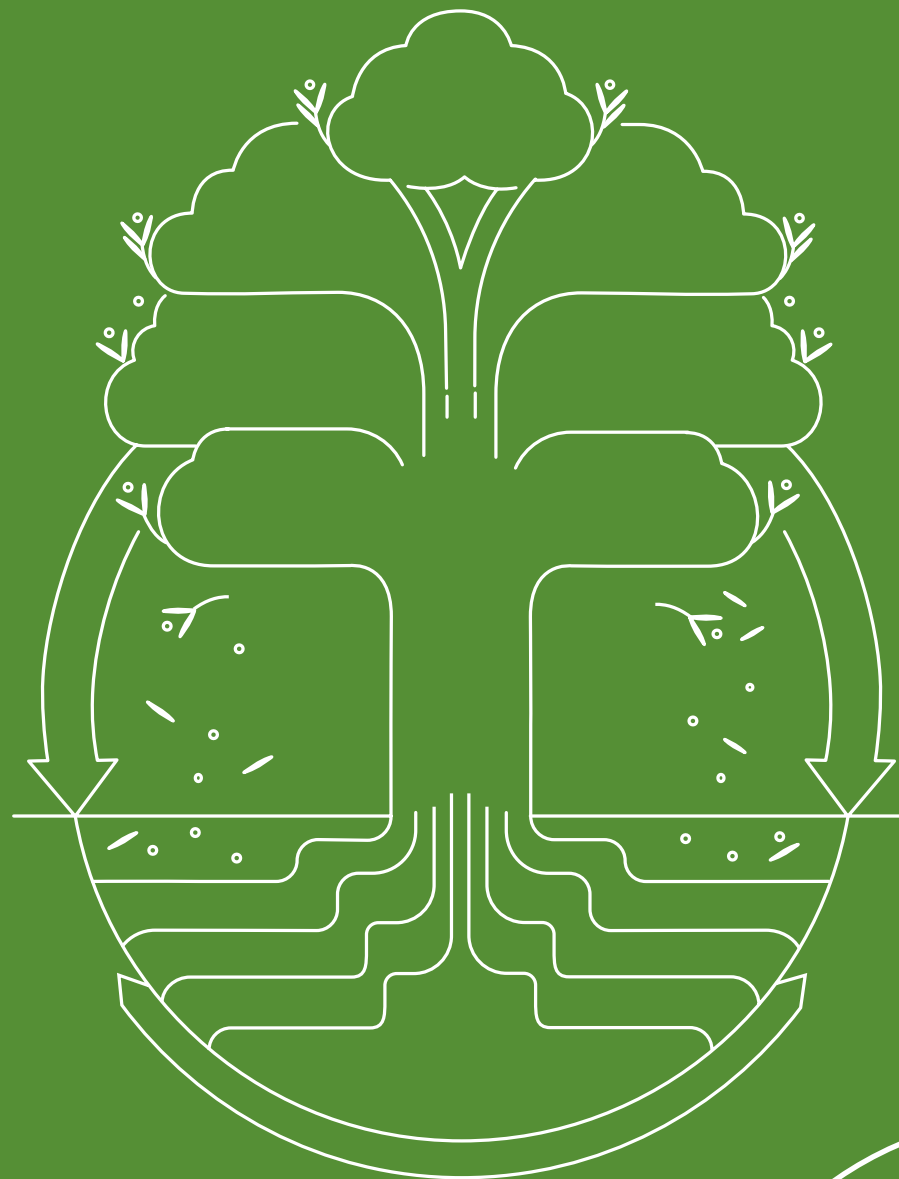


Taku Tōtara

Your Te Tōtara workbook





Haere mai | Welcome

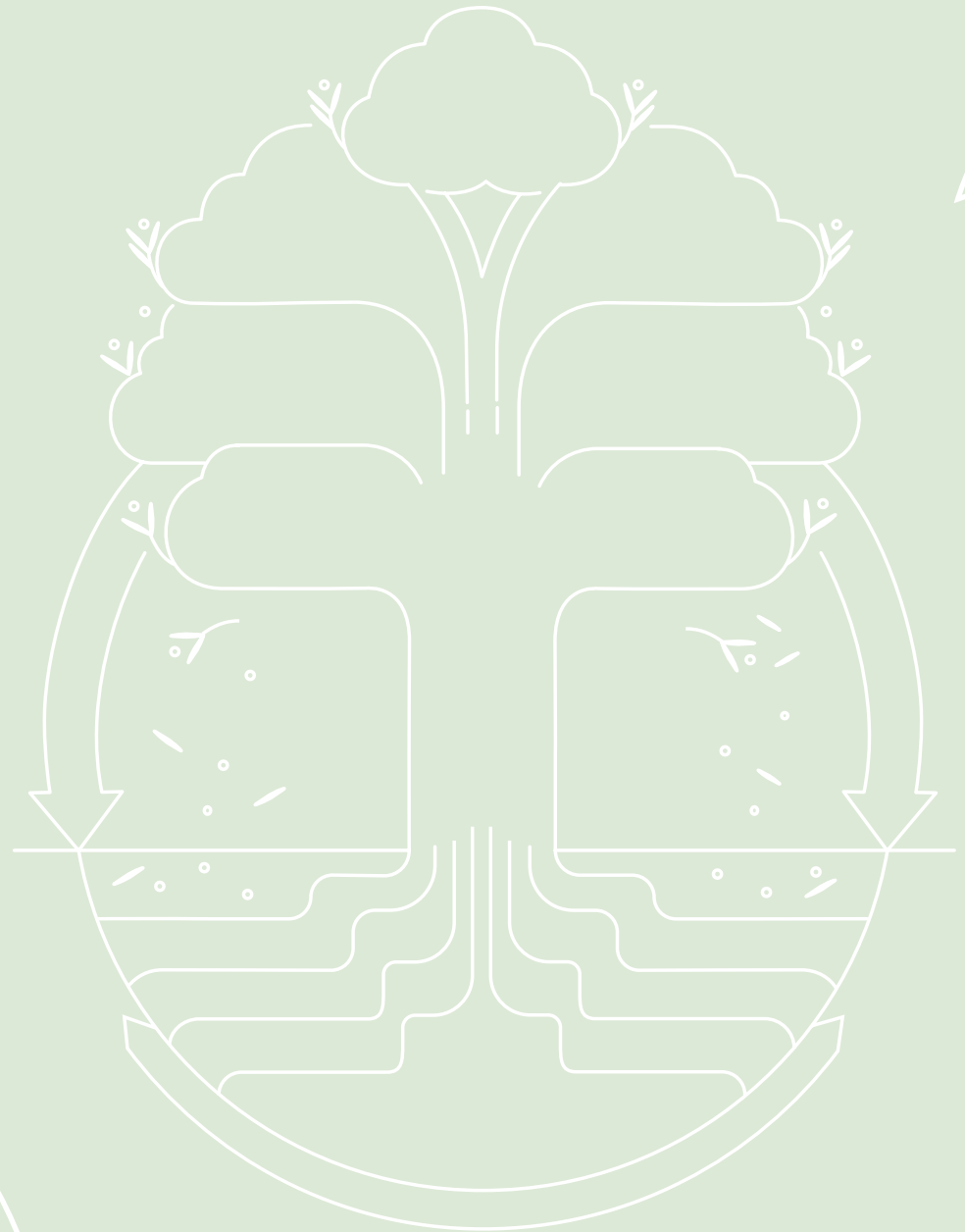
This workbook has been created just for you and supports you using Te Tōtara Capability framework.

Te Tōtara is a capability framework for our Aotearoa library and information sector. It is a set of skills, behaviours and attitudes needed to do our jobs well, now and in the future.

The framework includes most of the capabilities needed for libraries and related teams. It is based on best practices and considers evolving competencies such as digital information storage and sharing.

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

It has been designed to help individuals, teams and managers think about their current level of knowledge, skills, and behaviours and to identify areas for growth for yourself or for your team. The goal is not to be an expert in every capability identified in this framework. Your capability level depends on your role and the context in which you work.





When you're ready:

1. Do the self-assessment.
 2. Review your self-assessment.
 3. At the end of the cycle, review again and set new goals.
- See the steps on the next page.

1. Do the self-assessment:

1. Read through Te Tōtara Workforce Capability framework, starting with sections A and B.
2. For each capability, read the descriptions, identify which level you are at and note this in your Taku Tōtara workbook.
3. Read the reflection questions and think about what is happening for you in that area.
4. In a few words, write down your strengths, any work-in-progress areas or other thoughts for that capability.

In this workbook, set goals in the areas where you want or need to see development.

2. Review your self-assessment:

- Have a manager/team leader chat to see whether the assessment is accurate and achievable, and discuss what support is needed for the next 12 months.
- Plan any learning and development activities for the next 12 months.
- Regularly review your plan and implement any learning and development activities (with manager/employee approval).

3. At the end of the cycle:

Ideally, review your self-assessment with the workforce capability framework on a 12-month cycle and set new goals.

- Review the goals and your levels and think how this relates to your career goals and professional registration.
- Write down your insights.
- Have a manager/team leader chat to see how this learning and development relates to your role and your aspirations.
- If you have an formal Performance Review opportunity, paste these into the form for discussion at your review.
- Consider how you can share your learning and knowledge with the team.
- Celebrate success!



Short on time?

There is also a short version of this workbook, a worksheet called Pātōtara, which you can use as a quick reference to self-assess, set some goals in an action plan and then kōrero with your team leader or manager.

The worksheet is available on the LIANZA webpage.

