

It's more than talk

Characteristics of Employees Who Engage Effectively

Level	Entry level	Senior level	Engagement specialist
Level description	The role requires interaction with the community at an intermittent level (eg a policy analyst)	A senior role representing the organisation at regional and/or national level (eg a policy manager leading a consultation)	A senior role actively engaged in managing relationships between government and community (eg a Principal Advisor Māori)
Personal attributes	<ul style="list-style-type: none"> - is able to “walk in another’s shoes” <ul style="list-style-type: none"> - has a strong values base - is an effective listener - is optimistic and persistent - respects others, collaborates and is able to build trust <ul style="list-style-type: none"> - self manages, is flexible and uses initiative 		
Communication	<ul style="list-style-type: none"> - is able to influence without being directive. - engages in respectful and has constructive dialogue - is able to communicate with different audiences - is able to verbally communicate ideas and information with confidence and clarity 	<p><i>and</i></p> <ul style="list-style-type: none"> - is able to facilitate a meeting - has public presentation skills - communicates ideas and information clearly and succinctly in writing - feeds back information clearly and honestly - is able to manage conflict and difference 	<p><i>and</i></p> <ul style="list-style-type: none"> - communicates widely and at all levels - builds and maintains extensive national and regional networks - communicates a vision to generate enthusiasm and commitment
Maturity	<ul style="list-style-type: none"> - has self confidence based on self awareness and strength of character - is able to understand the public sector boundaries and balance these with community needs - is independent and able to maintain confidentiality - has strategic perspective on the context and issues - is aware of the values operating in the community 	<p><i>and</i></p> <ul style="list-style-type: none"> - has authority to make decisions on behalf of the agency - has public sector nous - is able to judge political risk and manage disclosure 	<p><i>and</i></p> <ul style="list-style-type: none"> - acting as an intermediary, is able to explain/represent the views of community and government to each other - “knows the territory” and has an ear to the ground - understands the different tensions and is able to work within them - mentors and supports others - motivates others to engage

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Māori responsiveness	<ul style="list-style-type: none"> - has knowledge of the Treaty of Waitangi /Te Tiriti Waitangi - understands basic <i>tikanga</i> and <i>kaupapa</i> Māori - uses <i>Te Reo Māori</i> words and phrases and appropriate behaviour in public engagement - demonstrates inclusive behaviour - knows where to look for, and when to seek guidance on engaging with Māori 	<p><i>and</i></p> <ul style="list-style-type: none"> - speaks some <i>Te Reo</i> / is able to hold a simple conversation - builds and maintains active relationships with Māori organisations and iwi - has knowledge of Māori, iwi organisations and relationships within area of work 	<p><i>and</i></p> <ul style="list-style-type: none"> - has <i>mana</i> within the Māori community - speaks with confidence in <i>Te Reo</i>, when representing the government - is able to explain and represent the views of Māori and government to each other – acting as an intermediary - provides advice and support to the organisation on Māori responsiveness
Cultural responsiveness	<ul style="list-style-type: none"> - is aware of the need to consider diverse cultural needs and different community perspectives in his/her work - knows where to look for, and when to seek, guidance on engaging with other cultures and communities of interest - demonstrates inclusive behaviour - when engaging with other cultures, is able to use some appropriate phrases in their language 	<p><i>and</i></p> <ul style="list-style-type: none"> - develops knowledge of cultural groups, their values, protocols and greetings, that s/he is engaging with - develops knowledge of different communities of interest that s/he is engaging with, their values and way of life - builds active relationships with other cultures and communities of interest as required - when engaging with other cultures, is able to use appropriate phrases in their language 	<p><i>And</i></p> <ul style="list-style-type: none"> - is known and well respected within the cultural group or community of interest - is able to explain and represent the views of cultures/communities of interest and government to each other – acting as an intermediary - provides advice and support to the organisation that is responsive to different cultures and communities of interest - is able to use appropriate languages with confidence

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Additional characteristics that are role specific			
Project management		<ul style="list-style-type: none"> - analyses, plans, and delivers engagement processes within budget - manages risk - articulates expectations of government and community and establishes boundaries - manages delivery to meet different expectations and changing circumstances - manages exit from the project when required 	
Leadership		<ul style="list-style-type: none"> - understands how to motivate and inspire people <ul style="list-style-type: none"> - has organisational insight - is able to form a strategy and create a sense of mission <ul style="list-style-type: none"> - shapes team and/or organisational culture <ul style="list-style-type: none"> - mentors others - has business acumen - is able to influence others inside and outside the organisation - is able to manage a wide range of complex issues and/or tasks 	
Community development		<ul style="list-style-type: none"> - understands the issues of working with communities, how and when to engage - develops and implements strategies for engagement that support community-based decision-making <ul style="list-style-type: none"> - knows a range of engagement techniques and methods <ul style="list-style-type: none"> - is able to apply appropriate method(s) - is able to research and profile communities <ul style="list-style-type: none"> - is aware of community culture - is able to support the engagement capability of the community 	

Online Appendix 3: Characteristics of Employees Who Engage Effectively

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Technical skills - specific roles	<ul style="list-style-type: none"> - Policy analyst - understands, interprets and includes engagement feedback in policy development - Researcher - understands, interprets and includes engagement feedback in developing research projects 	<ul style="list-style-type: none"> - IT manager – knows information management techniques for engagement - Delivery manager - understands, interprets and includes engagement feedback in service delivery 	
Technical skills - generic	<ul style="list-style-type: none"> - has generic skills such as written skills, computer skills, numeric skills 		