

'Kia ita!'

Te Taura Whiri i te Reo Māori
MĀORI LANGUAGE COMMISSION



Whakawhanaungatanga

A Coordinated Approach to Māori Language Planning

Te Pukapuka Mahi Tuarua

Workbook Two

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He Ahunga Ruruku ki te Mahere Reo Māori

A Coordinated Approach to Māori Language Planning

Te Take o Ngā Pukapuka Mahi

Purpose of Workbooks

- To assist public sector organisations to develop Māori language plans in a coordinated way
- To enable participants to use Māori language planning as a tool to increase the capacity and client responsiveness of their organisation

Ngā Whāinga Matua o te Pukapuka Mahi Tuarua

Major Objectives of Workbook Two

- Develop Māori language policies/guidelines for staff-client interaction
- Develop draft Māori language policies/guidelines for staff i.e., recruitment and professional development
- Complete overall structure of the plan and identify gaps
- Consider an appropriate system to monitor and evaluate the plan

Ngā Hua Matua o te Pukapuka Mahi Tuarua

Major Outcomes of Workbook Two

On completion of the Workbook you will have:

- a draft Māori language plan that includes:
 - External Functions – Māori language policies/guidelines
 - Internal Functions – Māori language policies/guidelines
- an overall structure of the plan
- a timeline and series of milestones to implement the Māori language plan
- a system to monitor and evaluate the Māori language plan



Me Hoki ki te Pukapuka Mahi Tuatahi

Revisit Workbook One

Ngā Whāinga Objectives

- To revisit the experiences of gathering information and developing your Māori language policy and plan

Ngā Hua Outcomes

- An update on progress towards completing a Māori language plan for your organisation

Ngā Tino Pātai Key Questions

Have you fulfilled the Outcomes from Workbook One?

On completion of Workbook One you will have:

- a list of tasks to complete an environmental scan of the organisation and client base;
- a clear understanding of the ways their organisation interacts with clients, and of how and where bilingualism fits within this context;
- an understanding of the key elements required in a relevant and successful language plan;
- set some priorities for the order of tasks to be undertaken i.e. gathering relevant information, completing consultation; and
- a strategy for overcoming potential barriers to successful language planning within the organisation.

What problems did you encounter?

Te Awheawhe Tuatahi – Workbook One

Ōu Kiritaki - Interacting with Clients

Te Kiko *Recommended Content*

- Client Profiles
- Meeting the Needs of Clients, Now & in the Future

Ngā Whāinga *Objectives*

- To complete draft Māori language policies/guidelines for staff-client interaction ~ *External Functions*
- To identify and assign responsibility for the types of policies/ guidelines you will implement

Ngā Hua *Outcomes*

- A draft Māori language plan for staff-client interaction
- A structure setting out desired policies/guidelines for specific areas

Whakatinanatanga **Implementation**

Whakapānga mai i Waho - External Communications

A Māori Language policy for external communications could include the following recommendations:

- (i) that customised stationery intended for external communications be prepared in a bilingual English/Māori format;
- (ii) that, in preparing material for publication, consideration be given to the lay-out of the various language versions;
- (iii) that letters written to the agency in English or Māori receive a reply in the same language, and that an invitation to use Māori in future exchanges be issued where appropriate;
- (iv) that letters written to the agency in a language other than English or Māori receive a reply in that language where possible, if it is believed that a reply in English would not be understood;
- (v) that English-speaking and Māori-speaking callers to departmental offices be able to converse with the receptionist/switchboard operator in their own language;
- (vi) that English-speaking and Māori-speaking clients be able to have verbal dealings with any division of the agency in their own language;
- (vii) that every reasonable attempt be made to deal with other clients in their own language (i.e. those who are unable to communicate in either English or Māori), through the services of an interpreter where necessary;
- (viii) that formal meetings with outside participants be conducted in such a way that all participants understand the discussions and have their formal language practices respected.
- (ix) that the agency's bilingual services be well signalled;

- (x) that consideration be given to the language dimension of the agency's specific functions, whether this be in relation to English, Māori, community languages or foreign languages.

Source: Blueprint for a Languages Policy: New Zealand Public Service, Te Taura Whiri i te Reo Māori, 1993.

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____

Whakatairanga/Whakapānga Reorua – Bilingual Promotions/Communications

Possible policy statements:

- (i) that Māori words used in TV, radio, video, promotions/advertisements must be pronounced correctly
- (ii) that if no Māori language advisor is available on staff, the organisation will seek advice from a reputable Māori language advisor

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____

Whakaputanga Reorua – Bilingual Publications

Possible policy statements:

- (i) to provide bilingual publications to relevant target audiences

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____

Paetukutuku Reorua – Bilingual Website

Possible policy statements:

- (i) that the organisation will have a bilingual website
- (ii) that English and Māori text will appear on the website with equal prominence

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____

Arotakenga Kounga – Quality Assurance

Possible policy statements:

- (i) Material (documents/resources) for use outside the office is quality assured by the Te Taura Whiri Language Services team

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____

Te Awheawhe Tuarua – Workbook Two

Whakangungu mō ngā Kaimahi – Recruitment and Professional Development

Te Kiko Recommended Content

- Staff profiles
- Inhouse communications
- Recruitment
- Designated Bilingual Postitions
- Remuneration
- Māori Language Proficiency
- Māori Language Training

Ngā Whāinga Objectives

- To complete draft Māori language policies/guidelines for staff ~ *Internal Functions*
- To identify the key elements of a recruitment / training plan