Visit LIANZA webpage →



A

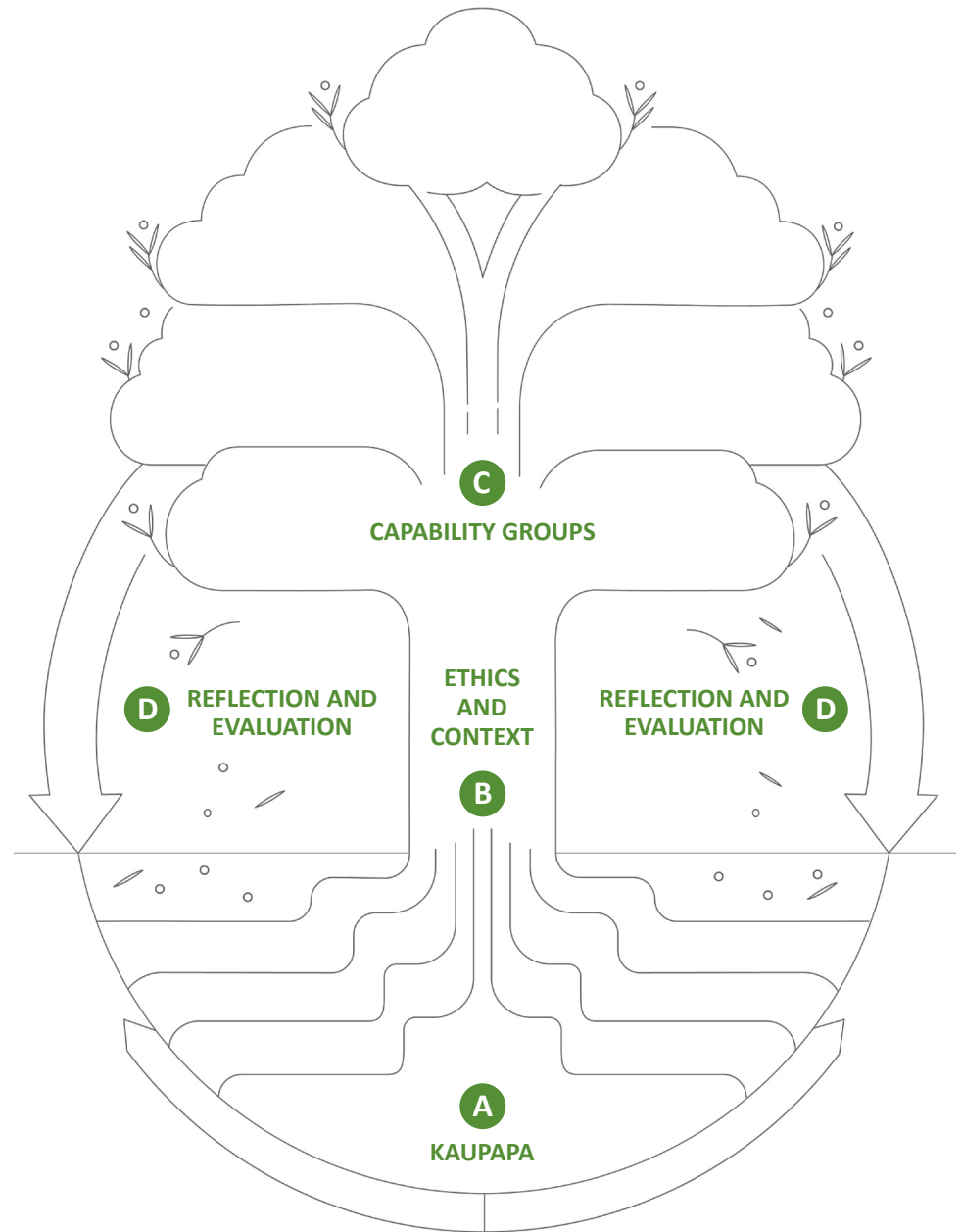
You can use the buttons on the Te Tōtara tree on the right to navigate to the different sections in this workbook.



Click on the **Home** button in the upper left-hand corner to return to this page at any time.



You can **Save** this document at any time by clicking the save button. *Note: This will prompt you to save a copy on your local hard drive if you haven't already.*





