

# Professionalising Policy

## A guide for developing the craft of policy analysis

Version 2  
June 2011





# Foreword

The Ministry for the Environment, like all government agencies, is facing increased demand and expectations when it comes to providing policy advice to the government. Ministers expect to receive high-quality, timely advice that is analytically rigorous, coherent, aligned with government priorities and provides value for money. While the pressures for quality and value continually grow, the issues on which we provide advice, and the linkages across environmental, economic and social policy, are increasingly complex.

In 2010 the Ministry for the Environment undertook a review of its Policy Division. The review aimed to ensure that we had the capability needed to produce high-quality policy advice to the government, were able to lead in policy debates on major government priorities, and gained the confidence of Ministers as a place to turn to first for advice on difficult, complex and emerging issues. At the time it was noted that to achieve this we need to have the right people in the right roles, as well as the right processes, systems and culture.

We now have the organisational structure, people and focus to support this goal. We also need to ensure that we continue to grow our professional policy skills and capability, as individuals and as an organisation.

This guide is a companion piece to the Ministry's COBRA (Cost Opportunity Benefits and Risk) Policy Guide. The COBRA Policy Guide outlines the Ministry's approach to policy analysis – in other words, how you go about working through policy issues in a comprehensive and considered way.

The 'Professionalising Policy' guide focuses on how you can develop your professional skills in policy analysis. Policy analysis is a craft, with skills to be learned, practised and built up over the whole of your career. You can be certain of two things as a policy analyst: you will never run out of issues requiring analysis and advice, and you will never stop learning.

The Ministry, through your manager, more experienced colleagues, and through on-the-job and more formal training, is committed to supporting you in acquiring these professional skills. At the same time, the impetus for much of your professional development will come from the investment that you commit to it. This guide is intended to help you in that process.

I would like to personally thank those who have been involved in preparing this guide. I am confident that your contributions will assist this organisation, and the broader public sector, to continue to grow its professional policy capability.



**Dr Paul Reynolds**  
Chief Executive, Ministry for the Environment



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## Executive summary

This guide helps you to develop successfully in the craft of policy analysis. The following table summarises the key skills and experience to focus on as you develop in the craft of policy analysis. Page references are provided to relevant parts of this guide.

Accountability from job description	Type of skills and experience	Entry Level Policy Analyst Building blocks: experience, skills, knowledge
<b>Policy development</b>	Critical reasoning and analytical skills	<ul style="list-style-type: none"> <li>• Hold a university degree and have graduate research capabilities (page 17)</li> <li>• Intellectual horsepower (page 17)</li> <li>• Undertake background research (page 17)</li> <li>• Have a working knowledge of economics (page 17)</li> <li>• Interpret and apply numerical and statistical information (page 17)</li> <li>• Consider impacts on iwi / Māori and the Treaty of Waitangi (page 17)</li> </ul>
	Policy tasks and skills	<ul style="list-style-type: none"> <li>• Contribute material and text to the work of others (page 17)</li> <li>• Prepare draft Ministerials and reports (page 18)</li> <li>• Understand analytical frameworks (page 18)</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• Write clear and well-reasoned documents (page 18)</li> <li>• Clear oral communication (page 18)</li> </ul>
	Relationship management	<ul style="list-style-type: none"> <li>• Respect for others (page 18)</li> <li>• Carry yourself appropriately (page 18)</li> <li>• Recognise important relationships (page 19)</li> </ul>
	Planning / project management	<ul style="list-style-type: none"> <li>• Understand role and expectations of team members (page 19)</li> <li>• Actively engage as a member of project teams (page 19)</li> <li>• Manage own time to deliver on expectations (page 19)</li> <li>• Understand financial responsibility (page 20)</li> </ul>
<b>Increasing the policy capability and professionalism of the Ministry</b>	Understanding of government and the public service	<ul style="list-style-type: none"> <li>• Understand the basic construct of New Zealand's government (page 20)</li> <li>• Understand the role of the public servant (page 20)</li> <li>• Understand the relevance of the Treaty of Waitangi to the work of the Ministry (page 20)</li> <li>• Understand and abide by the Standards of Integrity and Conduct for the State Services (page 20)</li> </ul>
	Understanding of Ministry for the Environment and our role	<ul style="list-style-type: none"> <li>• Have some knowledge of the Ministry's business (page 20)</li> <li>• Understand the relationship between the Ministry and Ministers (page 21)</li> </ul>
	Other areas	<ul style="list-style-type: none"> <li>• Understand your role as a Policy Analyst (page 21)</li> <li>• Take responsibility for your own development and learning on the job (page 21)</li> <li>• Undertake knowledge management (page 21)</li> <li>• Be a team player (page 22)</li> </ul>

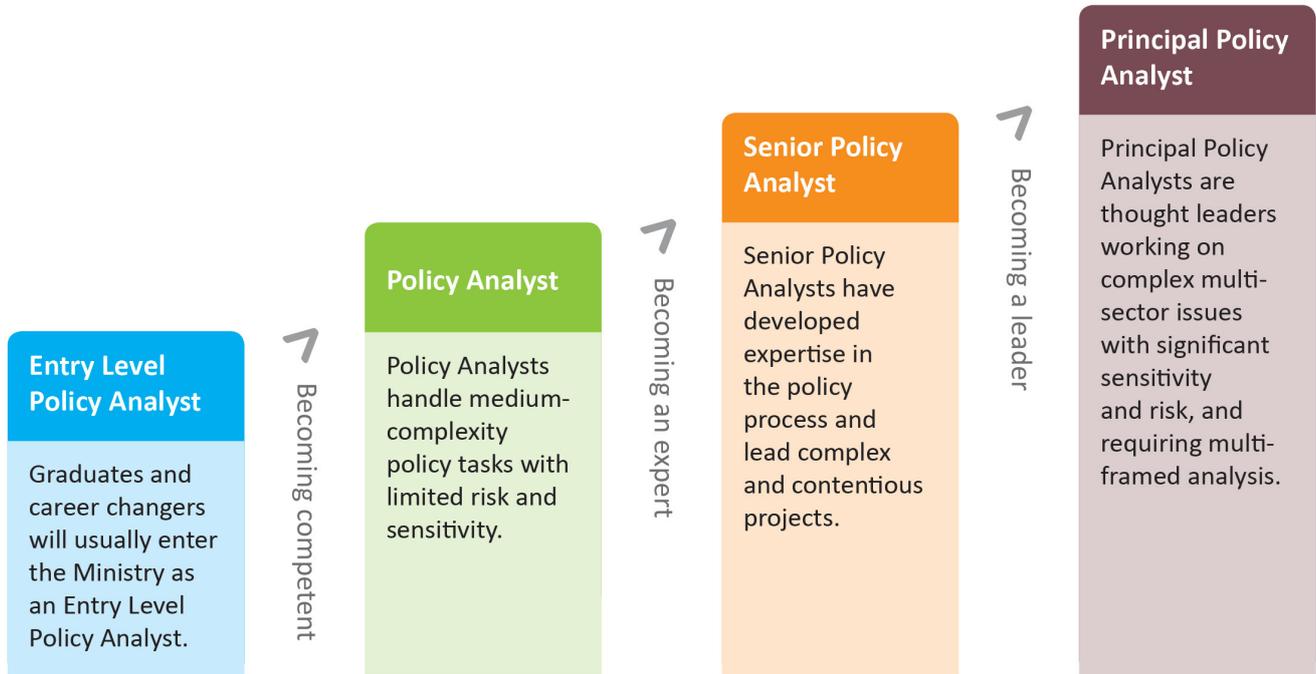
<b>Policy Analyst</b> Building blocks: experience, skills, knowledge	<b>Senior Policy Analyst</b> Building blocks: experience, skills, knowledge
<ul style="list-style-type: none"> <li>• See linkages to bigger picture issues (page 33)</li> <li>• Understand concepts from multiple domains (page 33)</li> <li>• Draw on the expertise of others (page 33)</li> <li>• Apply intellectual integrity (page 33)</li> <li>• Deal with ambiguity (page 34)</li> </ul>	<ul style="list-style-type: none"> <li>• Have specific knowledge of policy processes/issues (page 59)</li> <li>• Embrace complexity and think creatively (page 59)</li> <li>• Understand multiple aspects and impacts of policy (page 60)</li> <li>• Learn from the past and look to the future (page 60)</li> </ul>
<ul style="list-style-type: none"> <li>• Apply standard policy frameworks (page 34)</li> <li>• Prepare high-quality Ministerial documents (page 35)</li> <li>• Construct evidence-based problem definitions and policy solutions (page 35)</li> <li>• Identify and solve policy problems in unfamiliar areas (page 35)</li> <li>• Attend meetings with the Ministers or select committees in a supporting role (page 35)</li> </ul>	<ul style="list-style-type: none"> <li>• Apply and adapt analytical frameworks and tools (page 61)</li> <li>• Identify problems and structure processes for resolving them (page 61)</li> <li>• Develop practical solutions based on evidence and analysis (page 62)</li> <li>• Provide rigorous peer review (page 62)</li> <li>• Champion a culture of challenge and review (page 62)</li> </ul>
<ul style="list-style-type: none"> <li>• Clear written communication (page 36)</li> <li>• Clear and appropriate oral communication (page 36)</li> <li>• Represent the Ministry on straightforward issues (page 37)</li> <li>• Present at internal and external forums (page 37)</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate complex issues and concepts clearly and succinctly (page 63)</li> <li>• Ensure communications meet the needs of target audiences (page 63)</li> <li>• Articulate Ministry interests and positions in a range of forums (page 63)</li> </ul>
<ul style="list-style-type: none"> <li>• Build and manage internal relationships (page 37)</li> <li>• Build and manage key external relationships (page 38)</li> <li>• Manage your manager (page 38)</li> <li>• Active listening (page 38)</li> </ul>	<ul style="list-style-type: none"> <li>• Value diverse perspectives and experience (page 64)</li> <li>• Identify, build and actively manage significant relationships (page 64)</li> <li>• Develop skills of persuasion and influence (page 65)</li> <li>• Manage upwards (page 65)</li> </ul>
<ul style="list-style-type: none"> <li>• Provide input to Ministry planning documents and link projects to Ministry outcomes (page 38)</li> <li>• Contribute to larger projects (page 38)</li> <li>• Manage small to medium contracts (page 39)</li> <li>• Identify project priorities, risks and opportunities (page 39)</li> <li>• Lead, plan, and report on projects (page 39)</li> </ul>	<ul style="list-style-type: none"> <li>• Champion effective use of project management disciplines to support robust policy development (page 65)</li> <li>• Oversee large projects (page 66)</li> <li>• Manage project priorities, risks and opportunities (page 66)</li> <li>• Incorporate implementation and evaluation considerations (page 66)</li> <li>• Manage large contracts (page 66)</li> </ul>
<ul style="list-style-type: none"> <li>• Understand the public service role and boundaries (page 39)</li> <li>• Understand public sector processes (page 40)</li> <li>• Understand partner agencies (page 40)</li> <li>• Understand needs of Ministers (page 40)</li> </ul>	<ul style="list-style-type: none"> <li>• Understand rationale and mechanisms for government intervention (page 67)</li> <li>• Develop in-depth understanding of the needs of Ministers (page 67)</li> <li>• Understand imperatives of partner agencies (page 67)</li> <li>• Understand public sector processes (page 68)</li> </ul>
<ul style="list-style-type: none"> <li>• Have sound knowledge of the Ministry's business (page 40)</li> <li>• Contribute to development of the Ministry's Strategic Direction (page 40)</li> <li>• Have a sound understanding of the Treaty of Waitangi and its relationship to the Ministry (page 40)</li> <li>• Understand that engagement with iwi/Māori is the responsibility of the Ministry (page 41)</li> <li>• Work to better the position of the Ministry and Ministers (page 41)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop thorough knowledge of the Ministry's business (page 68)</li> <li>• Understand the relevance of the Treaty of Waitangi partnership (page 69)</li> <li>• Foster strong working relationships across the Ministry (page 69)</li> <li>• Help shape strategic direction (page 69)</li> <li>• Translate strategy into action (page 69)</li> </ul>
<ul style="list-style-type: none"> <li>• Understand your role as a Policy Analyst (page 41)</li> <li>• Be willing and adaptable (page 41)</li> <li>• Seek opportunities to develop your skills and expertise (page 42)</li> <li>• Be a good team player (page 42)</li> </ul>	<ul style="list-style-type: none"> <li>• Coach and develop others (page 70)</li> <li>• Seek out growth opportunities (page 70)</li> <li>• Contribute to building an effective team (page 70)</li> </ul>

## Executive summary, continued

Accountability from job description	Type of skills and experience	Principal Policy Analyst Building blocks: experience, skills, knowledge
<b>Policy development</b>	Critical reasoning and analytical skills	<ul style="list-style-type: none"> <li>• Be a recognised expert in public policy analysis and a thought leader in the Ministry and wider government (page 85)</li> <li>• Demonstrate expertise at tackling ‘wicked’ policy problems (page 85)</li> <li>• Apply advanced analytical skills, sound reasoning and excellent judgement (page 85)</li> </ul>
	Policy tasks and skills	<ul style="list-style-type: none"> <li>• Lead or contribute to key policy projects as required (page 86)</li> <li>• Lead processes to co-create practical and effective policy solutions (page 86)</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• Consistently demonstrate excellent oral and written communication skills (page 87)</li> <li>• Represent the Ministry and present Ministry positions on complex policy issues in diverse forums (page 87)</li> <li>• Lead the development of communication strategies for sensitive and/or high profile policy issues (page 88)</li> <li>• Share experience, tell stories, make analogies, provide examples (page 88)</li> </ul>
	Relationship management	<ul style="list-style-type: none"> <li>• Be a ‘policy ambassador’ for the Ministry (page 88)</li> <li>• Strive to achieve shared understandings of policy issues and considerations and desired outcomes (page 89)</li> <li>• Work collaboratively across the Ministry, across government and externally (page 89)</li> <li>• Manage complex and multiple relationships to take full advantage of the perspectives and expertise of external stakeholders (page 90)</li> <li>• Strive to understand the perspectives and support the aspirations of iwi/Māori (page 90)</li> </ul>
	Planning / project management	<ul style="list-style-type: none"> <li>• Contribute to the ongoing improvement of the Ministry’s project management methodologies to support policy (page 90)</li> <li>• Understand the characteristics of successful project teams in a policy context and seek to emulate these in new projects (page 91)</li> </ul>
<b>Increasing the policy capability and professionalism of the Ministry</b>	Understanding government and the public service	<ul style="list-style-type: none"> <li>• Have a strong awareness of key drivers and actors in government policy development (page 91)</li> <li>• Understand levers of influence and interventions available to government (page 92)</li> <li>• Be an active leader and member of the policy profession across government (page 92)</li> </ul>
	Understanding of Ministry for the Environment and our role	<ul style="list-style-type: none"> <li>• Understand the environmental, economic, social and cultural context in which the Ministry operates (page 92)</li> </ul>
	Coaching	<ul style="list-style-type: none"> <li>• Be an expert on the overall policy development process and share this expertise (page 93)</li> <li>• Champion use of the Ministry’s COBRA Policy Guide (page 93)</li> <li>• Coach others to develop transferable policy skills and approaches (page 94)</li> <li>• Be an exemplar for policy excellence (page 94)</li> <li>• Consistently demonstrate and encourage Ministry policy staff to develop political acumen (page 95)</li> </ul>
	Other areas	<ul style="list-style-type: none"> <li>• Be a proactive member of the Ministry’s management team (page 95)</li> </ul>

## Progression in development of expertise

The following diagram illustrates the shift in the scope of policy expertise acquired as you develop in the craft of policy analysis.



## Sections of the guide

### Part A

Part A provides an introduction to the use of this guide for learning the craft of policy analysis and for those coaching the development of others in this area.

### Parts B–E

Parts B–E outline the experience, skills and knowledge to be developed and applied as an Entry Level Policy Analyst, Policy Analyst, Senior Policy Analyst, or Principal Policy Analyst within the Ministry for the Environment. These parts also provide examples of development opportunities at each of these levels.

### Part F

Part F contains a list of other resources to help you develop in the craft of policy analysis.



## A – Introduction

### Purpose of this guide

The purpose of this guide is to assist you to successfully develop in the craft of policy analysis. Development in the craft of policy analysis is not a linear process. Rather it is an iterative process of gathering information and understanding, developing judgement and wisdom, and building professional interpersonal skills. Your rate of development will depend on the effort you put into it and your chosen path of learning.

This guide helps you to plan and implement your development path by helping you understand:

- the role of the professional policy analyst
- where you are in terms of acquiring policy skills and expertise
- where you need to focus your development in the short, medium and longer term
- how to plan your development
- where to look for development opportunities.

This guide is not intended to outline a formula for promotion from Policy Analyst to Senior Policy Analyst and then to Principal Policy Analyst. Rather, it is focused on your development in the craft of policy analysis. You should be having regular conversations with your manager about your development progress and future opportunities for your career.

### Supporting Ministry documents

Other Ministry documents that should be considered in conjunction with this guide include:

- your job description and annual performance agreements – this guide should assist your conversations with your manager when setting your annual performance agreements and development plans
- the Ministry's Strategic Direction – adopting and fostering the core behaviours identified in the Strategic Direction (analyse, engage, learn, validate, collaborate) will directly enhance your development
- the COBRA Policy Guide – the COBRA Policy Guide will help you understand and deliver the essential components of a policy process
- the Ministry's Quality Assessment Criteria for Policy Advice – these criteria are a helpful means of measuring the advancement of the craft of policy analysis for yourself and in the Ministry as a whole.

### Your feedback is welcome

We intend to keep improving this document so if there are parts you do not understand, or parts you would like added to the document, then email your thoughts to [profpol@mfe.govt.nz](mailto:profpol@mfe.govt.nz).

## A – Introduction, continued

### What is policy analysis?

A government's policies are its instruments of governance. They are a government's authoritative response to a public issue or problem. They direct public resources in one direction or another to attain specific results, that is, to make a difference.

Scott and Baehler (2010, p. 22) describe policy analysis as:

*“dissecting an issue systematically with a view to understanding its component parts and designing an appropriate, effective response to the underlying problem”.*

And they describe policy advising as:

*“stitching the parts back together again to create a coherent picture of the situation so that sound policy options can be designed and recommendations developed”.*

In the Ministry, policy analysts undertake both the role of policy analysis and providing policy advice. They work to provide the government with frank, independent, and fearless advice on policy options and implications. Policy analysts work to add value to the work of the decision makers (that is, the government).

Scott and Baehler (2010, p. 191) identify a skilled policy analyst as someone who is able to:

*“...deliver policy analysis and advice that is accurate, timely, informed by the past, prescient of the future, easy to administer, politically palatable, co-ordinated across departments, embraced by communities, and overflowing with enduring benefits for stakeholders and the public” and “to do so as inexpensively as possible, on a moment's notice”.*

While this statement is made somewhat in jest, it is a fair representation of the pressures on an experienced policy analyst.

Not only do good policy analysts need to be skilled at applying rigorous methods of problem identification, developing and analysing policy options, and preparing clear advice (see the COBRA Policy Guide) – they also need to be experts at relationship building, negotiating, and influencing; and aligning governance, strategy, policy, management and service delivery, to name but a few. Accordingly academic, topic or technical expertise alone is not enough. The development of the broader skills often involves observation and questioning, application, reflection, adjusting and trying again.

