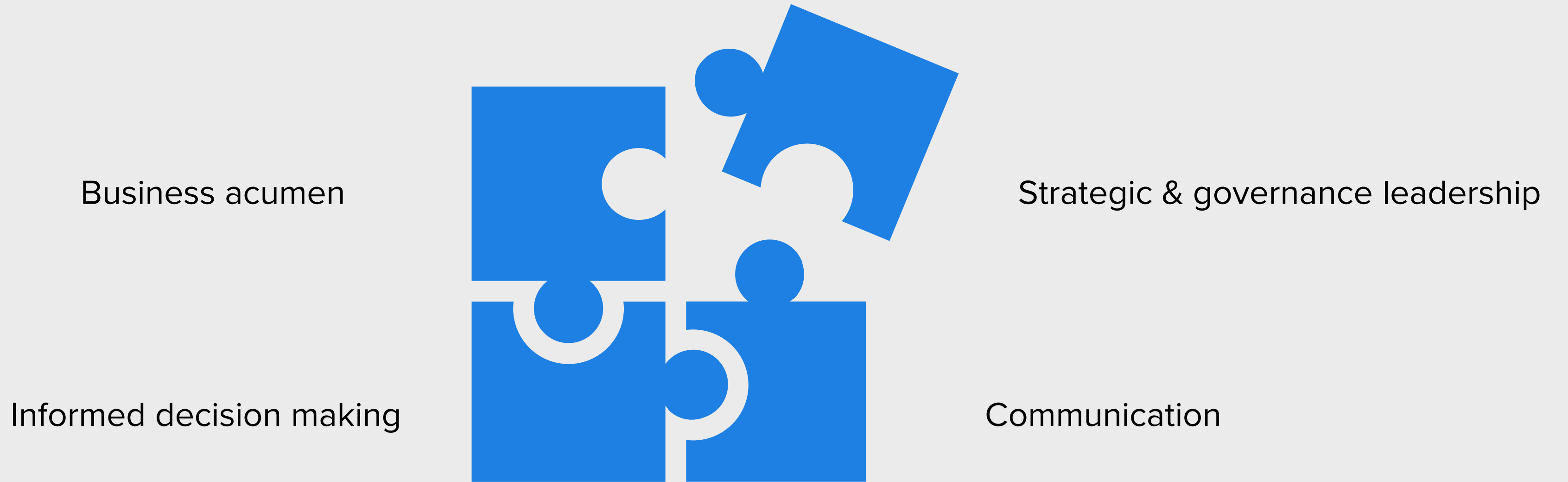




Core Competency Framework

Core Competency Framework

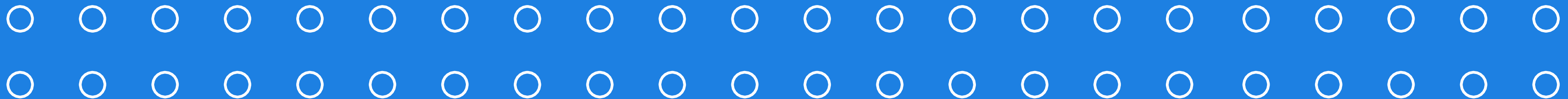


This is based on the [NZ Institute of Director's Competency Framework \(2015\)](#).
Amendments have been highlighted