A

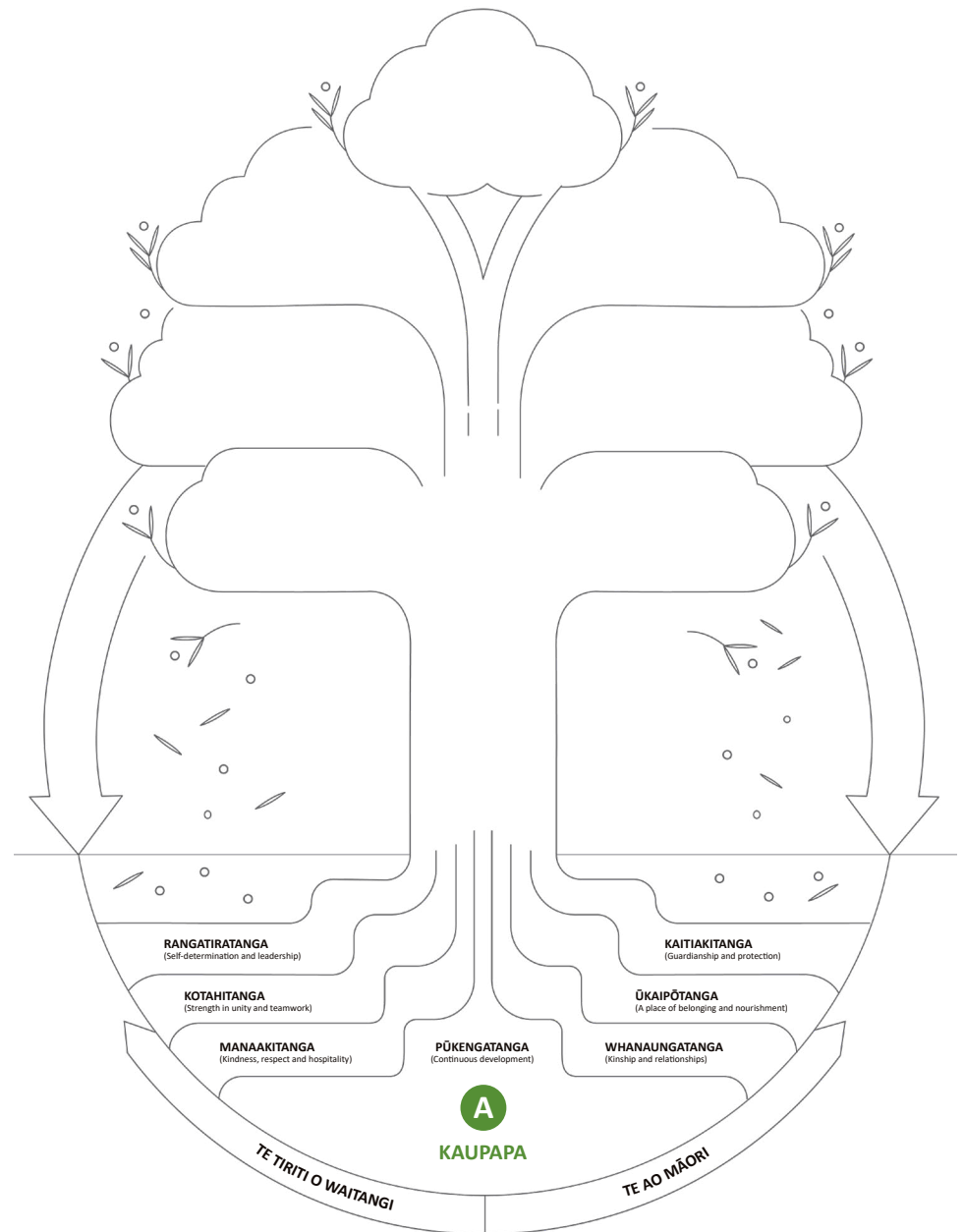
Ngā paiaka | The roots

Kaupapa as a strong foundation

Guiding us from the roots to the tips of the branches.

He tina ki runga, he tāmōre ki raro

In order to flourish above, one must have strong roots below





Te Tiriti o Waitangi

Ability to understand, respect and apply Te Tiriti o Waitangi principles and obligations in daily work practice.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Te Ao Māori

Ability to understand and respect the Māori worldview as the interrelationship of the living, the environment and the spiritual realm with an overarching principle of balance.
Ability to apply and respect te reo, tikanga, kawa and mātauranga Māori in daily work practice.

► Whakaaro | Your thoughts and reflections

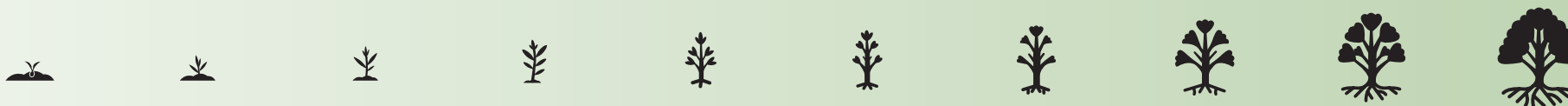
After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Kaupapa for this framework

These Māori values/concepts have been selected as guiding principles to support growth of the capability groups in the library and information sector.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