Regardless of where you are on the spectrum of experience in policy analysis (ie, Entry Level to Principal Policy Analyst), there will always be new skills to develop or areas for enhancing existing skills.

## Breadth of policy analysis within the Ministry

There are three related but distinct types of policy analysis undertaken in the Ministry. These are summarised as follows.

### Strategic policy

Shapes government's role in addressing an issue of concern; sets overall strategic direction for action or inaction; and while working closely to the agenda of the government of the day is at the same time the eyes and ears of government spotting potential problems, opportunities and emerging issues beyond the current Statement of Intent period.

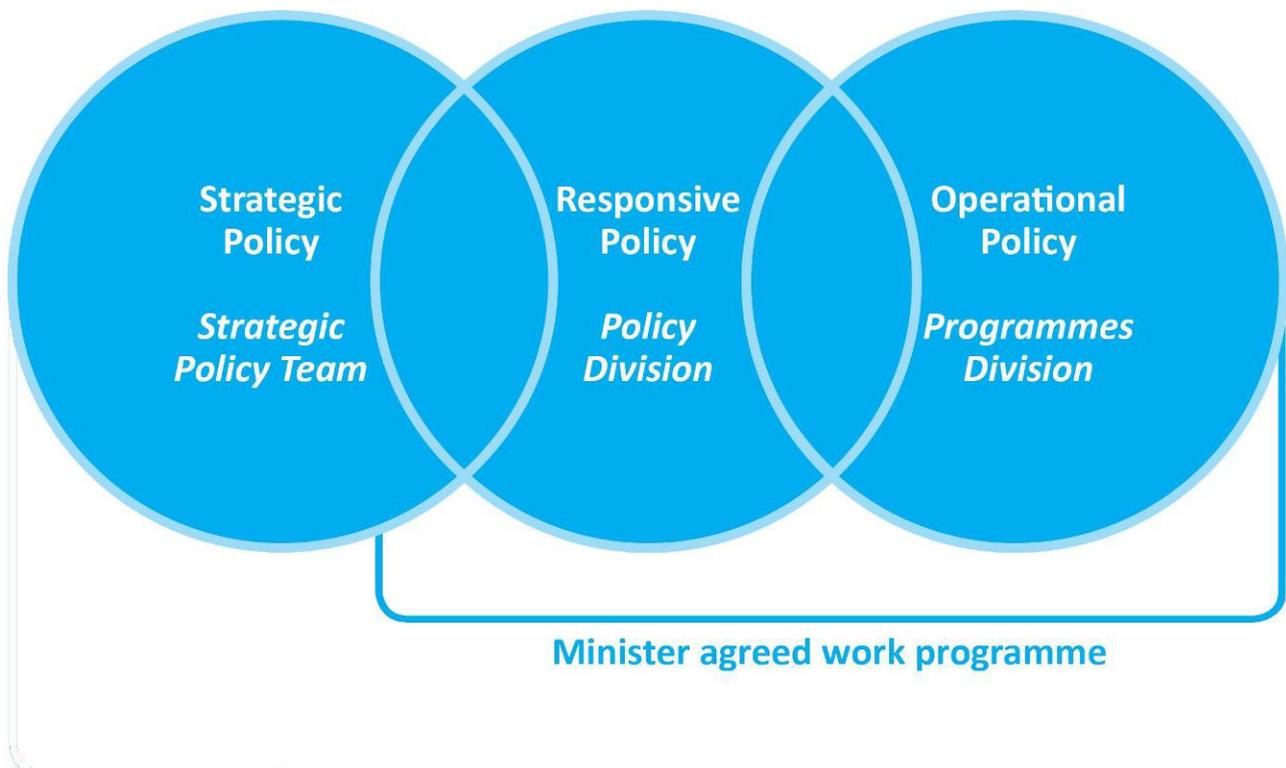
### Responsive policy

Focuses on the details of policy design and implementation, realising government's predetermined priorities; and work programme agreed by the government of the day.

### Operational policy

Putting policies into practice; sharing information about what is and is not working so that policies can be adjusted and redesigned in response to experience and changing conditions.

The following diagram illustrates where within the Ministry these various forms of policy analysis are undertaken.



## A – Introduction, continued

### Core competencies

Underpinning this document is a set of core competencies that all policy analysts in the Ministry are expected to have and be building upon. These are set out in each job description and summarised below.

#### Priority setting

You need to:

- spend time and the time of others on what's important
- quickly zero in on the critical few and put the trivial many aside
- quickly sense what will help or hinder accomplishing a goal
- eliminate or manage roadblocks
- create focus.

#### Drive for results

You need to:

- be able to be counted on to exceed goals successfully
- be constantly and consistently one of the top performers
- be very bottom-line oriented
- steadfastly push yourself and others for results.

#### Problem solving

You need to:

- use rigorous logic and methods to solve difficult problems with effective solutions
- probe all fruitful sources for answers
- see hidden problems
- be excellent at honest analysis
- look beyond the obvious and not stop at the first answers.

#### Customer focus

You need to:

- be clear on who the customer is and what your and the Ministry's accountabilities are
- be dedicated to meeting the expectations and requirements of internal and external customers
- vet first hand customer information and use it for improvements in products and services
- act with customers in mind
- establish and maintain effective relationships with customers and gain their trust and respect.

#### Integrity and trust

You need to:

- be widely trusted
- be seen as a direct, truthful individual
- be able to present the unvarnished truth in an appropriate and helpful manner
- keep confidences
- admit mistakes
- not misrepresent yourself for personal gain.

## B – Entry Level Policy Analyst

### Overview

Graduates usually enter the Ministry as an Entry Level Policy Analyst. Some people with work experience, but not as Policy Analysts, will also enter the Ministry as an Entry Level Policy Analyst.

Entry Level Policy Analysts usually begin their policy careers with more routine, lower risk or lower sensitivity policy tasks. They may undertake supporting tasks and research as part of a broader work programme. Entry Level Policy Analysts will prioritise, gather and analyse qualitative and quantitative information to help advise Ministers on policy options and assess their impact once implemented.

As they progress, Entry Level Policy Analysts will pick up small independent tasks.

Key areas an Entry Level Policy Analyst needs to develop experience and ability in include:

- understanding a range of analytical frameworks
- a working knowledge of economics and its implication for environmental policy
- drawing on a range of inputs including evidence from a range of sources
- understanding government, the role of the public servant, and the role of the Ministry
- communicating effectively including the ability to communicate clearly and succinctly in a variety of communication settings and styles, both through writing and verbally
- engaging and collaborating with others to deliver results
- taking responsibility for personal development and learning on the job.

The following table provides an overview of the experience and skills you will need, or need to be developing, as an Entry Level Policy Analyst.

You may not start out with equal levels of strength in all areas. However, as you progress in your role, you are expected to develop progressively greater breadths of knowledge and experiences and have applied these in a range of circumstances and policy areas.

## B – Entry Level Policy Analyst, continued

### Overview of Entry Level Policy Analyst experience and skills

Accountability from job description	Type of skills and experience	Entry Level Policy Analyst Building blocks: experience, skills, knowledge
<b>Policy development</b>	Critical reasoning and analytical skills	<ul style="list-style-type: none"> <li>• Hold a university degree and have graduate research capabilities (page 17)</li> <li>• Intellectual horsepower (page 17)</li> <li>• Undertake background research (page 17)</li> <li>• Have a working knowledge of economics (page 17)</li> <li>• Interpret and apply numerical and statistical information (page 17)</li> <li>• Consider impacts on iwi/Māori and the Treaty of Waitangi (page 17)</li> </ul>
	Policy tasks and skills	<ul style="list-style-type: none"> <li>• Contribute material and text to the work of others (page 17)</li> <li>• Prepare draft Ministerials and reports (page 18)</li> <li>• Understand analytical frameworks (page 18)</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• Write clear and well-reasoned documents (page 18)</li> <li>• Clear oral communication (page 18)</li> </ul>
	Relationship management	<ul style="list-style-type: none"> <li>• Respect for others (page 18)</li> <li>• Carry yourself appropriately (page 18)</li> <li>• Recognise important relationships (page 19)</li> </ul>
	Planning / project management	<ul style="list-style-type: none"> <li>• Understand role and expectations of team members (page 19)</li> <li>• Actively engage as a member of project teams (page 19)</li> <li>• Manage own time to deliver on expectations (page 19)</li> <li>• Understand financial responsibility (page 20)</li> </ul>
<b>Increasing the policy capability and professionalism of the Ministry</b>	Understanding of government and the public service	<ul style="list-style-type: none"> <li>• Understand the basic construct of New Zealand’s government (page 20)</li> <li>• Understand the role of the public servant (page 20)</li> <li>• Understand the relevance of the Treaty of Waitangi to the work of the Ministry (page 20)</li> <li>• Understand and abide by the Standards of Integrity and Conduct for the State Services (page 20)</li> </ul>
	Understanding of Ministry for the Environment and our role	<ul style="list-style-type: none"> <li>• Have some knowledge of the Ministry’s business (page 20)</li> <li>• Understand the relationship between the Ministry and the Ministers (page 21)</li> </ul>
	Other areas	<ul style="list-style-type: none"> <li>• Understand your role as a Policy Analyst (page 21)</li> <li>• Take responsibility for your own development and learning on the job (page 21)</li> <li>• Undertake knowledge management (page 21)</li> <li>• Be a team player (page 22)</li> </ul>

## Critical reasoning and analytical skills

### Hold a university degree and have graduate research capabilities

In all but exceptional circumstances, the Ministry selects policy analysts with a university degree (preferably in a relevant area, or one exhibiting relevant skills) and with at least a graduate-level capability to scope, undertake and report on research. This includes understanding research methodology and knowing how to complete a quality literature review.

### Intellectual horsepower

You need to be bright and intelligent, and be able to deal comfortably with concepts and complexity. Others would describe you as intellectually sharp, capable and agile.

### Undertake background research

You will undertake background research to source information for Ministerials and reports. You will need to be familiar with the tools of government research (for example, *Brookers* and *Hansard*) and how to use them appropriately in your work. You will also need to be able to quickly find and refer to relevant legislation, regulations and Cabinet minutes.

### Have a working knowledge of economics and its implications for environmental policy issues

Policy problems are usually formulated in terms of economics. This is especially true at the Ministry because we aspire to be thought of as leaders in the area of environment and the economy. Policy analysts are expected to gain a working knowledge of economics which means being able to frame policy problems and potential solutions in economic terms.

### Interpret and apply numerical and statistical information

You need to be able to interpret and accurately apply data in your analysis. This includes a basic understanding of statistics concepts (for example, margins of error and confidence intervals), interpreting graphs and tables, and preparing graphs.

### Consider impacts on iwi/Māori and the Treaty of Waitangi

Policy staff are expected to be able to analyse whether a particular policy issue has potential implications for iwi/Māori.

## Policy tasks and skills

### Contribute material and text to the work of others

You will contribute data, text and analysis to support the work of others. This may involve background analysis to support advice to managers or Ministers, status items, talking points, web content, and responding to public/media queries.

## B – Entry Level Policy Analyst, continued

### Prepare draft Ministerials and reports

You will draft under direction and with close supervision:

- documents
- Ministerials
- responses to Official Information Act requests
- key messages, web content and fact sheets for external audiences
- memos or meeting papers for internal audiences.

Documents need to be in the appropriate Ministry template, be consistent with the Ministry's style guide, and be produced on time.

### Understand analytical frameworks

You need to develop an understanding of and ability to use a range of analytical frameworks and evidence sources. At this level, you should have an awareness of what policy is and the Ministry's policy cycle (see the COBRA Policy Guide).

You should also have a basic understanding of the application of economic frameworks to policy analysis – for example, understanding market failures and the role of government.

## Communication

### Write clear and well-reasoned documents

You need to write clearly and communicate the intended message. You need to tell the story, through setting out the evidence, reasoning and conclusions or recommendations.

At this level you will focus on developing your accuracy and eye for detail. You need to have well-developed grammar and proof-reading skills. You also need to develop an awareness of the Ministry's quality standards.

### Clear oral communication

You need to recognise the appropriate tone and behaviour to use with different audiences. At this level, the focus is on constructive participation (such as asking questions) in team meetings and policy discussions.

## Relationship management

### Respect for others

You need to treat your workmates, managers, colleagues in other agencies, and the Ministry's stakeholders with respect at all times.

### Carry yourself appropriately

You need to carry yourself appropriately when engaging with internal and external stakeholders.

You should remember that you are representing the Ministry and the New Zealand government in all your dealings with iwi/Māori, stakeholders and the public, whether it is face-to-face, over the telephone, or by email.

### Recognise important relationships

Key relationships for the Ministry include our Minister(s) and other government ministers, Cabinet and parliamentary committees, government departments and agencies, local authorities, iwi/Māori, international agencies, partner countries, researchers, universities, private organisations (including businesses) and community groups.

You need to:

- recognise which relationships are important to develop to successfully deliver policy work and how to manage them appropriately. This includes recognising when obtaining input from iwi/Māori and stakeholders is required and at what level engagement should occur
- have a basic understanding of the Treaty of Waitangi and the relationship between the Crown and Māori
- recognise when discussions or contact with iwi/Māori and stakeholders should be managed by more senior staff and understand that engagement with iwi/Māori is the responsibility of the Ministry as a whole.

## Planning / project management

### Understand role and expectations of team members

You need to have a basic awareness of the Ministry's project management methodology (<http://intranet/node/15376>). You need to understand your role and that of other team members on projects.

### Actively engage as a member of project teams

You need to engage and collaborate in teams working on policy projects with close supervision and in a clearly defined role and with clear outputs. These project teams may work across directorate or division boundaries.

You need to seek and act on instructions and directions from senior colleagues, project managers and managers. You will be expected to:

- assist with project planning and reporting
- develop project plans for small-scale tasks or projects
- undertake simple project management tasks (like organising meeting times and venues) by yourself.

### Manage own time to deliver on expectations

At entry level, you are only expected to manage your own time and work, not that of others.

In managing your own time and workload, you should:

- plan ahead so you deliver on expectations and assigned tasks
- seek clarification when expectations, deliverables, or timelines are not clear to you
- identify well in advance if you will have difficulty meeting expectations because of competing priorities, and work with the manager or lead analyst to develop strategies to manage the work.

## B – Entry Level Policy Analyst, continued

### Understanding of government and the public service

#### **Understand financial responsibility**

All employees at the Ministry are expected to have a responsible attitude to expenditure of taxpayer funds, avoid waste, and be mindful of the Ministry's financial position. This includes understanding and complying with the Ministry's finance policies.

You may be asked to research costs and assist with budgeting calculations for projects you are contributing to.

#### **Understand the basic construct of New Zealand's government**

You should have a basic understanding of the various branches of New Zealand's government and their different roles.

#### **Understand the role of the public servant**

You should begin to develop an understanding of the appropriate role of the public servant in New Zealand, such as the difference between advocacy and advice. In addition, you should develop an understanding of the appropriate way to approach a range of daily tasks and activities of analysts.

#### **Understand the relevance of the Treaty of Waitangi to the work of the Ministry**

An Entry Level Policy Analyst should begin to gain an understanding of the Treaty principles. In time you will develop an understanding of how these Treaty principles could be applied to particular policy issues.

#### **Understand and abide by the Standards of Integrity and Conduct for the State Services**

The *Standards of Integrity and Conduct* set out the expected principles and values that guide the behaviour of State servants. The standards require that all State servants act in a fair, impartial, responsible and trustworthy manner. The State Services Commission's website elaborates on these requirements, see <http://www.ssc.govt.nz/display/document.asp?DocID=7063>.

It also protects staff by setting out clear expectations, so everyone knows their obligations and what is required of them.

All Ministry staff are expected to have read and understood the *Standards of Integrity and Conduct* and abide by it as well as other Ministry policies, particularly those related to conflict of interest.

### Understanding of Ministry for the Environment and our role

#### **Have some knowledge of the Ministry's business**

All Ministry policy analysts need an understanding of the Ministry's role, strategic direction, current issues, structure and resources.

You should:

- have a broad knowledge of the divisions and directorates within the Ministry and what they do
- understand what other teams within the Ministry have interests in and the links between your work and the work they are doing
- be able to articulate the Ministry's high-level strategic direction and objectives
- develop an understanding of team and Ministry reporting requirements, accountability and planning processes and contribute when requested
- be following key environmental and political issues in the media and thinking about what the implications might be for your work or the work of the Ministry
- have a basic understanding of the Ministry's role in international environmental governance.

### **Understand the relationship between the Ministry and Ministers**

You should:

- begin to develop an understanding of the difference between the role of Ministers and government departments in New Zealand, and the relationships between them
- begin to develop an understanding of the current Ministers' priorities and preferences, particularly of those that relate to the work you do (such as drafting Ministerials).

## **Other areas**

### **Understand your role as a Policy Analyst**

You need to identify as a policy practitioner, first and foremost, and seek exposure to a wide range of policy issues, applying transferable, core skills.

You should demonstrate an enthusiasm and willingness to work across team boundaries and issues.

### **Take responsibility for your own development and learning on the job**

You should seek opportunities to acquire new skills and proactively discuss and address your development needs with managers and project leaders. In conjunction with your manager, you will draft and implement a development plan.

### **Undertake knowledge management**

You need to:

- actively model the retention, use and sharing of knowledge within the Ministry
- ensure all work is captured so it can easily and quickly be found by anyone
- demonstrate good use of the Ministry's knowledge management systems (both electronic and paper-based files).

## ***B – Entry Level Policy Analyst, continued***

### **Be a team player**

You need to cooperate with your peers and be seen as a team player. This includes gaining trust and support of peers, and encouraging collaboration.

You are expected to solve problems with peers with a minimum of noise, and work together with others to support the achievement of team objectives.

## Development options

The following offers ideas to assist you to plan and implement your development path. It is not an exhaustive list, but can be used as a starting point and prompter for other ideas. You should regularly be having conversations with your manager about your development plan and progress – this may lead to development options that have not been listed here. You should also refer to the references at the back of this guide for key sources of relevant learning.

### Critical reasoning and analytical skills

#### Intellectual horsepower

- Ask questions of your team members or manager about what you read.
- Try to think outside your belief boundaries; read widely and beyond the specialist field you studied at university; attend seminars at the Institute of Policy Studies, Motu, or other departments on topics that will extend your thinking.
- Learn to separate your opinions from facts you know; read Edward de Bono's *Six Thinking Hats* to learn about this technique.
- Try to picture problems and challenges in the form of pictures or flows; use these diagrams to communicate the elements of a problem to others.
- Mind mapping is a technique that teaches you how to organise concepts; get a book on mind mapping or talk to the Ministry's Human Resources Team about training on mind mapping.
- Take some free online practice tests in verbal or inductive reasoning (available at [www.shl.com/TryATest/default.aspx](http://www.shl.com/TryATest/default.aspx)).

#### Undertake background research

- Ask your team members to show you how to access legislation, regulations, Parliamentary questions and debates, and select committee reports online.
- Talk to the Executive Relations Team about how you access Cabinet papers and minutes.
- Familiarise yourself with the relevant legislation, regulations and/or Cabinet decisions relating to your work.
- Review your work from the perspective of what other questions you would ask yourself or might arise.
- Review others' research work that is considered to be of high quality to get clues on how to approach research tasks.
- Discuss requirements and your performance with your manager and with the more senior staff you are supporting.

