

## Developing your engagement plan

An engagement plan describes how you will genuinely involve affected and interested stakeholders throughout the life of the change and into stabilisation and embedding phases. It helps you maintain trust, improve implementation decisions, meet consultation requirements where applicable, and support adoption.

Many South Australian Government organisations have large and geographically dispersed workforces across multiple metropolitan and regional sites, servicing diverse communities. It is important that your engagement plan outlines how change leaders will genuinely engage with affected and interested stakeholders across the relevant areas.

At a minimum, your engagement plan should cover:

- stakeholder groups and key contacts or representatives
- engagement purpose (inform, consult, involve, collaborate or empower)
- methods and channels, including accessibility requirements
- timing and cadence, including key milestones and decision points
- responsibilities, including who owns each relationship, and escalation pathways
- feedback mechanisms, including how input will be considered and how you will report back
- consultation requirements, where applicable, including Commissioner's Determination 4 or work health and safety (WHS) requirements
- how inclusion and accessibility needs will be met.

Where workforces are dispersed, include a local engagement component so sites and teams can tailor delivery while staying aligned to the core change. This might include local briefings, site visits, champions, drop-in sessions, or locality-specific feedback channels.

### Examples of engagement techniques

*(Choose the best fit for your purpose and stakeholders)*

Technique	How it works	Best used for	Watch-outs
Structured interviews	A series of open and closed questions delivered through one-on-one interviews.	Gaining deep insight from key stakeholders and surfacing risks and barriers early.	Time-intensive. Best suited to high-influence or high-impact stakeholders. Consider independent facilitation for sensitive topics.

# Bringing it all together

## Change Management Toolkit



Technique	How it works	Best used for	Watch-outs
Focus groups	Facilitated discussion with selected participants from a stakeholder group.	Testing messages, exploring impacts and improving implementation design.	Requires representative participant selection. Manage group dynamics and confidentiality carefully.
Survey or pulse check	Structured questions used to capture views at scale.	Measuring readiness, sentiment, adoption and emerging issues across cohorts.	Response rates can be low. Requires careful design, analysis and storage. Ensure accessibility.
Delphi method	Experts respond to questionnaires in multiple rounds, refining views until consensus is reached or the range of views narrows.	Building expert consensus where uncertainty is high. Can be conducted anonymously. Can be conducted quickly online.	Participation may drop off. Requires clear framing and disciplined facilitation.
Scenario planning	A panel is asked to devise a range of future situations and hypothetical outcomes are assessed.	Situations with high uncertainty, including long-term planning and novel issues.	Does not produce a single agreed solution. Can be time-consuming and resource intensive.
Charrette or design workshop	Intensive, collaborative sessions using consensus-based design methods.	Collaborative problem-solving and creative thinking.	Requires clear scope and decision rights. Participants must be seen as legitimate representatives.
Deliberative engagement	Participants receive information, discuss issues, and then provide considered views.	Complex or sensitive issues where informed perspectives are required.	Not always aimed at consensus. Requires careful planning and skilled facilitation.

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Study circles	A highly participatory process involving multiple small groups in the development of policies or programs.	Broad participation and community-building across large cohorts.	Requires significant coordination and time. Consistency across groups is important.

Choose techniques based on stakeholder impact and influence, the purpose of engagement, the maturity of the solution (known or evolving), timeframes, and accessibility needs.

Engagement is more than communication. Where you consult or involve stakeholders, be clear about what is negotiable, what is not, and how input will be used. Always close the loop by showing how feedback has informed decisions (“you said, we did”).