B

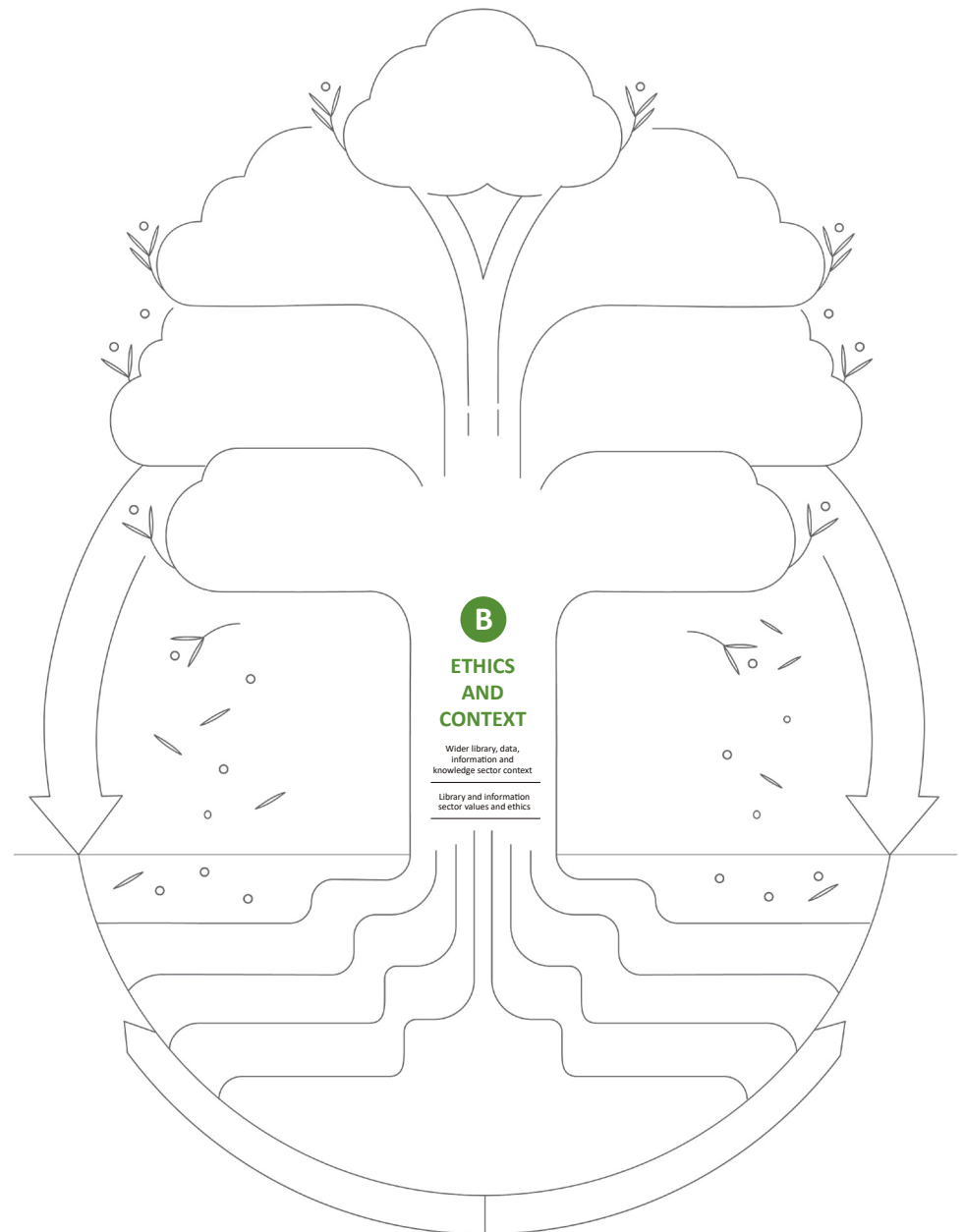
Te tīwai | The trunk

Context for structure

Standing united as a sector will help us work together as a strong team.

He tōtara wāhi rua he kai nā te ahi

A tōtara split in two is food for the fire





Librarianship and information sector values and ethics

Ability to understand, respect and apply librarianship and information sector values and ethics.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Wider library, data, information and knowledge sector context

Ability to understand and apply the wider library, data, information and knowledge sector context.

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



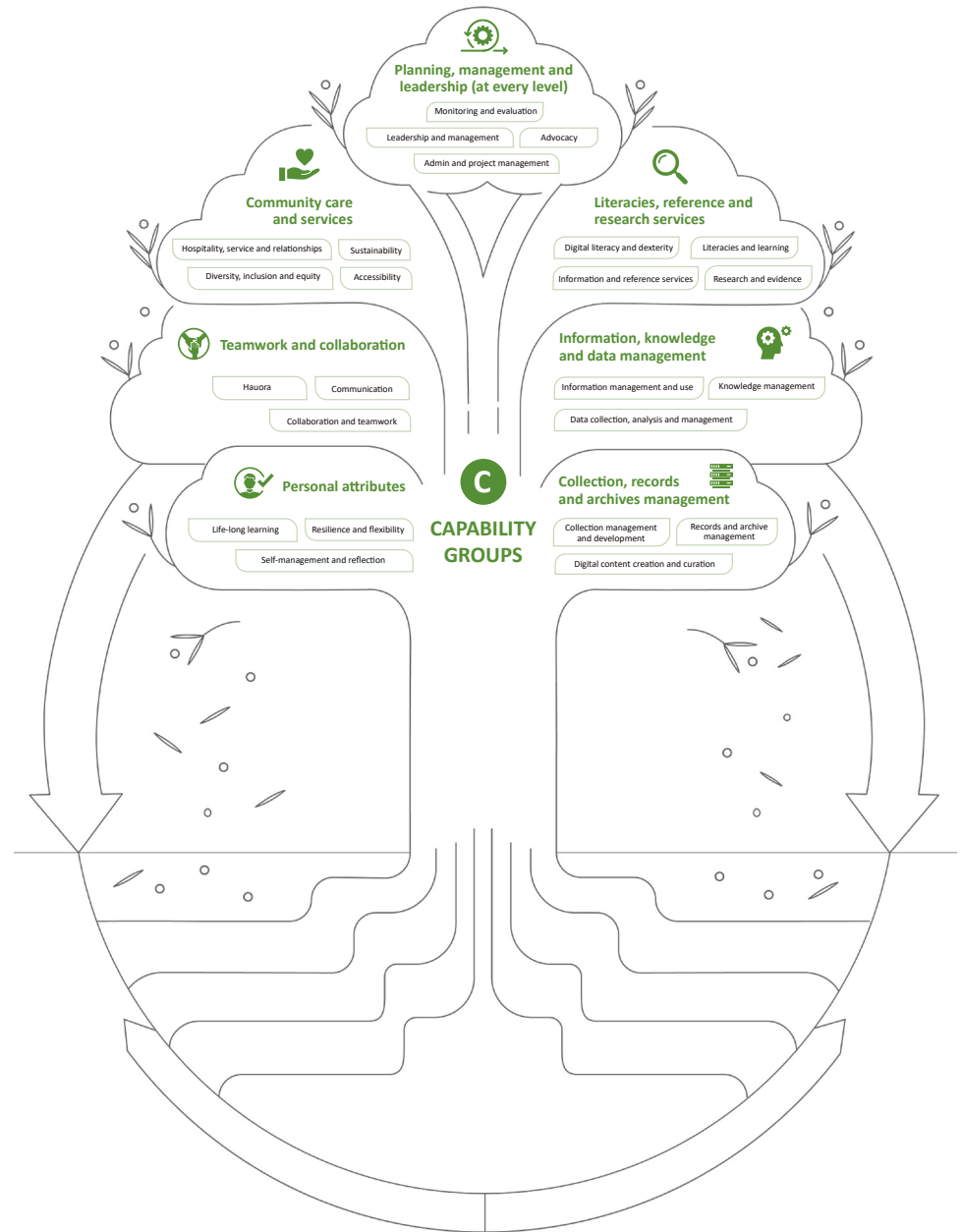
Ngā rūhā | The branches

Seven capability groups to nurture

Guided by the kaupapa and context, each person's capabilities grow at their own rate, and some capabilities can differ depending on functions, organisations and environment.

