriving communities.

Using a capability framework can give clarity about the areas where we as individuals, teams or leaders need or want to grow.

Te Tōtara is created for the library and information sector, by the sector

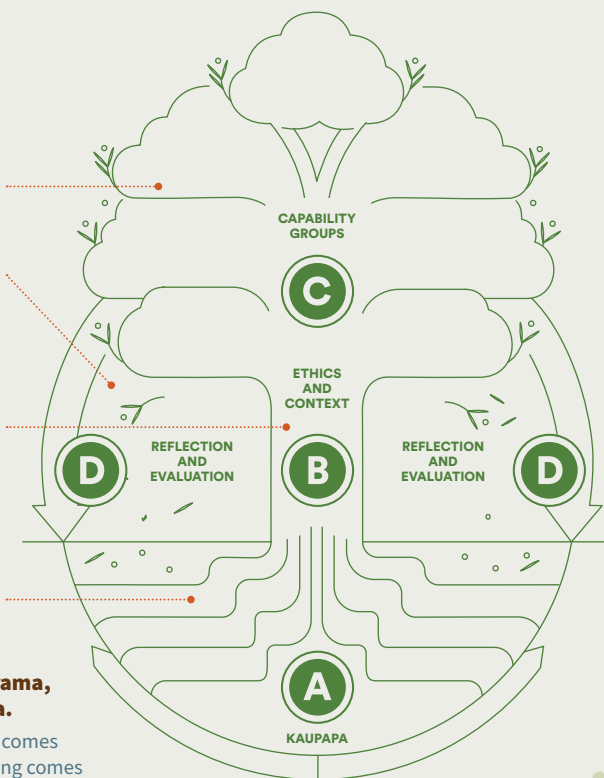
It was co-created with input from over 100 representatives in the Aotearoa library and information sector, as well as collaboration with the Aotearoa (LIANZA and Te Rōpū Whakahau), Australian (ALIA) and United Kingdom (CILIP) library associations.

The **branches** are the groups of capabilities needed to do our jobs well.

The **falling leaves** are the reflection and evaluation to help us continuously develop as well as share our learnings with others.

The **trunk** holds the ethics of librarianship and the wider/local context we build upon.

The **roots** contain the principles as a strong base for our mahi.



Mā te kōrero, ka mōhio, mā te mōhio ka mārama, mā te mārama ka mātau, mā te mātau ka ora.

With discussion comes knowledge, with knowledge comes light and understanding, with light and understanding comes wisdom, with wisdom comes wellness.

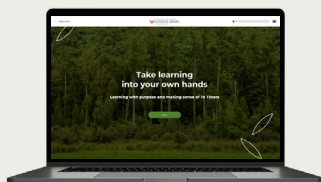
Te Tōtara resources

Te Tōtara is designed to help you think about your current level of knowledge, skills and behaviours and those of your team, and to identify areas for growth.

These are Te Tōtara supporting resources:

1. 'Taking learning into your own hands' (e-module)

- A 20-minute module to help guide you in learning with a purpose and make sense of Te Tōtara
- It has practical steps and strategies for individuals, team managers and teams



2. Te Tōtara (PDF of the capability framework)

- This framework is comprehensive: it includes most capabilities needed for an array of libraries
- Not all capabilities will apply to your library
- Choose which capabilities will suit your team or adapt your framework to make it fit. Simply use the Word document version and delete or add descriptions/rows



3. Taku Tōtara (PDF workbook)

- Use this together with the framework to self-assess your capabilities and create your learning and development plan



Which Te Tōtara resources do I use and when?

Using Te Tōtara might be different than your current process for growing people's capabilities or identifying learning and development. Changing to a new process can be daunting for everyone involved. So, take it easy and decide what works for you and your team.

The big picture is for people to grow their own capabilities to keep up with customer demand, changing technology and collective team capability and culture. Te Tōtara shows what those capabilities could look like and prompts you to think which areas you could change or improve in.

- Read introduction (this document)
- View e-module: 'Take learning into your own hands'

Manager/team leader/people leader

- Read Te Tōtara and Taku Tōtara
- Adapt Te Tōtara and Taku Tōtara if needed, depending on your type of library, size of your team, local context, collections or community

- Organise some team exercises, facilitated by leadership team:
 - The elements of Te Tōtara
 - Getting clear on our kaupapa (principles, values, honouring Te Tiriti)
 - Understanding our local context and community
 - How do we work together

- Self-assess using Taku Tōtara
- Staff and team leader kōrero about learning and development goals and plan (staff and team leader)

- Review progress of summary plan quarterly
- Review annually



As a leader, why would you adapt Te Tōtara?

Te Tōtara was developed as 'one framework that fits most' and is meant to be adaptable to diverse library and information-sector environments. This way, people can use the framework to suit their own situation and make it fit for purpose for their staff to use.

Here are a few tips for adapting the framework:

-  Create a diverse review group with a few people (either within your library or collaborate with others if you are a small library).
-  Check your organisation's existing values, strategic objectives, L&D strategy, personal development or other plans to see how Te Tōtara fits with these.
-  Read Te Tōtara and Taku Tōtara and keep notes on what to keep, delete, change or add for your version.
-  Hui with the review group about these notes and how you will use Te Tōtara, Taku Tōtara and what tikanga or kawa should be in place.
-  Adapt your version of Te Tōtara and Taku Tōtara in Word, then save as a PDF.
-  Communicate this with your wider team and adapt further when needed.

Meet Atamai

She is a School Library Manager

She wants to simplify the capability framework to suit a school library environment in order to identify the capabilities and learning needs of her small team.

She wants to use this framework with her manager to discuss professional development and support needs.

Meet George

He is a Public Library Manager

He wants to adapt the capability framework to make it fit for purpose for the local community so that they can build authentic engagement and provide inclusive services.



Meet Alex

They are a Tertiary Library Manager/Team leader

They want to use the capability framework to ensure the team has the right skills to stay on top of the latest technologies and the changing needs of their student audience.

This way they can help students find, and have access to, information and resources that are impartial, honest and robust.



Reaching your full potential

The expectation of your capability level depends on your role, department or the organisation you work in. Remember, the goal is not to be an expert in every capability identified in this framework but to recognise growth areas in your particular role. Use the framework to help you reach your full potential at work and find fulfilment from your ongoing development in your role.

Whakaaro

Go through the framework and ask yourself the following questions:

How am I achieving the accountabilities in my role?

What is working well in my role, and what isn't? What can I do differently to make it better?

How can I best work together with my team and my manager?

What opportunities are available to further develop my capabilities?

What is blocking my learning? How can I overcome this block? Who can I talk to?

Whaowhia te kete mātauranga

Fill the basket of knowledge

Whether you are a library staff member, team leader or a manager, we all have a responsibility to take learning into our own hands. When we learn and grow as individuals, we become stronger together and help build a bright future for our libraries and the communities we serve. Ultimately, our individual growth will flow over into the future generations of Aotearoa.

To get started, check out the e-Module 'Take learning into your own hands' or check out Te Tōtara and Taku Tōtara, before sharing your ideas with your colleagues and manager.