## Critical reasoning and analytical skills

### Knowledge of economics

- Talk with others around the concepts.
- Set up a reading group and use the COBRA Policy Guide to help discuss key concepts.
- Read the Natural Resources Sector Network's Economy and Environment Principles and ask others in your team about their application in your work area.
- Add yourself to the Ministry's Economics Interest Group email list (by emailing the service desk).

### Interpret and apply numerical and statistical information

- Review the map/graph of the week or Environmental Report Cards published by the Information Directorate and test your understanding of the key messages with other staff.
- Consider training on using Microsoft Excel.
- Consider obtaining some basic training in statistics if data manipulation or interpretation is a significant aspect of your role (<https://psi.govt.nz/home/default.aspx> sometimes offers seminars or courses on this topic).
- Take some free online practice tests in numerical reasoning (available at [www.shl.com/TryATest/default.aspx](http://www.shl.com/TryATest/default.aspx)).

## Policy tasks and skills

### Contribute material and text to the work of others

- Look for opportunities to assist your team on policy issues or tasks that you are unfamiliar with.
- Seek peer review and/or coaching from more experienced analysts or your manager.

### Prepare draft Ministerials and reports

- Familiarise yourself with the guidance and processes on the intranet for the type of document you are developing.
- Look for opportunities to assist your team on policy issues or tasks that you are unfamiliar with.
- Seek peer review and/or coaching from more experienced analysts or your manager.
- Review previous responses to get a feeling of tone, language and appropriate format for the audience.

### Understand analytical frameworks

- Read the Ministry's COBRA Policy Guide and test your understanding through discussion with your team members and manager.
- Read *The Australian policy handbook* (Althaus, Bridgman & Davis 2007); *A practical guide for policy analysis: the eightfold path to more effective problem solving* (Bardach 2009), and *Adding Value to Policy Analysis and Advice* (Scott and Baehler 2010).
- Seek peer review and/or coaching from more experienced analysts or your manager.

## Communication

### Write clear and well-reasoned documents

- Seek coaching from your manager and Senior Policy Analysts.
- Seek peer review of your work, and ask your peer reviewer to provide specific feedback on your use of evidence, reasoning, and appropriateness of approach for the audience.
- Offer to proof read other analysts' work.
- Use the Ministry's Quality Assessment Criteria for Policy Advice to self-assess your own writing or that of others when proof reading.
- Practise your writing by drafting one page internal briefs on key media issues and outline key facts and possible implications for the Ministry's work.
- Attend internal training sessions or seminars on policy writing.
- Attend the Plain English two-day course.
- Ask your manager or Senior Analyst whether you can help them by preparing a summary, report or paper.

### Clear oral communication

- Seek feedback and/or coaching on your communication style from more experienced analysts or your manager.
- Set up an informal debate/discussion on a topical issue (with team mates or other colleagues) to practise how you articulate and respond to issues raised.

## Relationship management

### Respect for others

- Seek feedback and/or coaching on how you work with others from more experienced analysts or your manager.

### Carry yourself appropriately

- Seek peer review of your email communications before you send them, and ask your peer reviewer to provide specific feedback on the appropriateness of your approach for the audience.
- Seek feedback and/or coaching on your conduct at meetings from more experienced analysts or your manager.
- Shadow a more senior staff member at meetings and observe how they conduct themselves.
- Seek guidance from Kāhui Taiao about engaging with iwi/Māori.
- Think about your audience. Ask members of your team or surrounding teams about your audiences' needs and preferences.

## Relationship management

### Recognise important relationships

- Find out from your team members and manager who the key stakeholders on your team's policy projects are, and how they are managed.
- Offer to take the action points at meetings and seek feedback on whether you are picking up the key actions.
- Seek feedback and/or coaching on your communication style with stakeholders from more experienced analysts or your manager.
- Contact Kāhui Taiao to ask if there are important iwi/Māori relationships that you should be aware of.
- Familiarise yourself with and apply the tools in the Ministry's Stakeholder Engagement Toolkit on the intranet (<http://intranet/node/17451>).
- Offer to update your team's list of key stakeholder contacts.

## Planning / project management

### Understand role and expectations of team members

- Familiarise yourself with the Ministry's [project management methodology](#) by reading the information on the intranet and asking questions of your team members.
- Participate in project team meetings and discuss expectations with your manager and Senior Policy Analysts you are working with.

### Actively engage as a member of project teams

- On-the-job discussions with your manager, project manager, team members and peers about work planning strategies.
- Take the action points at project team meetings and seek feedback from more senior staff on whether you are picking up the key points.
- Offer to draft the agendas for project meetings.
- Seek feedback and coaching from other team members or your manager.

### Manage own time to deliver on expectations

- On-the-job discussions with your manager, team members and peers about work management strategies.
- Undertake PEP (Personal Efficiency Programme) training.
- Use your Outlook calendar to set tasks and block out time for completing them.

### Understand financial responsibility

- Familiarise yourself with the Ministry's finance policies (for example, sensitive expenditure, procurement) on the intranet and information provided on the Office of the Auditor-General's website ([www.oag.govt.nz/2007/sensitive-expenditure](http://www.oag.govt.nz/2007/sensitive-expenditure)).
- On-the-job discussions with your manager, project manager, team members, and peers about budgets and tracking of spending on projects.

## Understanding of government and the public service

### Understand the basic construct of New Zealand's government

- Familiarise yourself with the resources on the New Zealand Parliament website, particularly the section on how Parliament works ([www.parliament.nz/en-nz/Default.htm](http://www.parliament.nz/en-nz/Default.htm)).
- Take one of the free, daily, one-hour guided tours of Parliament or watch Parliament TV to learn about New Zealand's parliamentary processes.
- Read *Public Policy in New Zealand* (Shaw & Eichbaum 2008) or *New Zealand Government and Politics* (Miller 2010).
- See 'Other Books' in Resources Section.
- The Machinery of Government course (corporate training programme) is best undertaken after six months in the job.

### Understand the role of the public servant

- On-the-job coaching from managers and Senior Policy Analysts.
- Read SSC's fact sheet on political neutrality ([www.ssc.govt.nz/political-neutrality-guidance](http://www.ssc.govt.nz/political-neutrality-guidance)).
- See Other Books in Resources Section.
- The Machinery of Government course (corporate training programme) is best undertaken after six months in the job.

### Understand the relevance of the Treaty of Waitangi to the work of the Ministry

- Talk to members of Kāhui Taiao and the Treaty Negotiations Team to find out about their roles and how you should work with them at the Ministry.
- Read the Ministry's Tuhono Strategy.
- Familiarise yourself with the Ministry's Te Ao Māori (our partnership with Māori) policy on the intranet (<http://intranet/node/12634>).
- Familiarise yourself with the Treaty of Waitangi principles ([http://www.waitangi-tribunal.govt.nz/doclibrary/public/Appendix\(99\).pdf](http://www.waitangi-tribunal.govt.nz/doclibrary/public/Appendix(99).pdf)).
- Read about the Treaty of Waitangi on the Waitangi Tribunal's website ([www.waitangi-tribunal.govt.nz/treaty/](http://www.waitangi-tribunal.govt.nz/treaty/)).
- Undertake corporate training / induction opportunities.

## Understanding of government and the public service

### Understand and abide by the Standards of Integrity and Conduct

- Read and familiarise yourself with the Ministry's code of conduct policy (<http://intranet/node/12613>) and conflict of interest policy (<http://intranet/node/13976>).
- Discuss what the Standards of Integrity and Conduct mean for how you undertake your work and conduct yourself with your manager or the Ministry's Human Resources Team.
- Familiarise yourself with the material on 'Our responsibilities' on the intranet (<http://intranet/about/working-at/our-responsibilities/index.html>).
- Read SSC's guidance material on the Standards of Integrity and Conduct ([www.ssc.govt.nz/code](http://www.ssc.govt.nz/code)).
- Review the guidance on managing conflict of interest on the Office of the Auditor-General's website ([www.oag.govt.nz/2007/conflicts-public-entities](http://www.oag.govt.nz/2007/conflicts-public-entities)).

## Understanding of Ministry for the Environment and our role

### Have some knowledge of the Ministry's business

- Familiarise yourself with the Ministry's Strategic Direction and Statement of Intent.
- Discuss with your manager where your team's work fits within the Ministry's overall strategic direction, outcomes and work programme.
- Engage and build relationships with people in other teams.
- Regularly scan the newspapers and media clippings (found on the Ministry's intranet) for current environmental policy issues and discuss with other analysts or your manager what the implications might be for your work or the work of the Ministry.
- Add yourself to the Media Interest Group email list (by emailing service desk).
- Work with your team to develop a line of sight between your projects, your team's work programme and the Ministers' priorities.
- Attend staff meetings to familiarise yourself with the work and hot issues of the different divisions.

## Understanding of Ministry for the Environment and our role

### Understand the relationship between the Ministry and Ministers

- Attend staff meetings to get a regular download on the Ministers' priorities.
- Discuss with your manager where your team's work fits within the Ministers' priorities.
- Review the Beehive website ([www.beehive.govt.nz/](http://www.beehive.govt.nz/)) for the latest media releases and speeches from the government.
- Regularly read the Ministers' media releases and speeches posted on the Beehive website ([www.beehive.govt.nz/](http://www.beehive.govt.nz/)) to get an understanding of what issues are top of mind and how the Ministers approach them.
- Find out which portfolios are held by different Ministers on the Cabinet Office website ([www.dpmc.govt.nz/cabinet/ministers/ministerial-list.html](http://www.dpmc.govt.nz/cabinet/ministers/ministerial-list.html)).

## Other areas

### Understand your role as a Policy Analyst

- Discuss with your manager what the expectations are of you as an Entry Level Policy Analyst.
- Familiarise yourself with the COBRA Policy Guide.
- Familiarise yourself with Ministry's Quality Assessment Criteria for Policy Advice.
- Attend internal or external seminars on policy issues
- Read *Adding Value to Policy Analysis and Advice* (Scott & Baehler 2010).
- On-the-job coaching from Senior Policy Analysts or your manager.

### Take responsibility for your own development and learning on-the-job

- Seek constructive feedback on your performance from others.
- Identify the skills, competencies and experience you would like to focus on developing and discuss these with your manager.
- Talk to other staff within and outside the Ministry about their career development paths.
- Think about your strengths and weaknesses and review them against the expectations in this guide.
- Establish an action learning group with your peers to discuss and share your learnings.

### Undertake knowledge management

- Familiarise yourself with the Ministry's policies and processes on records management (<http://intranet/how-to-guides/records-and-filing>).
- Seek one-on-one coaching from the Records Management Team on how to make use of the Ministry's knowledge management systems.

## Other areas

### Be a team player

- Seek feedback and coaching from your manager about how you interact with peers and your contribution to the team.
- Find out from your peers how they like to work with others, and their preferences or working style. It may be helpful for your team to complete a Myers-Briggs or TMI behavioural/personality style assessment. Look at your profile using one of these tests and what it tells you about your working style and how you interact with others.

## Stepping up to Policy Analyst

While the Ministry at present (June 2011) does not formally distinguish an Entry Level Policy Analyst from a Policy Analyst in job titles or job descriptions, this chapter was prepared for those people who have entered a policy analyst role in the Ministry without any prior experience in the central government policy arena.

If you are new to the central government policy arena you need to quickly build a basic understanding of how government works and your role as a public servant. You also need to gain experience in applying analytical frameworks, economic theory, sourcing and use of evidence, collaboration with others, and communicating effectively.

Through conversations with your manager you will be able to gauge your development and when appropriate move to considering the role and development options outlined in the Policy Analyst chapter.

## C – Policy Analyst

### Overview

Policy Analysts handle medium-complexity policy tasks with limited risk and sensitivity. Usually the problem definition will be clear and the scope of the work will be well defined. The work may be stand-alone or part of a larger or more complex policy issue.

Policy Analysts have a basic understanding of the policy development process. They can apply a range of commonly used techniques and models appropriately.

Policy Analysts understand the machinery of government and the legislative process. They may lead small projects or participate in complex projects, and help provide briefings and related services to Ministers, Cabinet and Parliamentary committees.

They will be developing greater breadth, scope and depth in their work.

They have well-developed networks across their agency and should be developing networks with other agencies and external stakeholders on a range of policy issues.

As they gain further experience in public sector policy work, Policy Analysts will:

- be involved in policy development projects
- work with people from different professional disciplines
- work with, understand, and help to influence a range of stakeholders
- brief Ministers
- understand the machinery of government
- demonstrate knowledge of government administrative processes and structures.

The following table summarises the experience and skills you will need, or need to be developing, as a Policy Analyst. These will be mastered by applying the skills and competencies to multiple policy issues and within different contexts.

These skills and competencies are in addition to those required of an Entry Level Policy Analyst.

You may not start out with equal levels of strength in all areas. However, as you progress in your role, you are expected to develop progressively greater breadth of knowledge and experience and have applied these in a range of circumstances and policy areas.

## C – Policy Analyst, continued

### Overview of Policy Analyst experience and skills

These skills and competencies are in addition to those expected of an Entry Level Policy Analyst.

Accountability from job description	Type of skills and experience	Policy Analyst Building blocks: experience, skills, knowledge
<b>Policy development</b>	Critical reasoning and analytical skills	<ul style="list-style-type: none"> <li>• See linkages to bigger picture issues (page 33)</li> <li>• Understand concepts from multiple domains (page 33)</li> <li>• Draw on the expertise of others (page 33)</li> <li>• Apply intellectual integrity (page 33)</li> <li>• Deal with ambiguity (page 34)</li> </ul>
	Policy tasks and skills	<ul style="list-style-type: none"> <li>• Apply standard policy frameworks (page 34)</li> <li>• Prepare high-quality Ministerial documents (page 35)</li> <li>• Construct evidence-based problem definitions and policy solutions (page 35)</li> <li>• Identify and solve policy problems in unfamiliar areas (page 35)</li> <li>• Attend meetings with the Ministers or select committees in a supporting role (page 35)</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• Clear written communication (page 36)</li> <li>• Clear and appropriate oral communication (page 36)</li> <li>• Peer review written material of others (page 37)</li> <li>• Represent the Ministry on straightforward issues (page 37)</li> <li>• Present at internal and external forums (page 37)</li> </ul>
	Relationship management	<ul style="list-style-type: none"> <li>• Build and manage internal relationships (page 37)</li> <li>• Build and manage key external relationships (page 38)</li> <li>• Manage your manager (page 38)</li> <li>• Active listening (page 38)</li> </ul>
	Planning / project management	<ul style="list-style-type: none"> <li>• Provide input to Ministry planning documents and link projects to Ministry outcomes (page 38)</li> <li>• Contribute to larger projects (page 38)</li> <li>• Manage small to medium contracts (page 39)</li> <li>• Identify project priorities, risks and opportunities (page 39)</li> <li>• Lead, plan and report on projects (page 39)</li> </ul>
<b>Increasing the policy capability and professionalism of the Ministry</b>	Understanding of government and the public service	<ul style="list-style-type: none"> <li>• Understand the public service role and boundaries (page 39)</li> <li>• Understand public sector processes (page 40)</li> <li>• Understand partner agencies (page 40)</li> <li>• Understand needs of Ministers (page 40)</li> </ul>
	Understanding of Ministry for the Environment and our role	<ul style="list-style-type: none"> <li>• Have sound knowledge of the Ministry's business (page 40)</li> <li>• Contribute to development of the Ministry's Strategic Direction (page 40)</li> <li>• Have a sound understanding of the Treaty of Waitangi and its relationship to the Ministry (page 40)</li> <li>• Understand that engagement with iwi/Māori is the responsibility of the Ministry (page 41)</li> <li>• Work to better the position of the Ministry and Ministers (page 41)</li> </ul>
	Other areas	<ul style="list-style-type: none"> <li>• Understand your role as a Policy Analyst (page 41)</li> <li>• Be willing and adaptable (page 41)</li> <li>• Seek opportunities to develop your skills and expertise (page 42)</li> <li>• Be a good team player (page 42)</li> </ul>

## Critical reasoning and analytical skills

### See linkages to bigger picture issues

You will be developing your ability to rise above the detail of the specific policy issue at hand and identify linkages to bigger picture issues.

You need to be able to keep the overall context of a policy issue in mind and not lose sight of the original problem.

### Understand concepts from multiple domains

You will deal with analysis of issues that involve many factors, conceptual issues, and pulling together diverse ideas.

Although you may have trained in a single area of expertise, you will be expected to develop into a policy generalist – that is, be able to use multiple lenses to view policy problems and opportunities and to apply your policy skills to any policy topic.

You need to:

- understand a range of economic, social, cultural and environmental concepts. Work should show that the appropriate range of concepts for the policy area has been identified. You may require some assistance from a Senior/Principal Policy Analyst or manager to apply those concepts
- work across multiple policy projects to increase your breadth and depth of policy knowledge, skills and experience
- consider the potential impacts of your policy issue on the interests of iwi/Māori and the Treaty of Waitangi, and consider the impacts of settlement obligations on your policy processes.

### Draw on the expertise of others

You need to seek input from appropriate experts and test the intellectual robustness of your reasoning with more senior colleagues. This includes debriefing and reviewing analysis with others to consciously identify lessons learnt.

You need to:

- recognise the intellectual resources held by people/agencies/groups from outside your area of responsibility and leverage off their thinking
- recognise when you need to seek support or advice.

### Apply intellectual integrity

You need to make good decisions based on a mixture of analysis, wisdom, experience and judgment. You will contribute to and shape a culture and environment where all staff are encouraged to question existing frameworks and paradigms and have constructive debate with colleagues. Conclusions, statements and advice should be validated by evidence and analysis.

## C – Policy Analyst, continued

You need to:

- actively engage in debate and ask questions of others to encourage wider and deeper thinking of the issues under discussion
- be prepared to subject your own work and thinking to the scrutiny of colleagues and to give consideration to any well-supported counter-arguments and constructive criticisms
- look for opportunities to collaborate with others, actively share your knowledge and understanding
- be developing judgement – know when to act, and who and when to ask
- see hidden problems and ask penetrating questions
- be excellent at honest analysis
- focus on problem definition before looking at solutions
- apply critical reasoning and questioning skills to look beyond the obvious and identify where further investigation and evidence gathering is required.

As you become more experienced, you will be sought out by others for advice and solutions.

### **Deal with ambiguity**

Most policy issues are not black and white, so you need to be able to deal with working in the grey.

You need to:

- be developing the ability to work on ‘fuzzy’ problems with no clear solution or outcome
- work with imperfect information
- be efficient and productive under ambiguity
- effectively cope with change
- handle risk and uncertainty.

## Policy tasks and skills

### **Apply standard policy frameworks**

You need to interrogate a policy problem in a logical and structured manner. You need to develop experience in using a range of analytical techniques, methods and frameworks.

You should already have a basic understanding of the application of economic frameworks to policy analysis so the focus at this level is on broadening the range of analytical frameworks you can apply to policy problems. This could include environmental economics frameworks, social justice policy frameworks, and the application of regulatory impact analysis to policy problems.

You need to be well-versed and able to apply the Natural Resources Sector Network’s analytical framework: ‘Economy and Environment Principles for Policy Development’ (<http://intranet/about/work-programme/natural-resources-sector>).