Ahakoā he aha te rākau, he hua kei roto

No matter what the species of tree, they all bear fruit





Personal attributes

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Self-management and reflection



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Resilience and flexibility



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Life-long learning



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Teamwork and collaboration

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Hauora



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Communication



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Cooperation and information sharing



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Community care and services

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Diversity, inclusion and equity



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Accessibility



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Hospitality, service and relationships



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Sustainability



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Planning, management and leadership

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Leadership and management



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Evaluation and planning



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Advocacy



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Literacies, references and research services

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Digital literacy and dexterity



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Literacies and learning



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Information and reference services



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Research and evidence



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Information, knowledge and data management

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Information management



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Knowledge management



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Data collection, analysis and management



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Collection, records and archives management

► Whakaaro | Your thoughts and reflections

After reading the options in Te Tōtara, select your current capability level in this area. Then, use the notes sections to record your reflections.

Kōrero* | Discussion

Mōhio | Knowledge

Mārama | Understanding

Mātau | Wisdom



Collection management



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Records and archive management



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?

Digital content creation and curation



In this area, my greatest strength is:



My work-in-progress area to develop more strength is:



How can I use this strength on the job and with my colleagues or team?



What other reflections are noteworthy for me in this area?



Other specialist skills and capabilities

Use this space to write down any specialist or unique capabilities that are not covered in the framework that are important to your role or the organisation. Assess the capability levels for these capabilities using the tick boxes, and use the reflection space to note down any thoughts around growth and development. You can copy and paste more rows/areas if needed.

Capability

Kōrero Mōhio Mārama Mātau



In this area, my greatest strength is:

--



My work-in-progress area to develop more strength is:

--



How can I use this strength on the job and with my colleagues or team?

--



What other reflections are noteworthy for me in this area?

--



D

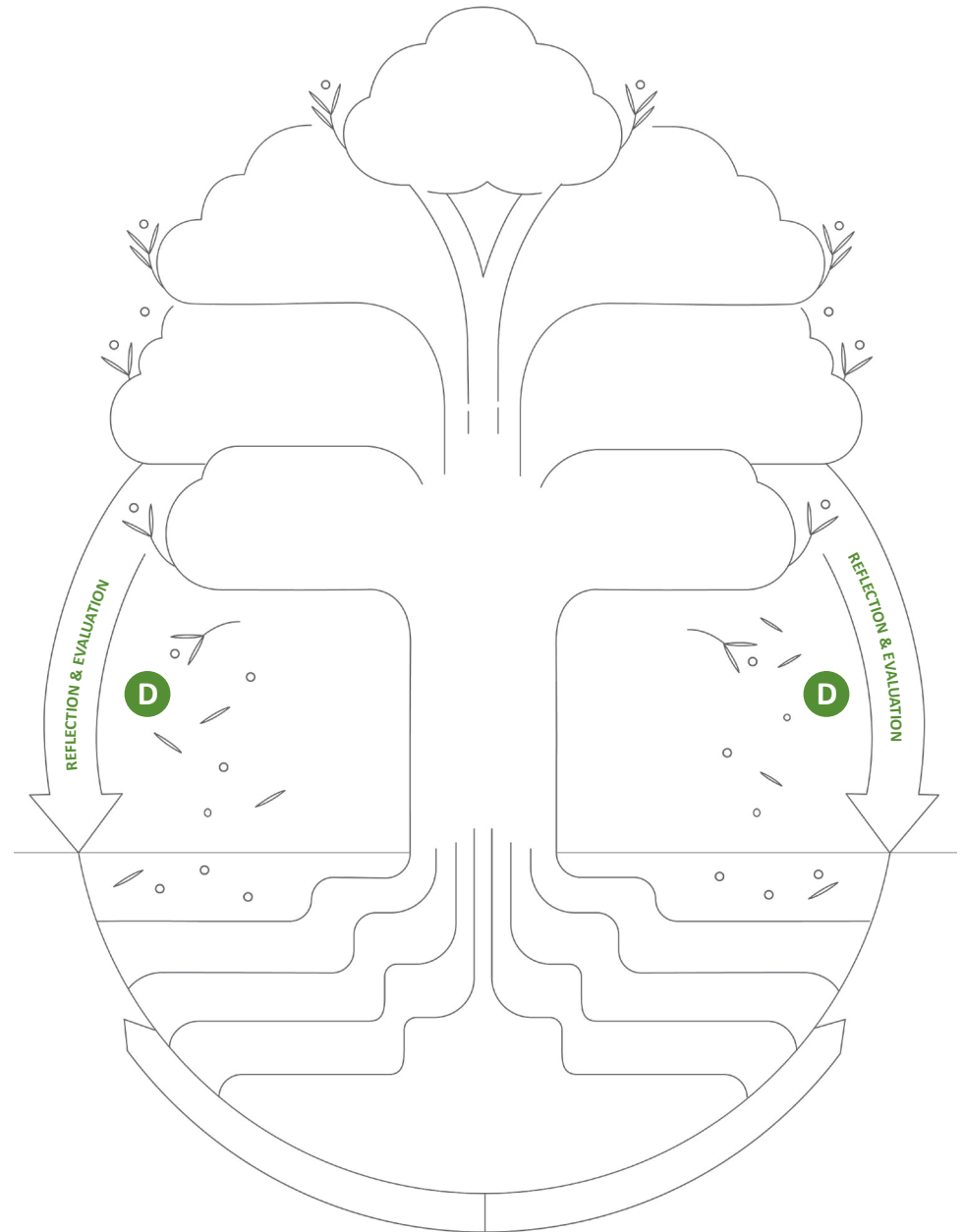
Te rau hinga | The fallen leaves

Reflection and evaluation

Insights feed back into the roots and land, strengthening values and supporting nourishment and regeneration around us.