Ngā Hua Outcomes

- A draft Māori language plan for staff
- A draft Human Resource strategy/policy for recruitment and professional development of staff members

Whakatinanatanga Implementation

Whakapānga mai i Roto – Internal Communications

A Māori Language policy for internal communications could include the following recommendations:

- (i) that the agency declare itself officially bilingual in English and Māori;
- (ii) that the agency adopt the principle of dual nomenclature, assigning English and Māori names to the organisation, as well as to the divisions and positions within it, and that both the English and Māori names be considered equally valid;
- (iii) that all office signposting and customised stationery intended for in-house use be prepared in a bilingual English and Māori format;
- (iv) that the choice of language (i.e., English or Māori or another language) used in informal in-house correspondence be left to the discretion of the writer;
- (v) that the choice of official language (i.e., English or Māori) used in formal in-house correspondence and records be left to the discretion of the writer;
- (vi) that in formal in-house meetings, provision be made for the formal language practices of all staff members;
- (vii) that, in preparing to communicate with the wider public, consideration be given to the method most appropriate to each of the target groups

Source: Blueprint for a Languages Policy: New Zealand Public Service, Te Taura Whiri i te Reo Māori, 1993.

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____



Kimi Kaimahi – Recruitment

Possible policy statements

- (i) _____ has a policy of actively recruiting persons with relevant Māori language skills for appropriate positions.

Refer to the HR policy for further relevant information pertaining to recruitment including:

- Bilingual Positions
- Remuneration

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____

Whakangungu Reo Māori – Māori Language Training

Possible Policy Statements

- (i) _____ supports the Māori language professional and personal development of staff. Refer to the HR policy for further relevant information pertaining to Māori language training including:

- Māori Language Proficiency Assessment
- Māori Language Training Management and Administration Framework

Implementation Date: _____

Policy/Guideline Location: _____

Person Responsible: _____

Te Awheawhe Tuatoru – Workbook Three

Te Whakawhānui i tō Mahere Reo – Developing Your Language Plan

Ngā Whāinga Objectives

- To identify where your organisation now fits within the Five Stages of a Language Plan and what still needs to be achieved
- To set milestones and timeline

Ngā Hua Outcomes

- A plan to implement any necessary steps you need to take to move through all Five Stages
- A set of milestones with timeline

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
identify need for Māori language plan	assess staff skills	complete information gathering	set & agree milestones	language policy and plan entrenched in your organisation's strategy
appoint guiding body	establish client profiles	analyse information	develop job descriptions	bilingual systems, guidelines in use
establish language policy	determine allocation of responsibilities	identify priority areas for reo skills	develop recruitment process	client needs being met
develop consultation plan	define relationships with HR etc	prioritise & target resources	develop organisational guidelines	supportive environment nurtured
	determine organisational buy-in	link in information resources	commence delivery of bilingual services	regular monitoring & evaluation
	collect all relevant information	draw up structure of plan	continue consultation	ongoing consultation
	review & consult international models	set and agree on goals	agree on monitoring & evaluation system	
	review best practice examples	establish timeline		
	begin consultation	continue consultation		
	determine budget			
	identify barriers			
	develop plans to overcome barriers			



Ngā Tino Pātai *Key Questions*

What needs to be done to move through the rest of the stages?

Blank lined area for writing answers to the first question.

What are the gaps in your organisation’s Language Plan?

Blank lined area for writing answers to the second question.

How will you fill in those gaps?

Blank lined area for writing answers to the third question.

Timeline steps in your organisation’s Language Plan i.e.

Milestone	Completion Date
Staff training fund set aside	July 2003
Monitoring Framework implemented	July 2004



Te Awheawhe Tuawhā – Workshop Four
Te Arotake me te Aromatawai – Monitoring and Evaluation

Ngā Whāinga Objectives

- To ensure that you have clear measurable goals and outcomes
- To ensure you have a plan in place to review progress

Ngā Hua Outcomes

- A set of clear and measurable goals
- A clear system of monitoring and evaluation reporting

Ngā Tino Pātai Key Questions

- What are our milestones?

Two horizontal white bars for writing answers to the first question.

- What is the link between these milestones and our overall outcomes?

Two horizontal white bars for writing answers to the second question.

- How can we measure these milestones?

Two horizontal white bars for writing answers to the third question.

- How can we evaluate the effectiveness and efficiency of our activities?

Eight horizontal white bars for writing answers to the fourth question.

- Who will evaluate our effectiveness and efficiency?

- How will we report the results?

- What will we do with this information?

Monitoring and Evaluation

A monitoring and evaluation report should include whether the plan has been implemented effectively and if it has met the stated goals and objectives of the plan. A report should also include recommendations for any improvements or new aspects that need to be added to the plan. It should be viewed as a living document that can be changed to accommodate changing requirements.

Key Performance Indicators	Status	%	Estimated Budget	Actual Budget
External (Client Interaction)				
All staff have access to Māori language policies and guidelines for interacting with clients in different media	Complete	100	\$1,000	\$1,000
Internal (Staff)				
5% of staff have undertaken the Level Finder Examination	Complete	100	\$2,500	\$2,500
5% of staff have undertaken the Public Sector Māori Language Examination	Complete	100	\$3,000	\$3,000
5% of staff have undertaken Māori language classes of some type (funded through professional development) Kura Reo Inhouse tutor University ML classes	Partially Complete	25 25 25	\$14,000	\$12,000
5% of Job Positions advertised in Māori and/or English	Complete	Complete	\$2,000	\$2,000