### **Prepare high-quality Ministerial documents**

You need to be able to prepare high-quality, factually accurate and coherent documents that have taken account of the needs of the recipient and required procedures including:

- Ministerials
- OIA responses
- medium-complexity briefings
- speeches
- simple Cabinet papers
- written PQs.

In achieving the above, you may need to seek some guidance from the manager or a Senior/Principal Policy Analyst on scope and approach. You will be accepting greater responsibility for authorship and quality assurance of papers and policy advice. Experienced Policy Analysts may be expected to coach more junior staff in the preparation of high-quality Ministerial documents.

### **Construct evidence-based problem definitions and policy solutions**

You need to be able to reflect on and articulate the reasoning behind the problem. Your policy advice will involve adequate research of the topic and documentation of your analytical approach. You should have good skills in manipulating and interpreting data.

You need to record and communicate sufficient commentary and details of your analysis so that subsequent analysts can easily undertake comparative analysis and can profit from your knowledge and experience.

You need to develop options that are defensible, reflect the needs of the situation, and take the wider implications and potential risks into account.

You need to deliver work to a high standard that aligns with the Ministry's strategic priorities and quality standards (including the Ministry's Quality Assessment Criteria for Policy Advice) and conforms to Ministry, Ministerial, Cabinet Office, and consultation requirements.

### **Identify and solve policy problems in unfamiliar areas**

You need to be able to apply a standard policy methodology and framework to unfamiliar policy areas. You may also be asked to provide second opinion advice on other departments' policy advice.

### **Attend meetings with Ministers or select committees, in a supporting role**

You will be developing confidence in interacting with Ministers and select committees and may answer questions or provide advice on policy issues you are working on. You may be responsible for drafting meeting agendas, papers, action points, or briefings/answers to select committee questions.

As you become more experienced, you will be expected to attend meetings with Ministers along with your manager or other senior staff members. These meetings will help you understand the Ministers' perspective and build it into policy advice.

## C – Policy Analyst, continued

### Communication

#### Clear written communication

You need to be able to write clearly and succinctly in a variety of communication settings and styles, and target your work to the needs of the audience. Your written work needs to get the message across and have the desired effect.

You will need to draft high-quality written work that requires minimal revision. You will:

- be competent in plain English communication
- develop a good understanding of potential risks with, and for, any of the audiences (for example, Ministers, ELT, media)
- tease out the ‘bigger picture’ issues for different audiences
- develop key ideas coherently and effectively with details that have substance, specificity or illustrative quality, covering all the soft points as well as the hard analytical facts
- develop communication that identifies all the essential elements, implications and alternatives, makes clear recommendations, and meets the Ministry’s quality standards
- undertake peer review of others material for grammar, structure and logic, and pick up any errors or opportunities for improvement. This includes identifying the appropriate tone and style for the audience, and any potential risks
- understand the role of, and work with the Ministry’s Communications Directorate as necessary.

#### Clear and appropriate oral communication

You need to:

- apply clear reasoning and explanation of concepts
- use appropriate pitch, style, tone and couching of messages
- understand potential risks with and for different audiences
- adjust to the audiences’ interest, knowledge of the topic and language (for example, translating material into non-technical terms for a non-technical audience)
- develop your experience in communicating in situations that require tact and diplomacy
- be able to listen and respond to questions and opposing views in a way that demonstrates understanding of the other person’s point of view
- contribute to conversations internally and possibly externally on issues spanning the environment and economy.

### **Represent the Ministry on straightforward issues**

You will represent the Ministry in settings of limited risk and sensitivity and within current policy. You will be developing judgement, that is, knowing when to act, and who and when to ask. You may represent the Ministry on external working parties alongside Senior or Principal Policy Analysts, or a manager.

When representing the Ministry, you need to:

- maintain intellectual integrity and support the Ministry's positions and image
- be open and honest in your communications within and beyond the Ministry for the Environment.

More experienced Policy Analysts are likely to be the Ministry's first point of contact and main representative on small or medium-scale policy issues or projects led by other departments.

### **Present at internal and external forums**

You will occasionally be expected to present your work at internal or external forums such as interdepartmental workshops or stakeholder meetings. Presentations should establish a purpose, maintain a clear focus and demonstrate a strong awareness of the audience.

## **Relationship management**

### **Build and manage internal relationships**

You need to take the time to develop and maintain honest and constructive relationships with colleagues. You will build relationships with people within the Ministry with a defined role and/or responsibility for managing a limited number of policy or analytical issues.

You need to build key internal relationships with:

- your team
- your manager
- other policy staff working on related policy issues
- implementation/operational staff
- scientific/technical staff
- corporate support staff
- the Communications Directorate
- the Legal Team
- Kāhui Taiao.

You may also need to interact with other managers on policy issues so you should be developing your ability to engage effectively with higher management.

## C – Policy Analyst, continued

### **Build and manage key external relationships**

You need to:

- identify key relationships that need to be managed, and efficient and effective means for managing these relationships, such as developing relationship management plans
- be developing your understanding of different types of stakeholders, their roles, and how to engage with them, for example, iwi/Māori, local government, professional bodies and NGOs
- discuss with Kāhui Taiao whether there are important iwi/Māori relationships that you should be aware of
- recognise where there are relationship management issues that may be outside your level of ability/delegation and seek appropriate support.

### **Manage your manager**

You need to:

- start to take a more active role in managing the relationship with your manager
- elevate issues when necessary, although you may still need to seek advice from more experienced colleagues on what types of matters need to be elevated
- apply the same clear communication skills to this relationship as to all other key relationships
- recognise when your manager is under time pressure and structure any conversations accordingly
- express requests for feedback and help clearly
- consider some potential approaches or solutions to a problem and come prepared to discuss these with your manager.

### **Active listening**

You will need to listen and respond to questions and opposing views in a way that demonstrates understanding of the other person's point of view.

## **Planning / project management**

### **Provide input to Ministry planning documents and link projects to Ministry outcomes**

You need to provide high-quality contributions to external and internal planning documents such as quarterly and annual reports, team business plans, output plans, budget preparation, and development and delivery of the Statement of Intent.

You should be able to draw linkages to the Ministry's outcomes hierarchy and think through project outcomes within this framework.

### **Contribute to larger projects**

You may contribute to (rather than lead) projects of greater complexity, sensitivity, conflict and risk. This may include leading a project work stream assigned by a project manager.

You will need to operate relatively independently within clear designated groups, with support from Senior or Principal Policy Analysts, or managers. You will act within agreed bounds of projects while using initiative for definition and delivery of your own outputs.

### **Manage small to medium contracts**

You need to:

- be able to plan, manage and report against small to medium contracts and budget components
- be fully aware of and understand the Ministry's procurement processes and financial policies
- monitor and manage contractors' performance against deliverables and ensure you meet the Ministry's requirements.

As you become more experienced, you may lead expressions of interest and GETS tender processes. You need to be able to use the Ministry's contract management system and draft high-quality contracts in consultation with the Legal Team and/or other senior staff.

### **Identify project priorities, risks and opportunities**

Within your own work areas, you should be able to identify work priorities within projects, and the associated risks and opportunities.

You will need to think several steps ahead and anticipate and adjust for problems or risks.

### **Lead, plan and report on projects**

You will lead defined small scale projects using the Ministry's project management methodology (<http://intranet/node/15376>). You will lead, plan and report on projects – including multiparty (internal and external) projects. This includes the development of a project plan including resource requirements and performance measures.

You need to:

- accurately scope out the length and difficulty of tasks and projects
- identify resource requirements
- identify appropriate project governance arrangements
- measure performance and progress against goals. This includes keeping appropriate people informed of progress and issues/risks.

## **Understanding of government and the public service**

### **Understand the public service role and boundaries**

You need to have a thorough understanding of the role, boundaries and accountability of being a public servant.

You should understand the role of various staff in the Ministers' Offices and when and how to interact with them.

You will also be developing awareness of the role of coalition or supporting parties in New Zealand government and the conventions governing interactions with them on policy issues.

## C – Policy Analyst, continued

### **Understand public sector processes**

You need to understand:

- public sector processes (for example, Cabinet processes and timeframes,
- select committee processes and timeframes, preparation and passage of legislative and regulatory change)
- regulatory impact analysis
- Cabinet protocols, confidentiality and security classifications.

As you become more experienced you will also develop an awareness of how external review processes, like investigations by the Parliamentary Commissioner for the Environment, contemporary claims to the Waitangi Tribunal or Judicial Review can affect policy development and implementation.

### **Understand partner agencies**

You will often work on cross-government policy projects involving other agencies as lead, co-lead, contributor or key stakeholder.

You need to have a sound knowledge of the nature of partner departments' resources, roles, perspectives, current issues and agenda, and structure.

### **Understand needs of Ministers**

You need to understand the current Ministers' priorities and preferences, and how they relate to the work they do. You should know the Ministers' preferred style of interacting and obtaining advice from officials, and be able to frame advice keeping the Ministers' needs in mind.

You should also be able to proactively identify issues and risks that the Ministers should be made aware of and understand how the Ministry maintains a 'no surprises' relationship with the Ministers.

## **Understanding of Ministry for the Environment and our role**

### **Have sound knowledge of the Ministry's business**

You need to:

- have a sound knowledge of the nature of the Ministry's role, strategic direction, current issues, structure and resources
- understand where the work of your team fits and how it relates to the Statement of Intent and the Ministry's priorities
- understand when and how to engage with the Legal Team, Communications Directorate, and other Ministry teams on your work
- understand the Ministry's role in international environmental governance.

### **Contribute to development of the Ministry's Strategic Direction**

You are expected to contribute to and align your work to the Ministry's Strategic Direction. You may also be asked to contribute to developing the Ministry's outcomes hierarchy.

### **Have a sound understanding of the Treaty of Waitangi and its relevance to the work of the Ministry**

You are expected to have a good understanding of the Treaty of Waitangi and apply it to your thinking during the development of policy.

### **Understand that engagement with iwi/Māori is the responsibility of the Ministry**

You are expected to understand how to engage with Māori on environmental policy issues. This includes knowing when to engage and the appropriate approach to developing good relationships.

### **Work to better the position of the Ministry and Ministers**

You need to understand the processes by which the Ministry and government policy positions are developed or changed, and know what is appropriate to communicate to different audiences. You are expected to know when to act, and who and when to ask.

You will need to exercise judgement and discretion as you will often be party to privileged and confidential information that could be used to undermine the Ministry or the Government.

As you become more experienced you will be developing and applying political savvy. You will be well versed in the requirements of the Official Information Act and conventions that guide accountability and transparency in government.

## **Other areas**

### **Understand your role as a Policy Analyst**

You are expected to:

- have a sound understanding of your role as a policy practitioner
- work across multiple policy projects to increase your breadth and depth of policy knowledge, skills and experience
- work across team boundaries and issues enthusiastically
- contribute to the administration of statutory obligations and commitments.

### **Be willing and adaptable**

You need to be willing and able to apply yourself to a broad variety of policy topics.

## C – Policy Analyst, continued

You are expected to:

- be proactive, taking the initiative and personal responsibility for making things happen
- be committed to success, showing energy, drive and enthusiasm
- perform in a consistent and stable manner, even in pressured situations
- support peers and act collaboratively in areas where you have knowledge of the policy area. You may act as a coach or mentor of junior colleagues
- support your manager in delivering corporate initiatives
- genuinely care about and empathise with others
- be available and ready to help
- pose future scenarios
- shift gears comfortably
- move on even if things aren't perfectly finished or the picture is incomplete
- think creatively and develop practical solutions to long-term and short-term problems
- comfortably manage risk and uncertainty and things being up in the air, and cope effectively with change
- take a constructive approach, looking for solutions, not just problems
- be open to new ideas and change
- demonstrate flexibility and adaptability as the needs and priorities of the Ministry and the Ministers change over time.

### **Seek opportunities to develop your skills and expertise**

You are expected to:

- be self-motivated and proactively seek opportunities to acquire new skills
- be aware of personal development needs, plan with your manager to upskill accordingly, and take action to implement your development plan
- understand that different situations and levels may call for different skills and approaches
- engage constructively in coaching and mentoring discussions
- be committed to identifying a career path and actively working to continuously improve yourself
- learn from mistakes and be receptive to talking about how you can grow/improve.

### **Be a good team player**

You are expected to:

- find out what your peers expect or need from you
- work towards the greater good
- easily gain trust and support of peers
- be able to quickly find common ground and solve problems for the good of all
- represent your own interests and yet be fair to other groups
- foster open dialogue within your team and define success in terms of the whole team
- be able to solve problems with peers with a minimum of noise, and be a collaborative team player
- be able to defuse tense situations comfortably
- be sensitive to how people and organisations function.

## Development options

The following offers ideas to assist you to plan and implement your development path. It is not an exhaustive list, but can be used as a starting point and prompter for other ideas. You should regularly be having conversations with your manager about your development plan and progress – this may lead to development options that have not been listed here. You should also refer to the references at the back of this guide for key sources of relevant learning.

### Critical reasoning and analytical skills

#### See linkages to bigger picture issues

- Read media articles about the policy issues you are working on to see how commentators are linking the Ministry's work to bigger picture issues; try to connect what's going on outside with what the Ministry is doing; test your ideas with a more experienced team member.
- Read widely about environmental and associated policy issues. Choose a broad cross-section of different types of publications (for example, policy journals, mainstream newspapers/magazines, political commentary, and economics/business publications) to monitor rather than following a narrow technical field.
- Discuss the context and history of the issues you are working on with a senior staff member.
- Talk to the International Climate and Environment Team about the international context for the issue, that is, how the issues are being addressed in international forums or by other countries.
- At work, volunteer for projects that will broaden your experience, expose you to new issues, and help you learn about the connections to your work and what the government is trying to achieve.

## Critical reasoning and analytical skills

### Understand concepts from multiple domains

- Focus on upskilling in fields outside your expertise, for example, if you have an environmental science background, talk to social scientists or economists within the organisation to find out how they approach policy problems and what reading you could be doing to deepen your understanding.
- Join an internal interest group that brings together staff from different disciplines across the Ministry on issues of common interest, for example, freshwater, economy and environment.
- Attend seminars that will extend your thinking, for example, through the Institute of Policy Studies, Motu, the Public Sector intranet, or other departments.
- Look for projects at work that have a cross-disciplinary approach that will help you build understanding of different types of approaches to policy issues.
- Identify secondments to other government departments that will broaden your experience in other disciplines that you can apply to policy problems.

### Draw on the expertise of others

- Find out about the different types of expertise staff have within the Ministry and on what type of issues you should seek their input.
- Find out about the different fora within the Ministry for developing and testing policy analysis, for example, interest groups, RIS Panel.
- Seek feedback and/or coaching on your reasoning from more experienced analysts or your manager.
- Discuss with your manager your strengths and areas for improvement as a Policy Analyst.
- Discuss with your manager when you think you need to escalate issues.

### Apply intellectual integrity

- Seek feedback from a more senior staff member or your manager on any biases or common errors in your thinking.
- Talk to a staff member around you who applies intellectual integrity well to their work; ask them what questions he/she asks, and what principles are followed; see how much he/she relies on advice, consults history for parallels, checks in with various parties and how he/she gets familiar with unfamiliar areas.
- Frequently ask your colleagues questions about how they have approached particular policy problems and arrived at solutions; provide specific and constructive feedback on others' analysis and clearly explain the rationale behind your feedback.
- Apply your thinking on a piece of work to a small group or peers and/or Senior Policy Analysts and invite them to test your approach and conclusions.

## Critical reasoning and analytical skills

### Deal with ambiguity

- Seek feedback from a more senior staff member about how they operate in areas of ambiguity or uncertainty.
- Look for opportunities to work on policy problems where there is less structure or control.
- Focus on applying the problem definition stage of the Ministry's COBRA Policy Guide to your policy issue.

## Policy tasks and skills

### Apply standard policy frameworks

- Apply the Ministry's COBRA Policy Guide to a policy problem you are working on and test your understanding through discussion with your team members and manager.
- Use the Economy and Environment Principles desk aid for policy analysts to prompt discussion and identify key questions for a policy issue that you are working on with other staff (both internal and external).
- See 'Other Book' in Resources Section of this guide.
- Read the journals *Policy Quarterly* (available through EBSCO database online) and *Review of Environmental Economics and Policy* to see how different analytical frameworks are applied to current policy issues in New Zealand and overseas.
- Seek peer review and/or coaching from more experienced analysts or your manager.
- Consider whether training in environmental economics approaches to policy would be appropriate.
- Peer review other analysts' work to see how they have applied different policy frameworks to the issue.

## Policy tasks and skills

### Prepare high-quality Ministerial documents

- Look for opportunities to assist your team on policy issues or tasks that you are unfamiliar with.
- Seek peer review and/or coaching from more experienced analysts or your manager.
- Familiarise yourself with the guidance and processes on the intranet for the type of document you are developing.
- Use the Ministry's Quality Assessment Criteria for Policy Advice to self-assess your own work.
- Seek from Senior or Principal Policy Analysts, or your manager, feedback on your work with respect to the Ministry's Quality Assessment Criteria for Policy Advice.
- Use the Ministry's Quality Assessment Criteria for Policy Advice to review a Cabinet paper produced by another team and consider what works well and how it could be improved.
- Familiarise yourself with the Guide to writing Cabinet papers ([www.cabguide.cabinetoffice.govt.nz/context/writing-papers](http://www.cabguide.cabinetoffice.govt.nz/context/writing-papers)) and Cabinet Manual ([www.cabinetmanual.cabinetoffice.govt.nz/](http://www.cabinetmanual.cabinetoffice.govt.nz/)) on the Cabinet Office website.
- Read high-quality Ministerial documents prepared by others.
- Peer review or coach another team member in preparing a Ministerial document you have a lot of experience in doing.

### Construct evidence-based problem definitions and policy solutions

- Look for opportunities to research and develop problem definitions for policy issues.
- Seek peer review and/or coaching on your work from more experienced analysts or your manager.
- Peer review and provide feedback on other analysts' problem definitions and policy analysis.
- Talk to the Information Directorate about what information is available and how to interpret it to support your analysis.
- Talk to implementation staff in the Programmes Division about what the issues or problems are from their perspective and what information is available for you to use in your analysis.
- Read the guidance on problem definition on the PSI Policy Development Toolkit (<https://psi.govt.nz/pdtoolkit/pages/Pol%20-%201%20-%20Define%20the%20problem.aspx>) and apply it to a policy issue you are working on.
- Orally present your draft or working problem definition to your team: be willing to share your thinking at an early stage in its development.

## Policy tasks and skills

### Identify and solve policy problems in unfamiliar areas

- Seek opportunities to work in different policy areas within the Ministry.
- Ask others for input; find someone more experienced to act as a sounding board and talk to him/her, not just for ideas, but to increase your understanding of the problem.
- Seek peer review and/or coaching from more experienced analysts or your manager.
- Offer to peer review others' work to see how they have applied a standard policy framework to the issue.

### Attend meetings with Ministers or select committees, with support

- Seek feedback on your performance at Ministerial or select committee meetings from your manager.
- Learn about appropriate protocol for these types of meetings from your manager or a more experienced staff member.
- Read the guide to working with select committees on the New Zealand Parliament website.
- Ask to shadow a more senior staff member (act as an observer) to a meeting with Ministers or select committees if appropriate; for example, many select committee meetings/inquiries are open to the public.