Mai i te kōpae ki te urupā, tātou ako tonu ai

From the cradle to the grave, we are forever learning





Set your ATAMAI goals

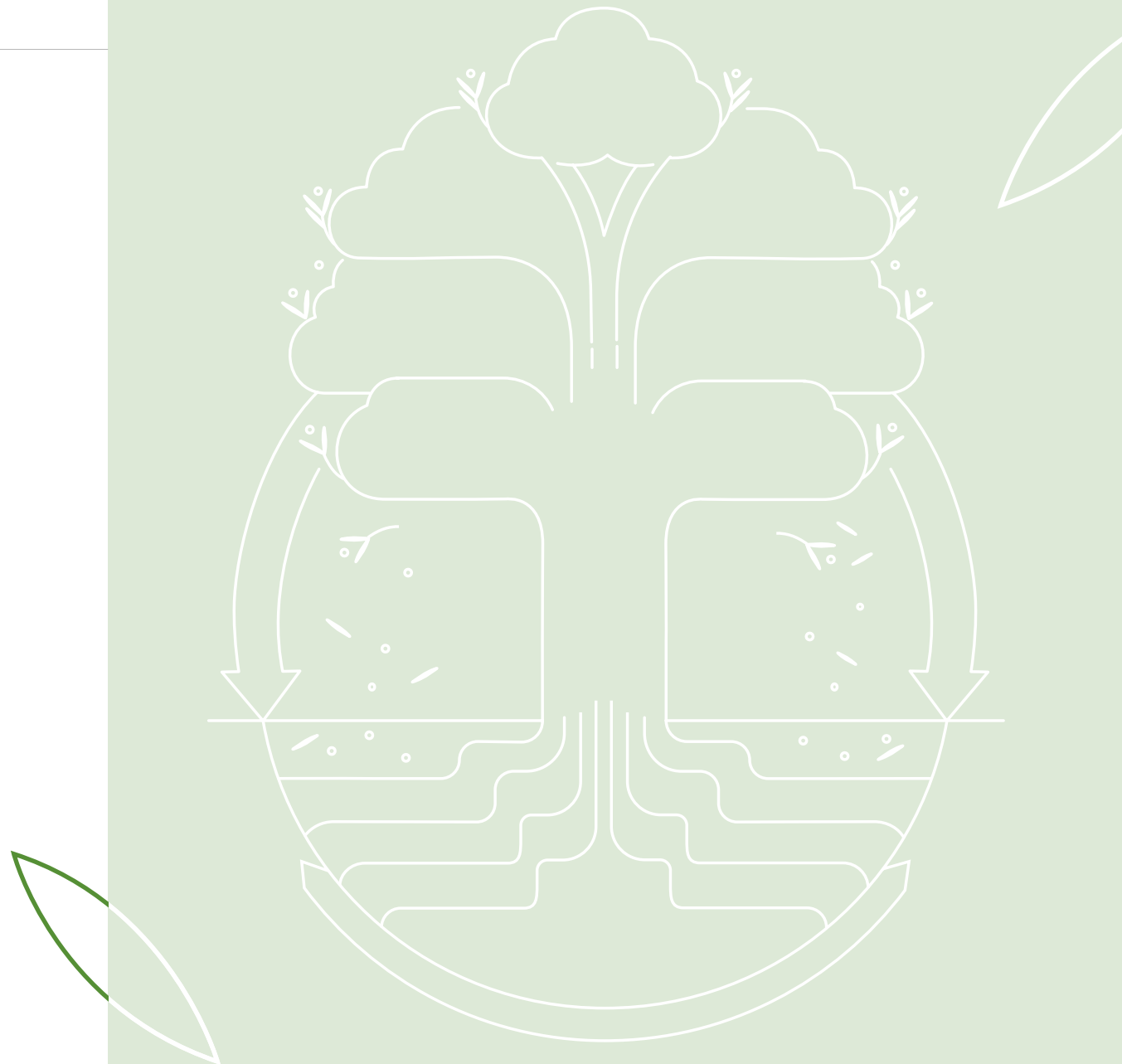
Set 1–3 goals that:

- address your work-in-progress areas
- use the opportunities you have available (or perhaps you need to research further opportunities)
- address the barriers that could potentially block your learning (using your strengths to combat these blockers).

Create ATAMAI (smart/clever) goals in a few words (you don't need to answer all the questions, they are just there to prompt your thinking).

Create an action plan for your goals.