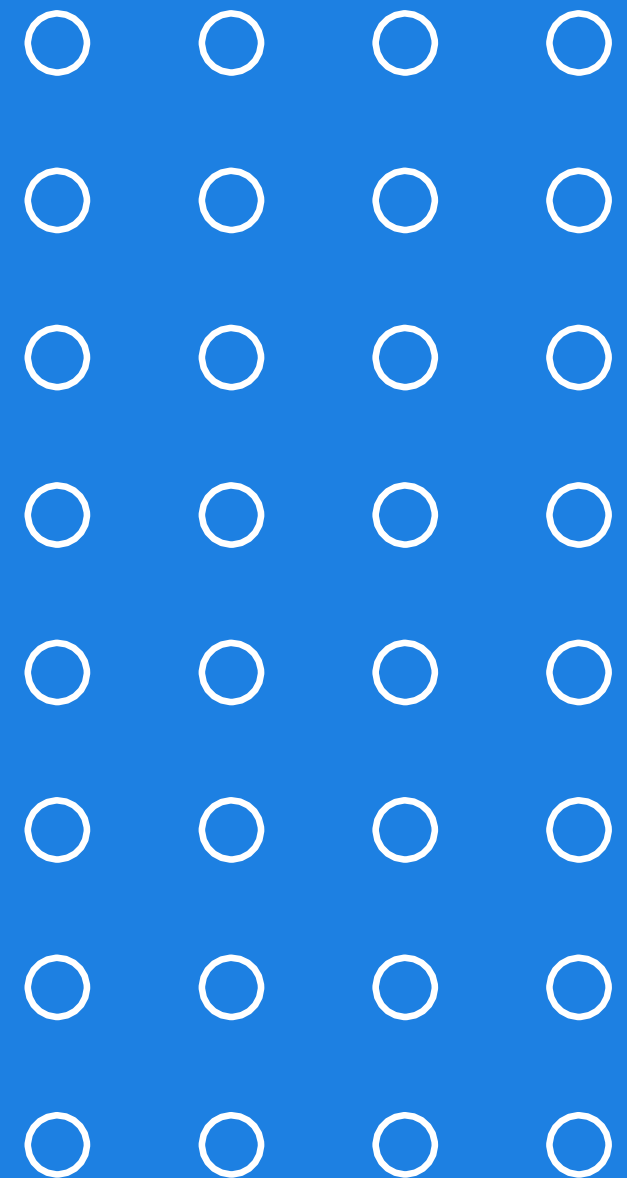
Strategic & governance leadership

- 1. Governance orientation:** Distinguishes governance from management, understands and performs governance functions and engages with shareholders, management and employees as a governance representative.
- 2. Big picture thinking:** Demonstrates strategic/big picture thinking.
- 3. Constructive change management:** Contributes constructively to strategic change management.
- 4. Political awareness:** Understands and adapts to the political context of the day and actively maintains interactions and political awareness at a strategic level.
- 5. Strategy & culture:** Contributes to/drives strategy formulation, direction, implementation and communication and the (re)development of organisational culture based on the vision and strategy.
- 6. Three waters knowledge:** Understand the fundamental importance of water to society and of sustainable and environmentally responsible water supply, and stormwater and wastewater management, and apply it at the governance level.
- 7. Te ao Māori:** Establish and maintain knowledge of Te ao Māori, Te Tiriti o Waitangi, tikanga/kawa and Te Reo Māori.
- 8. Te Mana o te Wai:** Establish and maintain an understanding of giving effect to Te Mana o te Wai.
- 9. Fiduciary compliance:** Understands and complies with fiduciary responsibilities and legal frameworks.



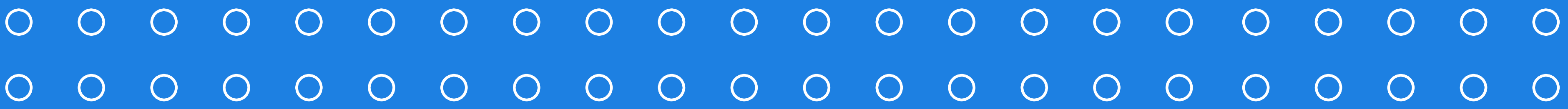
Business acumen

- 1. Growing and evolving the Association:** Applies business/commercial knowledge to influence the evolution and growth of the Association.
- 2. Performance monitoring:** Focuses on results, monitors and evaluates strategic performance in order to achieve outcomes.
- 3. Own business performance:** Draws and continuously builds on own proven business performance.
- 4. Business principles:** Applies knowledge of business principles.
- 5. Trends and opportunities:** Recognises trends and opportunities, increases own awareness of market dynamics and the business operating environment and contributes to competitive organisational positioning.
- 6. Driving business:** Understands the business drivers and establishes and maintains own market awareness and industry specific knowledge.
- 7. Financial fluency:** Demonstrates fluency with a range of financial concepts.
- 8. Managing risk:** Identifies, assesses and manages risk.
- 9. Association brand:** Understands brand equity, what the brand represents, is member focused and has a marketing orientation.