## Communication

### Clear written communication

- Seek peer review of your work, and ask your peer reviewer to provide specific feedback on your use of evidence, reasoning and appropriateness of approach for the audience.
- Seek coaching from your manager and lead analysts.
- Attend internal training sessions or seminars on policy writing.
- Seek opportunities to peer review the work of others and ask for feedback on your peer reviewing abilities.
- Undertake 'Plain English' training for both writing and peer reviewing skills.

### Clear and appropriate oral communication

- Seek feedback and/or coaching on your communication style from more experienced analysts or your manager.
- Seek opportunities to orally communicate your work to others within and outside the Ministry (for example, other departments or small stakeholder groups).
- Shadow/observe a more experienced staff member at meetings with different audiences and debrief with them afterwards about how they handled difficult questions or challenging audiences.

## Communication

### **Represent the Ministry on straightforward issues**

- Seek feedback and/or coaching on your communication style with stakeholders from more experienced analysts or your manager.
- Ask to shadow a more senior staff member (act as an observer) to meetings with others if appropriate.
- Seek opportunities to be the Ministry's main point of contact and representative on appropriate pieces of work led by other departments.

### **Present at internal and external forums**

- Seek feedback and/or coaching on your presentation style from more experienced analysts or your manager.
- Look for opportunities to present your work orally within the Ministry at staff or team meetings, interest groups, or lunchtime seminars.
- Undertake presentation skills training.

## Relationship management

### Build and manage internal relationships

- Find out what other teams do within the Ministry and organise an informal catch up between your team and another team you would like to know more about.
- Seek feedback and/or coaching on your communication style from more experienced analysts or your manager.
- Look for opportunities to provide help to your peers.
- Volunteer to be part of a cross-Ministry corporate initiative or team, for example, social sports team, internal health and safety committee, social club.

### Build and manage key external relationships

- Find out from your team members and manager who are the key external stakeholders on your team's policy projects and how they are best managed.
- Offer to take the action points at meetings with externals and seek feedback on whether you are picking up the key issues and actions.
- Seek feedback and/or coaching on your communication style with external stakeholders from more experienced analysts or your manager.
- Apply the tools in the Ministry's Stakeholder Engagement Toolkit on the intranet (<http://intranet/node/17451>).
- Seek peer review of your external email communications before you send them, and ask your peer reviewer to provide specific feedback on the appropriateness of your approach for the specific audience.
- Shadow a more senior staff member at external meetings and observe how they conduct themselves.
- Seek guidance from Kāhui Taiao about engaging with iwi/Māori.
- Contact Kāhui Taiao to ask if there are important iwi/Māori relationships that you should be aware of.
- Look for opportunities to participate in projects that will expose you to stakeholders that you are unfamiliar with, and learn how to engage effectively with them.

### Active listening

- Offer to take the action points at meetings and seek feedback on whether you are picking up the key actions.
- Seek feedback and/or coaching on your communication style with stakeholders from more experienced analysts or your manager.
- Focus on asking good questions during meetings, including clarifying and confirming questions to check your understanding.

## Planning / project management

<p><b>Input to Ministry planning documents and link projects to Ministry outcomes</b></p>	<ul style="list-style-type: none"> <li>• Look for opportunities to coordinate and/or provide your team's input into planning or accountability documents.</li> <li>• Discuss with your manager where your team's work fits within the Ministry's overall strategic direction, outcomes and work programme.</li> <li>• Seek feedback on your report contributions from more experienced analysts or your manager.</li> </ul>
<p><b>Contribute to larger projects</b></p>	<ul style="list-style-type: none"> <li>• Seek feedback and coaching from other team members or your manager.</li> <li>• Look for opportunities to contribute to different types of projects, for example, policy, cross-Ministry, cross-government.</li> <li>• Offer to be responsible for updating the risk register, project report, communications plan, budget information, or other aspects of the project that you have not had much experience with.</li> <li>• Seek on-the-job discussions with your manager, team members, and peers about work management strategies.</li> </ul>
<p><b>Manage small to medium contracts</b></p>	<ul style="list-style-type: none"> <li>• Familiarise yourself with the Ministry's procurement policies and processes on the intranet (<a href="http://intranet/node/12660">http://intranet/node/12660</a>); discuss the Ministry's approach to procurement for your project with your manager and the Ministry's procurement specialist.</li> <li>• Undertake Contract Management System training from the procurement administrator.</li> <li>• Ask someone in your team or directorate who is recognised as being a skilled contract manager for their tips and approaches to managing their contracts.</li> <li>• Seek on-the-job discussions with your manager, team members and peers about contract management.</li> <li>• Familiarise yourself with the mandatory rules for government procurement on MED's website (<a href="http://www.med.govt.nz/templates/ContentTopicSummary___43746.aspx">http://www.med.govt.nz/templates/ContentTopicSummary___43746.aspx</a>).</li> </ul>
<p><b>Identify project priorities, risks and opportunities</b></p>	<ul style="list-style-type: none"> <li>• Discuss and seek feedback from your manager, project manager and/or project executive about what you think the key priorities, risks and opportunities are associated with your project.</li> <li>• Ask your team members what strategies they use for identifying project priorities and risks.</li> <li>• Set clear goals and objectives for your work each day, week and month and review progress against these regularly rather than just relying on the project's significant milestones.</li> </ul>

## Planning / project management

### **Lead, plan and report on projects**

- Learn about and apply the Ministry's project management methodology by using the resources and asking questions of the Project Management Office (PMO).
- Attend Project Essentials training organised by the Ministry's PMO.
- Discuss and seek feedback from your manager about your application of the Ministry's project management methodology to your project.
- Ask your team members how they apply the Ministry's project management methodology to their projects.

## Understanding of government and the public service

### Understand the public service role and boundaries

- Seek on-the-job coaching from managers and Senior Policy Analysts.
- Talk to your manager or the Executive Relations Team about:
  - the roles of staff in the Ministers' Offices and when and how to interact with them
  - how the government consults or works with minor parties on policy issues.
- Read the confidence and supply agreements between the government and the support parties on the Beehive website.
- Read and understand the relevant sections of the Cabinet Office Manual and State Services Commission guidance.

### Understand public sector processes

- Familiarise yourself with the protocols outlined in the Cabinet Manual ([www.cabinetmanual.cabinetoffice.govt.nz/](http://www.cabinetmanual.cabinetoffice.govt.nz/)) on the Cabinet office website and the Cabinet circulars ([www.dpmc.govt.nz/](http://www.dpmc.govt.nz/)) on the DPMC website.
- Talk to the Executive Relations Team and your manager about the appropriate security and handling of Cabinet papers and minutes.
- Familiarise yourself with the resources on the legislative process and select committees on the New Zealand Parliament website ([www.parliament.nz/en-NZ/AboutParl/HowPWorks/FactSheets/](http://www.parliament.nz/en-NZ/AboutParl/HowPWorks/FactSheets/)).
- Work with a more experienced staff member to draft a timeline for a policy process involving Cabinet decisions, legislation or regulations.
- Familiarise yourself with the resources on regulatory impact analysis on the Treasury website ([www.treasury.govt.nz/publications/guidance/regulatory](http://www.treasury.govt.nz/publications/guidance/regulatory)) and discuss with a member of the Ministry's Regulatory Impact Assessment Panel how to manage a regulatory process.
- Look for opportunities to assist with a Cabinet process, select committee process, preparation and passage of legislation or regulatory change.

## Understanding of government and the public service

### Understand partner agencies

- Find out about the strategic direction and priorities of other government departments or agencies by visiting their websites, reading their key accountability documents (for example, Statement of Intent, Briefings to Incoming Ministers), and by talking to your peers at other departments.
- Look for opportunities to attend and participate in meetings with other government departments or agencies. Debrief with your manager or other senior staff member about the issues you picked up. Ask whether secondment opportunities exist.
- Offer to take the action points at inter-agency meetings and seek feedback on whether you are picking up the key points.
- Look for opportunities to provide or coordinate comment on other departments' policy advice including briefings and Cabinet papers.

### Understand needs of Ministers

- Seek feedback from your manager on the needs of the Ministers and whether your work is meeting those needs.
- On-the-job coaching from managers and Senior Policy Analysts.
- Read the Ministry's Briefings to the Incoming Ministers, Statement of Intent, and Ministers' letters to the Prime Minister to keep up to date with the Ministers' and Government's current priorities.
- Regularly read the Ministers' media releases and speeches posted on the Beehive website ([www.beehive.govt.nz/](http://www.beehive.govt.nz/)) to get an understanding of what issues are top of mind and how the Ministers approach them.

## Understanding of Ministry for the Environment and our role

<p><b>Have sound knowledge of the Ministry's business</b></p>	<ul style="list-style-type: none"> <li>• Lead a discussion with your team about where your team's work fits within the Ministry's overall strategic direction, outcomes and work programme.</li> <li>• Keep up to date with changes to the Ministry's policies and processes through regularly reading intranet notices, attending staff meetings, and targeted training sessions.</li> <li>• Look for opportunities to participate on cross-Ministry projects or corporate initiatives which will expose you to working with different teams and business groups.</li> </ul>
<p><b>Contribute to development of the Ministry's Strategic Direction</b></p>	<ul style="list-style-type: none"> <li>• Discuss with your manager how the Ministry's Strategic Direction relates to your work.</li> <li>• Ask the Strategic Policy Team about how the Ministry's Strategic Direction relates to your work.</li> <li>• Look for opportunities to participate in workshops or discussions about further development of the Ministry's Strategic Direction.</li> <li>• Obtain some one-to-one coaching from an experienced staff member on how to develop or apply outcomes logic to your work.</li> </ul>
<p><b>Have a sound understanding of the Treaty of Waitangi and its relevance to the work of the Ministry</b></p>	<ul style="list-style-type: none"> <li>• Obtain advice from Kāhui Taiao and the Treaty Negotiations Team to find out about their roles and how you might work with them.</li> <li>• Advance your reading about the Treaty of Waitangi on the Waitangi Tribunal's website (<a href="http://www.waitangi-tribunal.govt.nz/treaty/">www.waitangi-tribunal.govt.nz/treaty/</a>).</li> <li>• Read the Ministry's Tuhono Strategy.</li> <li>• Gain an understanding of Māori aspirations in relation to natural resources.</li> <li>• Participate in corporate training/induction sessions.</li> </ul>
<p><b>Understand that engagement with iwi/Māori is the responsibility of the Ministry</b></p>	<ul style="list-style-type: none"> <li>• Obtain advice from Kāhui Taiao about how you should work with iwi/Māori on your policy project.</li> <li>• Do some background research on the iwi/Māori groups that you will be working with.</li> <li>• Read the Ministry's Tuhono Strategy.</li> <li>• Invest time in developing good relationships with relevant iwi representatives, attend relevant hui or meetings with iwi/Māori groups.</li> </ul>

## Understanding of Ministry for the Environment and our role

### Work to better the position of the Ministry and Ministers

- Find out and test your understanding of how the Ministry develops a policy position on issues.
- Seek on-the-job coaching from managers and Senior Policy Analysts.
- Seek feedback from your manager or other staff on how you communicate the Ministry or government's policy position (both written and oral).
- Test-run your approach or arguments with colleagues before you go into a situation where you know you will need to present a Ministry position.
- Shadow/observe a more experienced staff member at stakeholder meetings and debrief with them afterwards about how they handled difficult questions or challenging audiences.

## Other areas

### Understand your role as a Policy Analyst

- Coach a staff member new to policy on what the requirements and expectations are of the role.
- Look for internal and external secondment opportunities to other policy roles to increase your breadth and depth of policy knowledge.
- Attend internal or external seminars on policy issues.
- Seek on-the-job coaching from your manager, Senior Policy Analysts, or Principal Policy Analysts.

### Be willing and adaptable

- Seek feedback from your manager and peers on the way you interact with and support your team.
- Offer to coach others in a skill or task in which you have expertise.
- Look for opportunities to participate in project teams on policy issues or tasks that are unfamiliar to you.
- Look for internal and external secondment opportunities to other types of roles to increase your breadth and depth of policy knowledge.
- Look for opportunities to have formal mentoring or coaching relationships with Entry Level Policy Analysts.

## Other areas

### Seek opportunities to develop your skills and expertise

- Seek constructive feedback on your performance from others.
- Identify the skills, competencies and experience you would like to focus your development on, and potential development options (remember the 70:20:10 theory, that is, 70% on the job learning, 20% through others and 10% from courses) – then discuss these with your manager.
- Talk to other staff within and outside the Ministry about how they are developing skills and opportunities.
- Establish an action learning group with your peers to discuss and share your learnings.
- Consider completing a formal 360 degree assessment.
- Find out what's important for your current job and the next two or three jobs you might have the opportunity to get; ask one or two people who now have those jobs what skills they need and use to be successful; compare these requirements with your skill set to identify development needs.
- Look for projects that will give you the opportunity to test your skills in new areas.

### Be a good team player

- Seek feedback from others on your personal style.
- Look for opportunities to learn about and help your team mates. Work on understanding your team mates without judging them.

## Stepping up to Senior Policy Analyst

When you feel you have gained extensive experience across the range of capabilities outlined in this chapter, you should have a conversation with your manager about upcoming opportunities to apply for Senior Policy Analyst roles within the Ministry or externally.

Your manager will be able to provide you with feedback on the extent of coverage you have successfully achieved, and areas for further development to assist your opportunities for advancement to senior level.

Don't be in too much of a rush to jump to a senior role without honestly ensuring you have gained a good grounding and breadth of experience at the Policy Analyst level. It is this grounding and the wisdom and judgement that you develop at this stage that will form the foundations of your success at the next level up.

When you feel you are truly ready to apply for a senior role, you may consider looking for development in interview techniques.

## D – Senior Policy Analyst

### Overview

Senior Policy Analysts work on and lead large and contentious issues involving sensitivity, conflict, risk and high intellectual complexity (although at the high-risk, high complexity end this will usually be in areas where they have a reasonable level of technical knowledge). The problem or issue is often not clear, and the scope of work may be ‘fuzzy’. Senior Policy Analysts may lead and organise the work of others, and will frequently have a lead role in the Ministry’s engagement with other departments and stakeholders. They can work with minimal supervision and take solutions, on complex problems, to their manager.

Senior Policy Analysts have well-developed knowledge of the policy areas for which they are responsible. They can work in-depth in several policy areas, or more broadly across a wide range of policy topics. They can select the most appropriate technique or model from a wide range and are able to go beyond the obvious to improve quality of policy work. They anticipate and plan for risks associated with policy options or solutions.

Senior Policy Analysts can manage complex projects, provide briefings and related services (both written and oral) to Ministers, Cabinet and Parliamentary committees, and represent their agency with external parties. They provide leadership in their field to other policy staff. This may include reviewing the work of others and providing feedback and coaching, or more formal responsibility for team management.

They have well-developed networks across their agency, in other agencies, and with external stakeholder groups on a range of policy issues. They engage with stakeholders to influence change and facilitate dialogue and information flows around government objectives.

Senior Policy Analysts play a key role in coaching and mentoring Policy Analysts in the craft of policy by fostering a culture of learning, sharing their experience, and helping to challenge Policy Analysts’ thinking. This is distinct from the expectations of managers, who have accountability and oversight of performance management and development planning for their direct reports.

The following table summarises the experience and skills you will need, or need to be developing, as a Senior Policy Analyst. You may not start out with equal levels of strength in all areas. However, as you progress in your role, you are expected to develop progressively greater breadth of knowledge and experience and have applied these in a range of circumstances and policy areas. These skills and competencies are in addition to those expected of a Policy Analyst.

## D – Senior Policy Analyst, continued

### Overview of Senior Policy Analyst experience and skills

These skills and competencies are in addition to those expected of a Policy Analyst.

Accountability from job description	Type of skills and experience	Senior Policy Analyst Building blocks: experience, skills, knowledge
<b>Policy development</b>	Critical reasoning and analytical skills	<ul style="list-style-type: none"> <li>• Have specific knowledge of policy processes/issues (page 59)</li> <li>• Embrace complexity and think creatively (page 59)</li> <li>• Understand multiple aspects and impacts of policy (page 60)</li> <li>• Learn from the past and look to the future (page 60)</li> </ul>
	Policy tasks and skills	<ul style="list-style-type: none"> <li>• Apply and adapt analytical frameworks and tools (page 61)</li> <li>• Identify problems and structure processes for resolving them (page 61)</li> <li>• Develop practical solutions based on evidence and analysis (page 62)</li> <li>• Provide rigorous peer review (page 62)</li> <li>• Champion a culture of challenge and review (page 62)</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• Communicate complex issues and concepts clearly and succinctly (page 63)</li> <li>• Ensure communications meet the needs of target audiences (page 63)</li> <li>• Articulate Ministry interests and positions in a range of forums (page 63)</li> </ul>
	Relationship management	<ul style="list-style-type: none"> <li>• Value diverse perspectives and experience (page 64)</li> <li>• Identify, build and actively manage significant relationships (page 64)</li> <li>• Develop skills of persuasion and influence (page 65)</li> <li>• Manage upwards (page 65)</li> </ul>
	Planning / project management	<ul style="list-style-type: none"> <li>• Champion effective use of project management disciplines to support robust policy development (page 65)</li> <li>• Oversee large projects (page 66)</li> <li>• Manage project priorities, risks and opportunities (page 66)</li> <li>• Incorporate implementation and evaluation considerations (page 66)</li> <li>• Manage large contracts (page 66)</li> </ul>
<b>Increasing the policy capability and professionalism of the Ministry</b>	Understanding of government and the public service	<ul style="list-style-type: none"> <li>• Understand rationale and mechanisms for government intervention (page 67)</li> <li>• Develop in-depth understanding of the needs of Ministers (page 67)</li> <li>• Understand imperatives of partner agencies (page 67)</li> <li>• Understand public sector processes (page 68)</li> </ul>
	Understanding of Ministry for the Environment and our role	<ul style="list-style-type: none"> <li>• Develop thorough knowledge of the Ministry's business (page 68)</li> <li>• Foster strong working relationships across the Ministry (page 69)</li> <li>• Understand the relevance of the Treaty of Waitangi partnership (page 69)</li> <li>• Help shape strategic direction (page 69)</li> <li>• Translate strategy into action (page 69)</li> </ul>
	Other areas	<ul style="list-style-type: none"> <li>• Coach and develop others (page 70)</li> <li>• Seek out growth opportunities (page 70)</li> <li>• Contribute to building an effective team (page 70)</li> </ul>

## Critical reasoning and analytical skills

### Have specific knowledge of policy processes/issues

While you may have valuable technical expertise in a particular policy area, this is not a prerequisite for policy practitioners.

You will be recognised as an expert in policy processes and need to:

- make your expertise available to others
- interpret and work with technical information in a variety of forms to support robust policy development
- make good decisions based on a mixture of analysis, experience and judgement
- be sought out by others for advice and solutions
- apply critical reasoning and questioning skills to look beyond the obvious and identify where further investigation and evidence gathering is required
- identify a problem and structure a process to solve it
- use information appropriately and critically evaluate the quality of evidence at your disposal
- be intellectually sharp, capable and agile.