A	Aimed
T	Time-Bound
A	Applicable
M	Measurable
A	Achievable
I	Intentional





Use the ATAMAI questions to choose and refine your goals

A	Aimed	• What do I want to achieve? • When do I need to achieve this? • Why is the goal important? • Who is involved?
T	Time-Bound	• How long should it take to accomplish this goal? • When will I check in on whether or not the goal has been completed? • Am I ready to start work on the goal?
A	Applicable	• Is this goal related to my capability? • Is this goal related/relevant to my job description? • Is this goal related to my overall success (or the success of my organisation?)
M	Measurable	• How will I measure my progress? • How will I know if my goal is achieved? • Who will help me be accountable?
A	Achievable	• Is this goal achievable? (Don't set too many goals at once.) • Will it be clear when the goal is complete? • Is it reasonable to complete the goal in the time allotted?
I	Intentional	• What can I start doing today to work towards this goal? • What will I do each week to stay on track?



Action plan: Your learning and development calendar

Use the calendar below to set your development goals and plan the steps you'll take throughout the seasons towards achieving these goals.

Development goal	Takurua/Winter Stocktake and plan ahead (Matariki)	Koanga/Spring Nurture seeds and environment	Raumati/Summer Help knowledge grow	Ngahuru/Autumn Harvest and evaluate
Goal 1 name/title: 				
My desired outcome of this goal: 				
Goal 2 name/title: 				
My desired outcome of this goal: 				
Goal 3 name/title: 				
My desired outcome of this goal: 				

Kōrero with your manager and colleagues about your learning and development.
Whaowhia te kete mātauranga | Fill the basket of knowledge



Kōrero: guidance and accountability

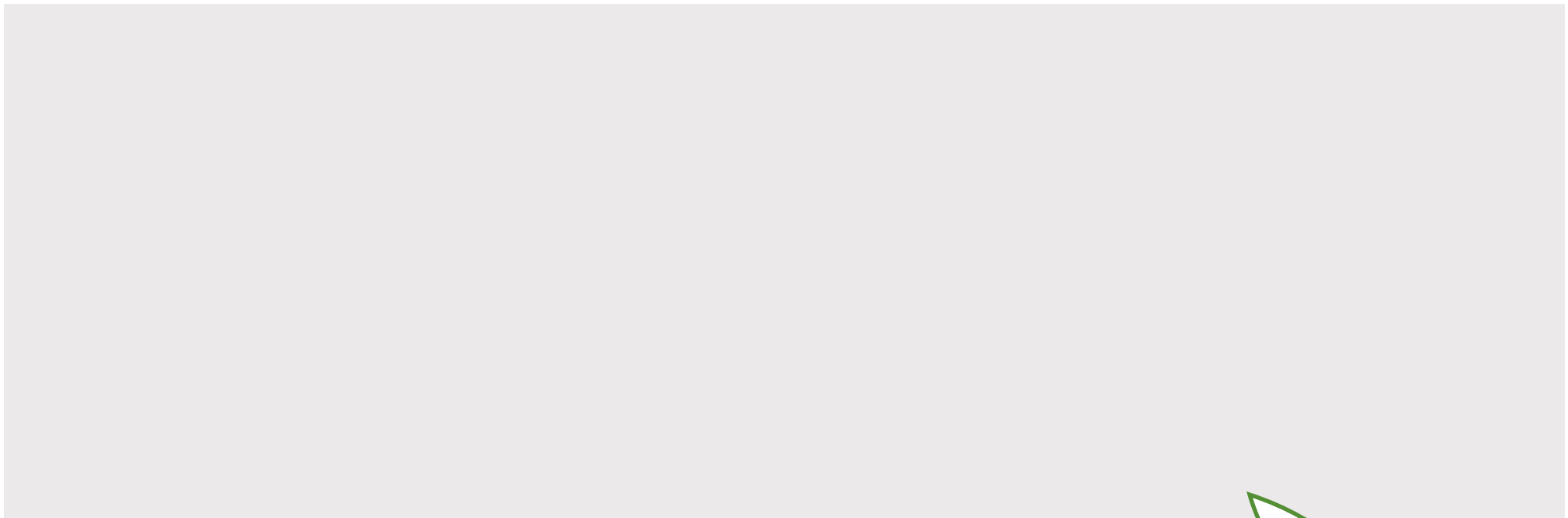
Have a kōrero with your manager, team leader or colleagues about your learning and development. It is important to help you stay on track, have space to ask for help and share your learning with others.

At the start of your cycle, once you have completed Taku Tōtara, talk about:

- How often will we catch up?
- Will we follow a structure or just have a kōrero?
- How will we address accountability?
- How will this fit with other processes (personal development plans, performance reviews, etc)?
- What else do we need/want to consider or include?

Talk together to review your plan for the year ahead

Review of plan





Remember, Te Tōtara and Taku Tōtara are adaptable so you can change things to make it work for you.

The important thing to remember is that you take some regular time to reflect on your role, your organisation, your sector and community and how you fit in the wider scheme of things. Keep asking yourself:

- What do I need to learn to be part of my changing team?
- What can I do to share my knowledge with others?
- How can we grow together to serve our community best as good Tiriti partners?

Ultimately, your insights will feed back into your Tōtara roots and the land around you, strengthening values and supporting nourishment and regeneration around us, our teams and communities.

And the lifecycle continues...

Whaowhia te kete mātauranga | Fill the basket of knowledge

**Tūngia te ururua kia tupu
whakaritorito te tupu o te harakeke.**

*Clear away the overgrowing bush so
that the new flax shoots will spring up.*



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This document includes several Māori whakatauki, which are integral to the rich cultural heritage of indigenous people of Aotearoa. These whakatauki express timeless wisdom and insights. We respectfully acknowledge the Māori culture and its contributions to this work.