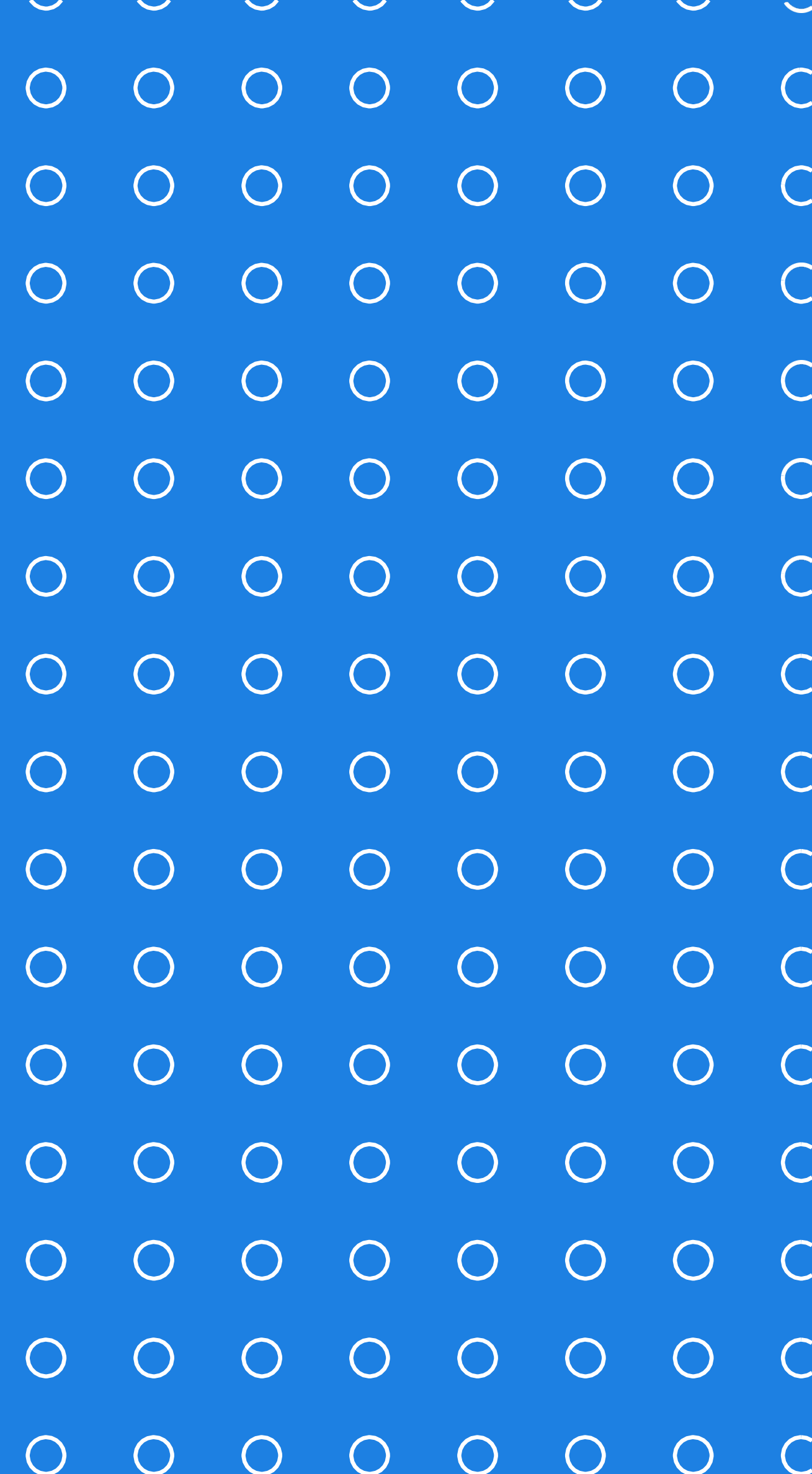
Informed decision making

- 1. Critical thinking:** Applies critical thinking to analyse, assess, evaluate, distil and question information.
- 2. Conceptual reasoning:** Uses conceptual reasoning to recognise trends and exceptions, interpret data and provide relevant commentary.
- 3. Cause & effect:** Applies decision-making criteria and understands consequences, cause, and effect.
- 4. Performance indicators:** Maintains a strategic focus and applies understanding of strategic key performance indicators to the decision making process.
- 5. Strategic reporting:** Sets reporting requirements by specifying what information is required for decision-making and commits to analysis and informed decision making by pre-reading board papers, seeking further information when required and digesting information in preparation for discussion.



Communication

- 1. Stakeholder engagement:** Identifies and engages with co-directors, management, key individuals and stakeholders to establish and maintain effective relationships.
- 2. Messaging:** Utilises verbal and non-verbal communication techniques to structure concise and articulate messages that are delivered and received completely.
- 3. Channels, strategies & policies:** Uses relevant communication channels and strategies and adheres to associated policies and protocols.



Our kaupapa and strategic pillars

Hoaketanga:

Ka ora te wai, ka ora te whenua,
ka ora ngā tāngata.

Purpose:

If the water is healthy, the land is healthy,
the people are healthy.