### Embrace complexity and think creatively

The craft of policy is ensuring that governments have a clear understanding of the issues at hand and the best possible information and advice on which to base their decisions.

The nature of the issues and problems that governments encounter means that policy development is inevitably a multi-faceted and complex process.

You need to:

- effectively operate in this environment to enable practical, innovative and timely solutions to public policy issues
- comfortably deal with ambiguity
- work on policy issues where the problem may not be well defined or agreed
- ensure rigorous problem definition underlies your policy advice
- think creatively and develop practical solutions to long-term and short-term problems
- develop strategies to deal with imperfect information, and to conceptualise and draw generalities from the evidence base.

## **D – Senior Policy Analyst, continued**

### **Understand multiple aspects and impacts of policy**

Understanding the full range of ways in which New Zealanders are currently affected, and may be affected in future, by government policy is critical for shaping the development of effective and responsive policy.

To ensure that policy solutions are ‘fit for purpose’ over time you need to take the broadest possible view on issues under consideration.

You need to:

- think beyond the obvious and consider second or third order effects that may eventuate from particular interventions. Ensure that the project initiation phase of all Ministry policy projects determines mechanisms for engaging with parties that have an interest in, or will be involved with, the implementation of the policy
- be attuned to identifying full impacts of policy and addressing possible unintended consequences of implementation
- have a good understanding of the Treaty of Waitangi and the interests of iwi/Māori and apply them to the development and implementation of policy
- pose future scenarios
- deal with concepts and complexity comfortably
- manoeuvre through complex political situations effectively and quietly
- consider the wider impact of policy development/issues arising within your area, both within and beyond government, including potential sensitivity, public perceptions and the practicality of applying the policy
- understand the relationship between domestic and international policy on environmental issues.

### **Learn from the past and look to the future**

Few government policy issues are new and most have been the subject of ongoing policy development and refinement over many years.

You need to know:

- how policy in any given area has evolved over time
- what have been the circumstances in which the policy has changed
- who the key influencers were
- how the changes were effected
- what the impact was
- the circumstances in which the policy is likely to best be applied in the future
- how to build appropriate monitoring and evaluation into policy and implementation.

This includes ensuring that policy development processes specifically provide for the need to ‘future proof’ the policy, and understanding the key drivers and trends likely to have an impact on the future success of the policy.

## Policy tasks and skills

### Adapt and apply analytical frameworks and tools

Established frameworks guide analysis by ensuring the right considerations are taken into account in analysing problems and designing policy solutions.

You need to:

- draw on a variety of tools to improve the quality of your analysis and to assist with assessing the value of various options – a key tool for this is the Ministry’s COBRA Policy Guide
- have a sound understanding of and coach analysts in applying the Natural Resources Sector Network’s analytical framework: ‘Economy and Environment Principles for Policy Development’
- consider the potential impacts of the policy issue on the interests of iwi/Māori and the Treaty of Waitangi. Draw on the Treaty of Waitangi principles
- independently develop robust, relevant, and timely policy analysis and advice, including in areas where the subject matter may be new or unfamiliar
- prepare high-quality policy products in accordance with the Ministry’s Quality Assessment Criteria for Policy Advice.

### Identify problems and structure processes for resolving them

Defining the problem that needs to be addressed is a critical component of policy development, and needs to be given particular attention.

Challenges to this key element of the process can be tightly constrained timeframes, jumping to biased conclusions or assuming the problem is obviously simple. Failure to identify the problem accurately is a key reason why many policies fail to have the desired effect. This can lead to ongoing repeats of the policy development process, political frustration, and engagement fatigue from stakeholders.

You need to:

- develop the ability to translate desired outcomes into carefully defined policy problems
- direct your time and resources and those of analysts to fully examine policy problems
- have the courage to change problem definitions or other fundamental aspects of a policy project if necessary
- adopt processes to progress policy development that are appropriate to the nature and scale of the issues concerned and the parties involved
- design appropriate processes for resolving policy problems.

## ***D – Senior Policy Analyst, continued***

### **Develop practical solutions based on evidence and analysis**

Policy is only of value if it effectively addresses the problem and is able to be implemented.

You need to:

- ensure the information needs assessment and gathering process is proportionate to the nature and significance of the policy issue under consideration
- ensure the scale of the policy response is appropriate to the size of the problem
- assess the available research and evidence regarding both the nature of the problem and the workability of any proposed solutions.

### **Provide rigorous peer review**

You need to:

- peer review written material of others for structure, style, logic, content and coherence within current policy and strategy. The focus should not only be on good quality English and clear messaging, but also on the quality of thinking and application of policy frameworks to the material in the document
- continually assess the quality of the Ministry's analysis, the nature and tenor of advice, and the presentation of Ministry positions
- ensure that peer review includes assessing whether advice takes due account of relevant political and organisational contexts.

Work overseen and reviewed by Senior Policy Analysts should not need further technical revision by managers.

### **Champion a culture of challenge and review**

Complex policy issues require innovative solutions.

You need to:

- encourage ongoing dialogue and discussion about policy approaches and direction
- foster a culture where underlying concepts and assumptions are challenged and reviewed and new approaches to policy development are explored
- comfortably manage risk and uncertainty and things being up in the air, and cope effectively with change.

## Communication

### **Communicate complex issues and concepts clearly and succinctly**

The ability to simplify and translate complex information is a core capability for policy practitioners. Decision makers need to have a clear understanding of the problem that needs to be addressed and of the available options.

You need to:

- judge the nature of the information needed to support robust decision making and how best to communicate that information
- champion ongoing development of policy writing expertise, attending advanced and refresher training on a regular basis
- develop technical capability to use tools and produce resources to facilitate communication with Ministers and stakeholders, such as PowerPoint and Visio presentations.

### **Ensure that communications meet the needs of target audiences**

Senior Policy Analysts need to be attuned to the way they communicate policy development challenges to diverse audiences – senior managers, Ministers, iwi/Māori and stakeholders.

You need to:

- understand and cater to the nature of the interests and varying levels of understanding
- understand how to engage appropriately with iwi/Māori
- be skilled in distilling complex ideas, understanding what is and is not important, and deciding appropriate levels of detail and supporting evidence
- find the appropriate pitch for those who do not have a lot of time to get to grips with the full subject
- be open and honest in your communications within and beyond the Ministry for the Environment
- accurately and persuasively articulate the Ministry's position and strategy on issues and related rationale to external stakeholders
- formulate appropriate communication strategies and develop communication plans.

### **Articulate Ministry positions and perspectives in a range of forums**

The Ministry needs to convey consistent messages about the rationale for policy focus and key considerations and stages in the policy development process.

You need to:

- give clear, well-structured presentations to internal forums, interdepartmental meetings, meetings with stakeholders, and at conferences
- be able to represent the Ministry on diverse issues involving sensitivity, conflict, risk and complexity.

## D – Senior Policy Analyst, continued

### Relationship management

#### Value diverse perspectives and experience

Consultation and engagement are essential aspects of any policy development process. Understanding and addressing the concerns of individuals and groups that have a stake in the outcome is critical for the success of any policy development process.

Experienced policy practitioners recognise and seek to maximise the value of constructive engagement in the policy development process. They understand that policy solutions based on a shared understanding of the issues and developed and designed collaboratively are more likely to be supported and achieve long-term success.

You need to:

- understand how stakeholder engagement adds value to policy problem identification and development of solutions, and use processes that successfully achieve this
- understand the important relationships that the Ministry has with iwi/Māori and actively seek the views of iwi/Māori where appropriate
- understand the impacts and downstream effects of policy implementation
- develop options that add maximum value with minimum cost and disruption
- become expert in communicating with stakeholders, taking into account their perspectives, and drawing on their expertise to resolve issues of public policy
- demonstrate effective listening and empathy with stakeholders' positions, before delivering your own response
- understand the nature and extent of stakeholder interests and how they might play out through the policy process
- be approachable and actively encourage the views of others whose viewpoint is different from yours
- understand protocols for participating in international meetings
- understand other countries' views and perspectives.

#### Identify, build and actively manage significant relationships

In every government policy domain there are key players whose perspectives and interests need to be recognised and taken account of in any policy development process.

You need to:

- build appropriate rapport with key stakeholders
- develop effective, collaborative and constructive working relationships with key stakeholders
- actively build, manage and maintain relationships with iwi/Māori
- relate well to all kinds of people – within and outside the Ministry
- use diplomacy and tact to reach a successful outcome, including a willingness to take a step back to move the situation forward
- be able to defuse even high-tension situations comfortably
- ensure you identify and engage stakeholders, understanding their perspective, asking them for their opinions and using the information to improve policy advice
- represent the policies, Ministry or Ministers' interests and yet be fair to other groups
- represent and protect New Zealand's interests.

### **Develop skills of persuasion and influence**

Experienced policy practitioners have highly developed skills of persuasion and influence. They understand and are responsive to the perspectives and needs of stakeholders.

You need to:

- articulate a vision and market ideas
- build constituencies for particular policy approaches and direction
- facilitate the progress of policy work behind the scenes
- broker solutions across government
- quickly find common ground and solve problems for the good of all
- judge appropriate timing of interactions in discussions/debate
- develop negotiating strategies
- recognise opportunities to enhance New Zealand's reputation and credibility.

### **Manage upwards**

You need to:

- actively manage the relationship with your manager and director and, where necessary, the Ministry's senior management
- operate on a 'no surprises' basis
- show comfort around higher management
- understand the level and type of information senior managers need
- understand what types of issues need to be elevated beyond your immediate manager
- have the skills to engage with and manage relationships with managers in other agencies.

## **Planning / project management**

### **Champion effective use of project management disciplines to support robust policy development**

The Ministry is applying a systematic project management methodology (<http://intranet/node/15376>) across the Ministry's work programme, including policy development processes.

You need to demonstrate the advantages of project management for improving the outcomes of policy development processes. This includes:

- having excellent understanding and use of the Ministry's project management methodology, with the ability to coach and mentor other staff
- tailoring the project management approach to suit the particular project
- encouraging all analysts to attend project management training and apply the Ministry's project management methodology to their work.

## **D – Senior Policy Analyst, continued**

### **Oversee large projects**

You need to:

- take on large key policy project roles
- balance your responsibilities between leading policy development processes and coaching less experienced analysts.

### **Manage project priorities, risks and opportunities**

You need to:

- have a clear sense of the objectives that you are trying to achieve through a policy development process
- be practiced at identifying project priorities and be attuned to the need to manage any risks to the project
- use planning and process management tools to set well-defined objectives and goals
- accurately scope out length and difficulty of tasks and projects
- break down work into process steps
- understand and figure out the processes necessary to get things done
- get the most out of few resources
- take a strategic overview of work and prioritise activities and team resources
- ensure project plans clearly identify project roles, resource requirements, timeframes and allocate responsibilities and tasks to individual analysts
- ensure consistent approaches are taken to communications and reporting across key projects
- track progress, proactively share information, and keep relevant data and evidence in line with records management policies and statutory obligations.

### **Incorporate implementation and evaluation considerations**

You need to:

- understand the circumstances and environment in which a specific policy is likely to be implemented
- know how the ongoing success of the policy will be measured
- consider implementation threats and evaluation requirements at the early stages of policy processes.

### **Manage large contracts**

You need to:

- be able to lead procurement processes (for example, RFP, EOI, GETS tender processes) and manage large contracts for the Ministry
- fully understand the Ministry's procurement processes and financial policies and explain them to Policy Analysts
- be fully competent in using the Ministry's Contract Management System
- coach Policy Analysts in drafting high-quality project specifications and Requests for Proposals.

## Understanding government and the public service

### Understand rationale and mechanisms for government intervention

In general, governments only intervene in the lives of their citizens where they consider it necessary to do so.

You need to:

- understand the range of reasons for government intervention, the available intervention mechanisms, and alternatives to government intervention
- understand the concept of 'government failure' and why or why not government intervenes in practice.

### Develop in-depth understanding of the needs of Ministers

Understanding the context in which Ministers operate is critical for Senior Policy Analysts. Ministers are generally extremely busy; they face multiple pressures and juggle competing priorities. At times they have had limited exposure to issues on which they are required to act.

You need to:

- make optimal use of Ministers' time
- give them the best possible information and advice in the most accessible form
- ensure policy advice addresses the issues, questions and concerns raised by Ministers
- understand the economic, environmental and social consequences of various policy options for the government, and key industry and community groups
- keep Ministers informed about the nature and extent of public and stakeholder consultation on policy proposals
- anticipate matters that are likely to be contentious and support Ministers to minimise adverse responses from stakeholders and the media.

### Understand imperatives of partner agencies

Policy agencies rarely develop and deliver policy in isolation from other government interests. The success of any policy development process can depend on the extent to which consensus across government has been achieved in terms of the direction in which to proceed.

## D – Senior Policy Analyst, continued

You need to:

- develop a thorough understanding of partner departments' structure, resources, role, perspective, current issues, and priorities
- understand Ministerial portfolio responsibilities
- work with your counterparts to find win-win options for example, working to resolve differences at officials level, seeking solutions that as far as possible meet multiple government objectives and organisational outcomes
- have a good understanding of the work that is being carried out by other government agencies that are relevant to the management of natural resources
- anticipate matters that may need to be escalated for resolution
- identify when work requires input from other policy or specialist areas, or departments, and seek this input. This includes ensuring that the perspectives of relevant agencies are accurately represented in Ministerial briefings and Cabinet papers, minimising split recommendations in Cabinet papers
- ensure inter-agency consultation on Cabinet papers meets Cabinet Office requirements.

### **Understand public sector processes**

You need to:

- conform with and manage all standard public sector and Parliamentary processes and timeframes (for example, public consultation, Cabinet, select committee, legislation, and regulations) with minimal supervision
- know where and from whom to seek advice on unfamiliar processes, and act on this advice with minimal support
- ensure that financial, legislative and human rights implications are identified in Cabinet submissions
- gain strong understanding of legislative and regulatory processes, for example, by reading the guidelines provided by the Legislative Advisory Committee
- lead and coach others through standard public sector and Parliamentary processes.

### **Understanding of Ministry for the Environment and our role**

### **Develop thorough knowledge of the Ministry's business**

You need to:

- have a thorough understanding of the work carried out in your team, the Policy Division generally, and policy work that may be being undertaken in other parts of the Ministry
- have a good sense of the Ministry's overall work programme and its short- and long-term priorities
- understand the architecture of international organisations and how New Zealand interests are best promoted or defended through them
- understand the role of a New Zealand delegate in international settings.

### **Understand the relevance of the Treaty of Waitangi partnership**

You need to:

- understand that engagement with iwi/Māori is the responsibility of the Ministry as a whole and it is important to foster strong working relationships with iwi/Māori
- have an understanding of the interests of iwi/Māori in relation to particular policy issues.

### **Foster strong working relationships across the Ministry**

As leaders in the organisation, Senior Policy Analysts have a role in helping align the Ministry's work across the agency.

You need to:

- actively work to identify and strengthen linkages between the Policy, Strategy and Corporate, and Programmes Divisions in the Ministry
- understand the role and functions of other teams
- involve staff from other areas in your work where necessary.

### **Help shape strategic direction**

You need to:

- actively contribute to and encourage others to participate in strategic planning and related activities
- coach your team members in the importance of ensuring that their views feed into and are reflected in the Ministry's forward work programme
- ensure that Ministry perspectives are reflected in the government's broader strategic planning, such as that undertaken by the Natural Resources Sector Chief Executives' Group
- contribute to the development of systems and processes that address organisational barriers and foster a productive work environment.

### **Translate strategy into action**

The Ministry's policy work needs to achieve an appropriate balance between delivering on short-term priorities while working towards longer-term objectives.

You need to:

- learn to identify 'line of sight' between your current projects and the Ministry's long-term view
- readily articulate the fit of current work to the Ministry's vision, mission and outcomes and to the big picture, including government priorities
- take guidance from the Strategic Direction in determining the direction of your overall work programmes
- have a sense of the progress you are making towards achieving higher level objectives.

## ***D – Senior Policy Analyst, continued***

### **Promote self, team and organisation learning**

#### **Coach and develop others**

Managers provide coaching focused on in-role performance and long-term career development goals.

Senior Policy Analysts are expected to coach and mentor Policy Analysts and Entry Level Policy Analysts to become high performing policy practitioners. This includes coaching on policy processes and frameworks, institutional practice, project management, and skills people require to perform well in their roles.

You need to:

- support policy managers in ensuring effective management of policy development processes
- provide challenging and stretching tasks and assignments
- establish clear directions
- create a culture in which people want to do their best
- assess each person's motivation and use it to get the best out of him/her
- empower others by assigning tasks and roles to the most appropriate level, reassessing workload and priorities if people are facing excessive demands
- lay out work in a well-planned and organised manner
- make each individual feel his/her work is important
- invite input from each person and share ownership and visibility
- consider and adapt your approach when coaching different people
- give clear, evidence-based feedback to help improve and develop performance.

#### **Seek out growth opportunities**

You need to:

- take responsibility for developing your own skills and experience
- seek opportunities to extend your capability and experience by applying yourself to issues beyond your area of technical expertise and comfort zone
- deploy your strengths and work on developing in the areas of your weaknesses and limits
- be a relentless and versatile learner and seek opportunities to learn and apply experience for wider organisational benefit
- actively work to continuously improve yourself, taking on board the feedback you receive
- be receptive to talking about your short-comings
- learn quickly when facing new problems and enjoy the challenge of unfamiliar tasks
- learn from mistakes.

#### **Contribute to building an effective team**

High performing teams know their purpose and understand the roles and responsibilities of individual team members. Senior Policy Analysts have a key role in ensuring the effectiveness of their team.

You need to:

- know the importance of trust and integrity and mutually supportive relationships
- model respectful interactions at all times
- understand team dynamics and act quickly to resolve disputes and address inappropriate conduct
- assess when issues may need to be escalated (with proposed solutions) to management
- genuinely care about and empathise with others
- be available and ready to help
- show respect for individuals' circumstances and flexibility in the demands made of them
- thank people privately and publicly and find varied ways to celebrate success and to recognise achievement and effort
- be sensitive to how people and organisations function
- be a cooperative team player who encourages collaboration
- solve problems with peers with a minimum of noise.

## D – Senior Policy Analyst, continued

### Development options

The following offers ideas to help you plan and implement your development path. It is not an exhaustive list, but can be used as a starting point and prompter for other ideas. You should regularly be having conversations with your manager about your development plan and progress – this may lead to development options that have not been listed here. You should also refer to the references at the back of this guide for key sources of relevant learning.

#### Critical reasoning and analytical skills

##### **Have specific knowledge of policy processes/ issues**

- Seek training and policy projects that build on and extend your understanding of policy processes and issues.
- Develop networks with technical experts that can provide input into problem identification and resolution.
- Learn to make best use of the technical information available – identify the information that most directly sheds light on the issues at hand.
- Foster strong working relationships between the Ministry's Policy Division and the Information Directorate to ensure Ministry policy development is consistently supported by evidence.
- Provide input into development of tools and processes for policy development.
- Subscribe to relevant technical journals, attend seminars and participate in workshops to expand and update your technical knowledge.

## Critical reasoning and analytical skills

### Embrace complexity and think creatively

- Specifically set aside time to build expertise as a policy practitioner.
- Read widely about the craft of policy development in New Zealand and abroad.
- Study ‘wicked’ policy problems, such as those where there may have been disagreement about key issues and where complex interdependencies exist.
- Focus on developing systematic approaches and open and collaborative processes to support robust and integrated policy development.
- Learn about policy development processes in other sectors or led by other government departments.
- Build policy networks across government.
- Attend seminars run by the Institute of Policy Studies, Motu.
- Seek out advanced policy training – for example, attend Policy Leaders seminars run by the State Services Commission.
- Seek out and use a variety of thinking tools in policy development processes.
- Follow the discourse by keeping up with domestic and international policy development and commentaries on key issues.
- Volunteer to work in new areas as the needs and priorities of Ministers and the Ministry change over time.
- Read widely including on areas outside your area of technical expertise and experience.
- Attend workshops, seminars and training including on unfamiliar topics and incorporate what you have learnt into Ministry approaches.
- Take the time to develop a good understanding of the issues and approaches being taken by other policy teams in the Ministry.

### Understand multiple aspects and impacts of policy

- Undertake literature reviews to gain understanding of perspectives, approaches and outcomes of policy development in other countries.
- Talk to Kāhui Taiao and the Treaty Negotiations Policy Team about the work that they do.
- Attend meetings with iwi/Māori groups and other stakeholder groups.

## Critical reasoning and analytical skills

### Learn from the past and look to the future

- Identify people within the Ministry who have worked on or have expertise in the policy area that you are working on and look for the insights they can provide.
- Work with Ministry records staff to track down key policy development documents, such as discussion documents and Cabinet papers from past policy development processes.
- Learn lessons from previous approaches, avoiding past pitfalls if possible.
- Participate in cross-government futures networks, attend seminars that provide examples of how other agencies have incorporated 'futures thinking' into their policy development processes.
- Develop a collaborative working relationship with the Ministry's Strategic Policy Team to support strategic approaches to policy development at the Ministry.
- Set aside time for reflection (possibly with a coach) on policy processes you are involved in, and consider whether to organise a formal debriefing following significant milestones.

## Policy tasks and skills

### Adapt and apply analytical frameworks and tools

- Develop fluency in the use of tools such as cost-benefit analysis and intervention logic.
- Develop expertise in quantitative and qualitative analysis techniques and the application of research findings to policy development.
- Seek coaching from a Principal Policy Analyst on modifying standard frameworks or designing new structured approaches for thinking about policy issues in particular policy domains.
- Understand the Treaty of Waitangi principles ([www.waitangi-tribunal.govt.nz/doclibrary/public/Appendix\(99\).pdf](http://www.waitangi-tribunal.govt.nz/doclibrary/public/Appendix(99).pdf)).
- Undertake formal study or training, for example:
  - Master of Public Policy papers at Victoria University
  - Policy Skills Programme (ANZSOG Exec Workshop) or equivalent
  - Evidence for Policy Decision Making (ANZSOG Exec Workshop) or equivalent
  - Economics for Public Sector Managers (ANZSOG Exec Workshop) or equivalent
  - Policy and Strategy for the Innovation Economy (ANZSOG Exec Workshop) or equivalent.

## Policy tasks and skills

### Identify problems and structure processes for resolving them

- Develop expertise to assess the difference between underlying causes and effects, that is, what is a problem and what may be a manifestation of a more deep-seated problem.
- Actively use and champion techniques to improve problem identification such as the '7 whys' process.
- Look for opportunities to participate in framing the problem and developing policy approaches to 'wicked' problems.

### Develop practical solutions based on evidence and analysis

- Build an evidence base for policy development in specific policy domains.
- Become an expert at identifying and collecting relevant data and information from a range of sources.
- Talk to experts to identify relevant domestic and international practices and approaches.
- Become an active user and supporter of the Ministry's information and library services.

### Provide rigorous peer review

- Attend training and seek opportunities to provide peer review.
- Model the provision of constructive and timely feedback.
- Seek feedback from Entry Level Policy Analysts and Policy Analysts about the clarity and value of any guidance and comments you provide.

### Champion a culture of challenge and review

- Contribute to cross-Ministry and inter-agency review of policy proposals.
- Establish or take a lead role in a Ministry forum for exchanging views, testing ideas, and exploring new and creative approaches to longstanding issues.
- Understand the extent to which policy advice objectives have been achieved in the past and where alternative approaches may now be required.
- Get an external review of scope and methodology for major projects.

## Communication

### Communicate complex issues and concepts clearly and succinctly

- Seek out and attend advanced oral communications training.
- Attend advanced and refresher training on plain English and policy writing on a regular basis.
- Ask for a peer review from the Ministry's communications experts.

### Communications meet the needs of target audiences

- Work with the Ministry's Communications Directorate to build expertise in developing communications plans for key policy development processes.
- Use stakeholder mapping to understand perspectives and interests of a range of stakeholders.
- Talk with Kāhui Taiao about engaging appropriately with iwi/Māori.
- Involve Ministry communications experts, for example as project members from the outset for key policy projects.
- Consult stakeholders and Ministers' private secretaries about the ways in which they, or the Ministers, prefer to receive information.
- Encourage the development of a communication 'toolbox' for key policy domains and projects.

### Articulate Ministry positions and perspectives in a range of forums

- Undertake effective meetings training.
- Seek opportunities to chair and facilitate meetings.
- Read the State Services Commission's guidance on officials and select committees (<http://www.ssc.govt.nz/officials-and-select-committees-2007>).
- Attend presentation skills/public speaking/influencing skills training and seek out opportunities to practice with colleagues and team members.
- Seek opportunities to present at select committee or stakeholder seminars.

## Relationship management

### Value diverse perspectives and experience

- Access expertise and test ideas through Ministry reference groups such as the Science Reference Group.
- Read sector and interest group newsletters to identify issues of importance and value propositions of stakeholders.
- Talk with Kāhui Taiao and the Treaty Negotiations Policy Team about the work they do.
- Attend meetings with iwi/Māori.
- Do some background research on iwi/Māori that you'll be working with or want to work with.
- Attend community meetings and read community newsletters.
- Subscribe to and share relevant articles from technical journals and current affairs periodicals.

## Relationship management

### Identify, build and actively manage significant relationships

- Undertake regular stakeholder mapping exercises to identify all parties that have an interest in a particular policy domain or in relation to a particular policy project.
- Analyse previous submissions to government or opinion pieces in industry or interest group newsletters.
- Explore co-governance arrangements, such as between government and relevant interest groups.
- Where appropriate, invest time in developing good relationship with iwi/Māori; keep in regular contact with those that you develop relationships with.

### Develop skills of persuasion and influence

- Attend influencing skills course.
- Use a full range of active listening skills to understand the attitudes, feelings and perspectives of others.
- Attend training to develop negotiation skills and trial a range of approaches with team members and colleagues.

### Manage upwards

- Discuss approaches to managing senior managers and/or Ministers with your peers, Principal Policy Analysts or manager.
- Look for opportunities to observe your manager(s) or more experienced policy practitioners managing upwards.
- Seek feedback from your manager and director about whether the material you provide them, or the conversations you have, meet their needs.
- Take opportunities to present your work to director-level steering groups or ELT.

## Planning / project management

### Champion effective use of project management disciplines to support robust policy development

- Talk to the Project Management Office about options for development or peer review.

### Oversee large projects

- Attend advanced project management training.
- Take on leadership roles in complex policy projects.

### Manage project priorities, risks and opportunities

- Get another team to peer review your project documents, methodology and team management.
- Talk to an experienced project manager about risk identification and risk management techniques for major policy projects.
- Learn how to develop and maintain a formal risk register for key policy projects.

## Planning / project management

### **Incorporate implementation and evaluation considerations**

- Build specific evaluation expertise or obtain this input from others.
- Develop strong linkages with evaluation staff in the Ministry's Programmes Division.

### **Manage large contracts**

- On-the-job discussions with your manager, team members and peers about contract management.
- Familiarise yourself with the mandatory rules for government procurement on the Ministry for Economic Development's website ([http://www.med.govt.nz/templates/ContentTopicSummary\\_43746.aspx](http://www.med.govt.nz/templates/ContentTopicSummary_43746.aspx)).

## Understanding government and the public service

### **Understand rationale and mechanisms for government intervention**

- Read widely and draw on the expertise of others to gain understanding of all circumstances in which government intervention may be justified, such as where there is market failure or an overriding public interest and an understanding of when government should do nothing.
- Coach others on the diverse measures that government can adopt to effect change, from 'soft' options such as communication campaigns through to legislation.

### **Develop in-depth understanding of the needs of Ministers**

- Learn about manifesto commitments of political parties, particularly of those parties in government.
- Understand Ministers' preferences such as how they like to receive information and the level of detail they require.
- Analyse a wide range of material released by Ministers and their offices to understand Ministerial values and priorities, the language and messages they use, and the values they espouse.
- Use all interactions with Ministers to gain insight as to their perspectives, objectives and desired legacy.

### **Understand imperatives of partner agencies**

- Complete a stakeholder map in relation to specific policy domains and projects to identify which government agencies are likely to have an interest, the nature of that interest, and the likely level of influence.
- Identify key contacts in partner agencies and develop networks across relevant government sectors.

## Understanding government and the public service

### Understand public sector processes

- Study the Cabinet Office manual to gain expertise in Cabinet and Cabinet Committee processes, protocols and timeframes.
- Develop select committee expertise, through training and attendance at select committee hearings, seek out examples of high-quality select committee briefings, summaries of submissions and departmental reports.
- Develop good working relationships with the Ministry's Legal Team and the Parliamentary Counsel Office.
- Become a member of the Ministry's virtual team overseeing the quality of the Ministry's regulatory impact statements.

## Understanding of Ministry for the Environment and our role

### Develop thorough knowledge of the Ministry's business

- Take a lead role in work programme planning across the Policy Division and wider Ministry, and ask your manager whether you can take responsibility for the team's input into corporate reporting processes.

### Foster strong working relationships across the Ministry

- Organise team-to-team workshops to learn about another team's roles, functions and work priorities.
- Participate in cross agency multi-disciplinary teams to address organisational issues.

### Help shape strategic direction

- Read articles on strategic planning.
- Talk with colleagues who work in strategy and planning.

### Translate strategy into action

- Become a good storyteller – able to communicate the Ministry's vision and goals to diverse audiences.
- Take a lead role in designing and delivering team activities.
- Help design and refine services provided by the Strategy and Corporate, and Programmes Divisions that support the development of robust and timely policy analysis and advice.

## Promote self, team and organisation's learning

### Coach and develop others

- Seek out specific training and opportunities to coach Entry Level Policy Analysts and Policy Analysts.
- Find a mentor who is skilled in coaching staff and arrange for them to provide you with regular coaching.
- Enter formal mentoring agreements with one or two Entry Level Policy Analysts or Policy Analysts in your team.
- Seek and respond to feedback about what you should start doing, stop doing and keep doing.
- Learn and practice the art of delegation.
- Seek a varied work programme that enables you to provide value and ensure consistency across several workstreams.

### Seek out growth opportunities

- Develop self-awareness; understand your own strengths and weaknesses, values and operating style, and how you might be perceived by others.
- Learn from past experiences, reflect on own behaviours and actions, and those of others.
- Take ownership of own professional development, be clear about your goals and objectives and development pathway.
- Seek and act on 360 degree feedback on your performance.
- Work with other policy leaders to identify the factors that create an effective environment for developing policy advice.
- Organise forums to share experiences and insights of specific elements of policy and legislative processes.
- Regularly review approaches taken to policy development, identifying what worked, what didn't work and what could be done differently next time.
- Model owning-up to and learning from your own mistakes.
- Use tools that encourage creativity and 'out of the box' thinking, such as brainstorming and scenario development.

### Contribute to building an effective team

- Use training days to develop understanding of the overall team profile – team values, relevant skills and experience, strengths and weaknesses.
- Provide timely and constructive feedback and encouragement.
- Celebrate individual and team achievements, including those that do not relate to high profile projects.
- Read books and articles on the latest practices and techniques of building an effective team.

## **Career options beyond Senior Policy Analyst**

When you feel you have gained extensive experience across the range of capabilities outlined in this chapter, you should have a conversation with your manager about your career aspirations. An example of this would be aspirations to move towards one of the following roles:

- Principal Policy Analyst
- manager in the Policy Division or another division within the Ministry
- any other role within the public sector more generally.

Your manager will be able to provide you with feedback on the extent of coverage you have successfully achieved, and areas for further development to assist your career aspirations.

As this is a guide to developing in the craft of policy analysis, the next chapter of this guide is relevant to those pursuing a role as a Principal Policy Analyst.



## E – Principal Policy Analyst

### Overview

#### Principal Policy Analyst

Principal Policy Analysts are recognised as expert practitioners in policy analysis, and provide professional leadership to others. They can be either general policy leaders or specialise as a policy leader in a particular field. Policy staff and other Ministry employees look to Principal Policy Analysts as role models and for policy support, leadership and guidance.

As a Principal Policy Analyst you will develop and deliver high-quality policy advice. You will lead and/or work on complex multi-sector issues with significant sensitivity and risk, and requiring multi-framed analysis. You are able to identify the need to integrate issues and develop frameworks and approaches to support this and have sophisticated skills to handle complex relationships across multiple stakeholders.

You will play a leadership role in supporting directors and managers to lift the capability and aspirations of the Ministry's Policy Analysts and Senior Policy Analysts and the overall policy function through coaching and mentoring.

You will help set and monitor standards for the development of policy advice and may manage change and other specialist projects requiring a wider intellectual leadership role across the Ministry.

You will have a thorough understanding of the strategic context in which the Ministry operates; understand the priorities and perspectives of Ministers, partner agencies and key external stakeholders; be fully aware of the Ministry's political, external and historical drivers; and assist analysts to understand the ways in which day-to-day policy work contributes towards meeting high-level strategic objectives. You will be a member of the Ministry's management team with a lead role in supporting and championing the Ministry's Strategic Direction and behaviours throughout the organisation.

You will front engagement with the Minister, act as arbiter or conciliator, and use your relationship networks across the sector to lead policy development that constructively brings together the perspectives of partner agencies and stakeholders. You will take a 'whole of government' approach, and network with others in a way that adds value to the Ministry's policy development. You will engage with stakeholders, even in complex situations, to create sustainable change toward the achievement of government objectives.

The following table summarises the experience and skills you will need or need to be developing as a Principal Policy Analyst. You may not have mastered all areas, however as you progress in your role, you are expected to actively develop greater breadth and depth of knowledge and experience in these areas. The skills and competencies set out below build on those expected of a Senior Policy Analyst.

Your particular focus for development will depend on whether you have adopted a generalist or specialist path as a Principal Policy Analyst.

## E – Principal Policy Analyst continued

### Overview of Principal Policy Analyst experience and skills

These skills and competencies are in addition to those expected of a Senior Policy Analyst.

Accountability from job description	Type of skills and experience	Principal Policy Analyst Building blocks: experience, skills, knowledge
<b>Policy development</b>	Critical reasoning and analytical skills	<ul style="list-style-type: none"> <li>• Be a recognised expert in public policy analysis and a thought leader in the Ministry and wider government (page 85)</li> <li>• Demonstrate expertise at tackling ‘wicked’ policy problems (page 85)</li> <li>• Apply advanced analytical skills, sound reasoning and excellent judgement (page 85)</li> </ul>
	Policy tasks and skills	<ul style="list-style-type: none"> <li>• Lead or contribute to key policy projects as required (page 86)</li> <li>• Lead processes to co-create practical and effective policy solutions (page 86)</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>• Consistently demonstrate excellent oral and written communication skills (page 87)</li> <li>• Represent the Ministry and present Ministry positions on complex policy issues in diverse forums (page 87)</li> <li>• Lead the development of communication strategies for sensitive and/or high profile policy issues (page 88)</li> <li>• Share experience, tell stories, make analogies, provide examples (page 88)</li> </ul>
	Relationship management	<ul style="list-style-type: none"> <li>• Be a ‘policy ambassador’ for the Ministry (page 88)</li> <li>• Strive to achieve shared understandings of policy issues and considerations and desired outcomes (page 89)</li> <li>• Work collaboratively across the Ministry, across government and externally (page 89)</li> <li>• Manage complex and multiple relationships to take full advantage of the perspectives and expertise of external stakeholders (page 90)</li> <li>• Strive to understand the perspectives and support the aspirations of iwi/Māori (page 90)</li> </ul>
	Planning / project management	<ul style="list-style-type: none"> <li>• Contribute to the ongoing improvement of the Ministry’s project management methodologies to support policy (page 90)</li> <li>• Understand the characteristics of successful project teams in a policy context and seek to emulate these in new projects (page 91)</li> </ul>
<b>Increasing the policy capability and professionalism of the Ministry</b>	Understanding government and the public service	<ul style="list-style-type: none"> <li>• Have a strong awareness of key drivers and actors in government policy development (page 91)</li> <li>• Understand levers of influence and interventions available to government (page 92)</li> <li>• Be an active leader and member of the policy profession across government (page 92)</li> </ul>
	Understanding of Ministry for the Environment and our role	<ul style="list-style-type: none"> <li>• Understand the environmental, economic, social and cultural context in which the Ministry operates (page 92)</li> </ul>
	Coaching	<ul style="list-style-type: none"> <li>• Be an expert on the overall policy development process and share this expertise (page 93)</li> <li>• Champion use of the Ministry’s COBRA Policy Guide (page 93)</li> <li>• Coach others to develop transferable policy skills and approaches (page 94)</li> <li>• Be an exemplar for policy excellence (page 94)</li> <li>• Consistently demonstrate and encourage Ministry policy staff to develop political acumen (page 95)</li> </ul>
	Other areas	<ul style="list-style-type: none"> <li>• Be a proactive member of the Ministry’s management team (page 95)</li> </ul>

## Critical reasoning and analytical skills

### **Be a recognised expert in public policy analysis and a thought leader in the Ministry and wider government**

Principal Policy Analysts are the Ministry's primary policy experts. You will play a lead role in tackling the most challenging policy issues facing the Ministry.

You will:

- demonstrate the ability to successfully work in areas of the highest public policy complexity and ongoing ambiguity
- think creatively and identify new frameworks for policy analysis
- encourage an environment where existing assumptions and policy approaches are regularly tested and challenged
- keep up with and share knowledge about the developing international and domestic discourse on key issues within the Ministry's areas of policy responsibility, and concerning public policy in general
- consistently challenge current thinking and introduce new perspectives.

### **Demonstrate expertise at tackling 'wicked' policy problems**

Addressing the policy issues that the Ministry is faced with requires a variety of approaches, depending on the nature and complexity of the issues concerned. While the process for resolving some policy issues may be reasonably straightforward, many policy issues require in-depth and multi-dimensional approaches.

Achieving effective and enduring policy solutions requires striking an appropriate balance between the Government's environmental, economic and social objectives. These issues are complex and resolving them generally requires innovation, creativity and perseverance. It also often requires the management of complex and multiple relationships both internally and external to Government.

You will:

- understand the distinction between symptoms and underlying causes of policy problems and be able to unbundle these
- quickly grasp issues and concepts and identify appropriate policy approaches and pathways
- understand and design for the cultural and institutional environment in which different policy approaches will play out
- demonstrate expertise in untangling, deciphering, analysing and repackaging complex policy issues
- accurately define the policy problem and adjust policy problem definitions as required
- identify areas for integration and develop frameworks to support this
- identify and address key hidden linkages between issues.

### **Apply advanced analytical skills, sound reasoning and excellent judgement**

Complex policy issues require a range of analytical approaches. By virtue of your considerable experience in addressing multi-faceted policy issues you will be looked to for analytical leadership and direction.

## E – Principal Policy Analyst continued

You will:

- apply strong logic, robust reasoning and objective analysis to resolve policy issues
- demonstrate flexibility and intellectual agility in the range of analytical tools and frameworks that you apply to specific policy issues
- understand key tools of economic analysis, including cost-benefit and cost-effectiveness analysis, qualitative and quantitative analysis, and forecasting and modelling
- demonstrate expertise at sourcing robust evidence widely
- be aware of the ways in which informal contributions influence policy development and direction
- understand the gaps and limitations in your evidence base and consider how these might be addressed and how to work with them.

### Policy tasks and skills

#### **Lead or contribute to key policy projects as required**

Principal Policy Analysts are a key policy resource for the Ministry. You need to be willing to contribute your wealth of knowledge and experience to a range of policy projects to ensure the Ministry consistently meets expectations and delivers on its overall policy work programme.

You will:

- generally manage a varied and substantive policy work programme, either within an area of specialisation or more broadly across the fuller policy work programme
- be willing to take the lead on any of the Ministry's major policy projects
- demonstrate expertise in project prioritisation – both within and between projects
- offer expert assistance at key stages of policy projects
- understand that implementation expertise is a key resource to be drawn on throughout the policy development process to review and improve the effectiveness and workability of existing and proposed interventions
- involve relevant Ministry specialists including in the areas of evaluation, communications, website and publications.

#### **Lead processes to co-create practical and effective policy solutions**

The true quality of a policy solution is only known once that policy solution has been implemented. Working with the people who have the greatest stake in the policy solution – either because it will have an impact on them or because they will be responsible for implementing it – significantly increases the chances of achieving effective and enduring policy outcomes.

You will:

- be vigilant about understanding the priorities and interests of all key stakeholders
- be able to readily adapt policy processes to ensure a range of perspectives can inform the identification of policy problems and the design of effective and workable solutions
- actively foster collaboration within the Ministry and wider government
- find ways to gain from the experience of others without imposing unrealistic expectations or unreasonable costs on contributors
- work to identify and address policy sticking points amongst different stakeholder interests
- actively seek out win-win solutions – for government and key stakeholders
- be pragmatic and innovative to provide the best possible advice with existing resources in the time available.

## Communication

### **Consistently demonstrate excellent oral and written communication skills**

Communicating effectively is a key component of the art of policy. Regardless of the circumstances, it is always imperative for the Ministry to provide the best possible information and advice in the most appropriate manner in the time available.

You will:

- model the consistent development of coherent, comprehensive and well-crafted policy products and advice
- present complex information and data in ways that can be easily understood
- adapt your communication style effectively to the specific circumstances and needs of the situation and audience.

### **Represent the Ministry and present Ministry positions on complex policy issues in diverse forums**

The Ministry is regularly called upon to attend external meetings and forums to explain current government policy priorities and positions.

You will:

- seek out opportunities and forums for stimulating policy discussion and gaining policy insights
- represent the Ministry at meetings with the Minister, Cabinet committees, select committees, and at conferences, seminars and external meetings, including at short notice
- encourage the dissemination of consistent Ministry messages
- help develop Ministry presentations and communication products that can be presented by Ministry managers and Environment Leadership Team to a variety of audiences.

## E – Principal Policy Analyst continued

### **Lead the development of communication strategies for sensitive and/or high profile policy issues**

Some policy issues are so complex or contentious that a formal communication strategy may be needed. Where a policy development process is likely to be lengthy and involved, interested parties are likely to want to be engaged throughout the process.

You will:

- expertly assess where communication risks or opportunities may arise due to the complexity or sensitivity of an issue
- readily anticipate when a policy issue or solution is likely to attract controversy or strong interest
- strive to understand specific concerns and information gaps for stakeholders and the general public
- apply your expertise in scripting and conveying complex or challenging messages.

### **Share experience, tell stories, make analogies, provide examples**

The quality of policy is generally enhanced by a broad range of perspectives being brought to bear on an issue. However, not all potential contributors have the time or the inclination to read through detailed written material. Therefore, other mechanisms for encouraging engagement in the policy development processes are important. A good story or analogy can be useful for stimulating a response to a potential policy approach or solution.

The ability to tell a good story about a current or past policy process or set of issues is an invaluable skill for Principal Policy Analysts.

You will:

- provide stimulating narrative to ignite interest and convey meaning
- ‘tell the story’ as a critical part of the policy development process
- offer a clear explanation of the policy problem at the heart of any policy story
- demonstrate your understanding of what matters most to your audience – what is the policy solution likely to mean for them, what analogies might aid their understanding of the issues, what do they really want to know?

## **Relationship management**

### **Be a ‘policy ambassador’ for the Ministry**

The Ministry’s Principal Policy Analysts are relied upon for presenting the Ministry’s policy positions and perspectives to the outside world and drawing on these perspectives to improve the quality of the policy advice. You will make a key contribution to lifting and maintaining the Ministry’s reputation as a high-quality, responsive and relevant policy agency.

You will:

- be a 'go to' person for policy at the Ministry
- work to enhance the Ministry's reputation with Ministers, other government agencies, business, relevant sector interest groups and iwi/Māori
- represent the Ministry at a variety of government and non-government forums and inter-agency meetings
- ensure others understand what information about government interests and priorities can be shared with stakeholders and what information needs to remain confidential until the conclusion of the policy development process.

### **Strive to achieve shared understandings of policy issues and considerations and desired outcomes**

Some policy solutions fail because it becomes apparent later that people had different views of what the problems were that needed to be addressed, the process to be followed to resolve the problems or the outcomes being sought.

You will:

- differentiate between those aspects of a policy issue that require a common understanding, such as the problem definition and desired policy outcomes, and those aspects where differences are inevitable and do not undermine the success of the project
- design and lead processes that can be used by Ministry policy staff to achieve shared understandings in different settings with different participants.

### **Work collaboratively across the Ministry, across government and externally**

There is a wealth of government sector experience and knowledge to be drawn on in the pursuit of high-quality public policy advice. Successful policy development processes draw on the expertise within an agency and from across the broader government, as well as outside government.

You will:

- seek out and value internal knowledge and experience from other directorates and functional areas including the Information Directorate, the Communications Directorate, the Strategic Policy Team and Kāhui Taiao
- work constructively with the Ministry Senior Engagement Advisor to get the right stakeholder engagement plan in place
- emphasise the value of involving, from the start of the policy development process, Ministry staff who are likely to implement the policy
- draw on the expertise of other government networks and partner bodies, such as the Natural Resources Network, and Regulatory Quality Team at the Treasury.

## E – Principal Policy Analyst continued

### **Manage complex and multiple relationships to take full advantage of the perspectives and expertise of external stakeholders**

Successful policy outcomes are only achieved and sustained with the buy in and cooperation of stakeholders. Knowing who your stakeholders are, and what their specific interest is in the policy outcome, is critical for any credible policy development process.

You will:

- apply your expertise in stakeholder mapping and analysis and in stakeholder management
- strive to fully understand how iwi/Māori, stakeholders and affected parties view policy problems, solutions and potential impacts
- see engagement and consultation as an opportunity for learning and for testing ideas and option design
- scale engagement channels and approaches to the size of the issue and the time available for consideration
- identify risks and develop mitigation strategies when engagement opportunities are limited.

### **Strive to understand the perspectives and support the aspirations of iwi/Māori**

Ministry policy staff have a specific responsibility to identify and take account of issues and potential impacts for iwi/Māori in all policy development processes.

You will:

- actively work with Kāhui Taiao to understand and address the policy interests and concerns of iwi/Māori
- apply expertise in designing and running engagement processes that provide for effective input from iwi/Māori
- apply expertise in assessing whether recommended policy approaches support or close off opportunities for iwi development
- be aware that iwi need to have capability and resources to carry out any roles envisaged for them.

## Planning / project management

### **Contribute to the ongoing improvement of the Ministry's project management methodologies to support policy**

Applying the Ministry's formal project management methodology to all substantive policy projects is a key aspect of 'how we do things around here'.

You will:

- work with the Project Management Office to continuously improve the project management tools and approaches to ensure they support the needs of policy analysis
- be adept at adapting project management approaches to support dynamic, non-linear policy projects; identify and mitigate risks; source and allocate resources; track and communicate progress, key milestones and risks; and to adapt to changing circumstances
- support policy staff to use or adapt the Ministry's project management templates and methodologies to suit their needs
- regularly review identified stakeholders to see whether anyone else needs to be brought into the process
- ensure that project settings and parameters remain relevant throughout the life of the project
- be proactive and pragmatic about resolving project bottlenecks and obstacles
- provide early warning when projects look likely to fail or experience significant delays.

### **Understand the characteristics of leading successful project teams and seek to emulate these in new projects**

Leading a policy project successfully means creating the appropriate structures, identifying the right skills, communicating effectively and with a no-surprises approach and keeping these all under review throughout the project to respond effectively to changing circumstances.

You will:

- draw on past experience to gain insight into what makes for a successful project team
- identify the appropriate balance of skills, knowledge and experience needed in project teams and keep this under review
- ensure clear communication channels in the team and external to the team
- change the composition of the project team or project team processes as circumstances evolve
- encourage taking time for reflection and review at the completion of key stages of the policy development process and share these lessons.

## **Understanding government and the public service**

### **Have a strong awareness of key drivers and actors in government policy development**

There are numerous factors that influence the outcome of a public policy development process. Some of these may relate to the specific nature of the policy issues concerned or to the process undertaken.

You will:

- understand relevant, and at times competing, government goals in relation to specific policy issues
- understand the interests and aspirations of different groups in society and how these might converge or conflict
- know who the key influencers are on specific policy issues and the channels and methods by which they exert influence
- shape communities of interest.

## E – Principal Policy Analyst continued

### **Understand levers of influence and interventions available to government**

In identifying appropriate policy solutions it is critical to understand what governments can and cannot do to respond to issues.

You will:

- understand the full spectrum of instruments and approaches that governments can draw on to address policy issues and change behaviour
- understand the relevance and applicability of different levers and levels of government intervention for particular policy issues
- consistently consider what contributions government can make and where others, such as business, sector interest groups, communities, and iwi/Māori should be involved in addressing the issues.

### **Be an active leader and member of the policy profession across government**

Government policy agencies have much in common. They all seek to achieve the best possible policy outcomes, often in circumstances that are time and resource constrained. Policy agencies develop considerable institutional knowledge about appropriate policy approaches, processes and considerations.

You will:

- maintain your networks with public policy practitioners
- openly share your knowledge and experience with other government agencies and at public sector meetings and forums
- understand where pockets of relevant policy knowledge and expertise exist across partner agencies
- keep up with major shifts in policy in key areas of government activity and the likely reasons for these shifts.

## **Understanding of Ministry for the Environment and our role**

### **Understand the environmental, economic, social and cultural context in which the Ministry operates**

Public policy is developed and plays out within a broad context. The different outcomes sought from policy development processes reflect a diversity of economic, environmental and social objectives. These objectives may come together or diverge depending on the nature of the policy issue concerned.

You will:

- demonstrate expertise in applying the Economy and Environment Principles developed by the Natural Resources Sector Network
- understand the key economic, social and environmental values that relate to specific policy issues within the Ministry's responsibility
- understand the key cultural and economic interests of iwi/Māori
- apply your experience at assessing whether Treaty of Waitangi implications arise in relation to specific policy areas or issues.

## Coaching

### **Be an expert on the overall policy development process and share this expertise**

A full policy development process can involve multiple stages and a period of months or years. Many of the Ministry's policy staff will be involved in the day-to-day work of supporting and managing specific parts of the policy processes. In addition to involvement in specific policy projects, the Ministry's Principal Policy Analysts need to maintain a 'bird's eye view' of the overall policy priorities and work programme.

As a Principal Policy Analyst you have invaluable experience to pass on. Hearing about past approaches and outcomes can provide reassurance and help policy analysts to identify the way forward on current policy dilemmas.

You will:

- understand and coach others on the key considerations of each stage of a formal policy development process
- actively offer guidance and leadership where needed
- be aware of the ways in which your informal contributions influence policy development and direction
- be a reliable source for expertise about Cabinet, select committee and Parliamentary processes and timeframes
- share expertise concerning the Privacy Act and the Official Information Act.

### **Champion the use of the Ministry's COBRA Policy Guide**

The Ministry has developed the COBRA Policy Guide as an organising framework for its policy work. The COBRA Policy Guide provides the key concepts, frameworks and tools to be used in the Ministry to consistently deliver high-quality policy advice.

You will:

- be recognised as an expert and encourage others in the use of, the Ministry's COBRA Policy Guide
- continually push to understand and test the costs, opportunities, benefits and risks of particular policy approaches
- demonstrate expertise at integrating the three cogs of planning, process and analysis
- ensure that policy problem definitions incorporate opportunities and issues and are regularly revisited and reassessed throughout the policy development process
- assist analysts to identify the critical choices for any given issue, and how to best 'tell the story' for particular audiences
- ensure that systematic evaluation of policy effectiveness is incorporated as a key component of the policy-making process.

## **E – Principal Policy Analyst continued**

### **Coach others to develop transferable policy skills and approaches**

Once developed, the skills of policy analysis can be applied to a potentially infinite range of policy areas. Having a pool of generalist and specialist policy staff is beneficial to the Ministry as it provides flexibility to move policy resources across the Ministry as required. Developing generic and transferable policy skills is also invaluable for the professional development and future career prospects of the Ministry's policy analysts.

You will:

- be generous with the knowledge and experience you have gained in your policy career
- coach policy staff in the value of understanding history – why has the status quo developed as it has, how did previous policy processes play out, why is the issue 'live' now?
- coach analysts to always take account of the broader strategic and political context in which policy is formulated
- coach analysts to understand that their job is to undertake robust analysis and provide objective advice but that ultimately they are not the decision makers
- demonstrate and encourage others to develop awareness of the constraints and pressures under which Ministers operate
- coach others to understand the broader context in which policy is formulated and plays out
- support policy staff to develop resilience and learn to live with the inevitable detours, delays and obstacles in the policy development process
- coach others in the art of breaking complex policy issues down into component parts for the purposes of analysis and bringing these parts back together to form a coherent body of advice
- lead processes and coach others to achieve effective and responsive policy solutions
- coach others to provide high-quality advice that conveys the relevant information clearly and succinctly and meets the needs and interests of target audiences
- provide ongoing coaching on the provision of high-quality briefings and Cabinet papers – focusing on clarity (structure and language), logic and continuity; and identifying critical choices, and objective option analysis and advice.

### **Be an exemplar for policy excellence**

There are a limited number of Principal Policy Analysts in the Ministry and they have high visibility and status. In many ways Principal Policy Analysts are the policy face of the Ministry and their performance has a significant bearing on the reputation and long-term prospects for the Ministry as a trusted source of high-quality and reliable analysis and advice.

You will:

- model the highest professional and ethical integrity at all times
- manage time and resources to focus on ‘the important’ as well as on ‘the urgent’
- strive to achieve the trust and confidence of Ministers
- have the courage to provide policy advice to Ministers that may not have been asked for but that the Ministers need to know
- be respected and trusted across the Ministry and the resource management sector for the skills, knowledge and experience that you contribute
- demonstrate excellent judgment and be reliably clear thinking, focused and objective
- be a leader in ensuring that the Ministry becomes a ‘learning organisation’ – applying lessons from past approaches and mistakes to current challenges
- demonstrate the value of applying or modifying the tools, processes and techniques from one policy issue to another.

### **Consistently demonstrate and encourage Ministry policy staff to develop political acumen**

Politicians operate in an environment that is quite different to the world inhabited by policy analysts. Policy analysts need to be aware of and be realistic about the specific drivers and pressures Ministers face.

You will:

- share your thorough understanding of political processes and considerations with Ministry policy staff
- understand the positions and commitments of political parties from across the political spectrum and how these relate to environmental and resource management issues
- ensure that Ministry policy advice demonstrates political awareness and reflects Ministers’ concerns and priorities
- anticipate Ministerial responses to policy advice but guard against ‘second guessing’ Ministers
- coach Ministry policy staff to understand the important distinction between being politically astute and being politically active
- help others to understand that operating in a political environment means that policy trade-offs and compromises are sometimes made
- coach analysts in the development and delivery of free and frank advice, and the boundaries for engaging with Ministers.

## **Other**

### **Be a proactive member of the Ministry’s management team**

Principal Policy Analysts are members of the management team in the Ministry’s Policy Division. They play an important role representing policy priorities and perspectives at a management level in the Ministry.

They also communicate corporate and organisational information and priorities to policy staff and teams.

## ***E – Principal Policy Analyst continued***

You will:

- be involved and encourage others to participate in strategic planning and discussion with colleagues across the Ministry
- ensure that policy concerns and considerations inform key management decisions, such as those relating to resource allocation and work programme prioritisation
- be a conduit for information flow within the Ministry – between managers and staff, policy teams and project teams, and Ministry directorates and functional areas.

### **Development options**

A Principal Policy Analyst role is a leadership role. At this stage of your career, you will be expected to have a sophisticated understanding of your personal strengths and development areas. Your development path is likely to be highly bespoke and focused on furthering your strengths and addressing your critical few development areas.

You should actively seek out and identify development opportunities to discuss with your Director as part of regular conversations about your development plan and progress. These conversations should be in the context of improving your performance in your current role and your future career aspirations.

## F – Resources

### Supporting development

The following references are provided to help support your development. The list is a starting point that will provide context to your policy role, develop your conceptual and framework thinking, provide a guide to some useful policy tools, and provide some links to helpful New Zealand government websites.

A 'live' version of this list is available on the Ministry's intranet and is regularly updated.

#### Policy analysis and advising

- Department of Internal Affairs, Overview of Policy Process, viewable at: <https://psi.govt.nz/pdtoolkit/Documents%20%20PDFs%20and%20Word%20etc/Overview%20of%20Policy%20Process%2020-10-05.pdf>.
- Department of Labour, Guide to Excellent Policy Advice, viewable at: <https://psi.govt.nz/pdtoolkit/Documents%20%20PDFs%20and%20Word%20etc/Guide%20to%20Excellent%20Policy%20Advice.pdf>.
- Ministry of Economic Development, Guidelines on Assessing Policy Options, viewable at: <https://psi.govt.nz/pdtoolkit/Documents%20%20PDFs%20and%20Word%20etc/Assessing%20options.pdf>.
- Ministry of Justice, Legislation Advisory Committee (LAC) Guidelines on Process and Content of Legislation (contains advice on the policy considerations to be made when developing proposals for legislation), viewable at: [www.justice.govt.nz/lac](http://www.justice.govt.nz/lac).
- Prime Minister's Strategy Unit (UK), Strategy Survival Guide, viewable at: <http://interactive.cabinetoffice.gov.uk/strategy/survivalguide/site/intro/introducing.htm>.
- Public Sector Intranet, Policy Development Toolkit, viewable at: <https://psi.govt.nz/pdtoolkit/default.aspx>.
- Scott, C & Baehler, K 2010, *Adding value to policy analysis and advice*, University of New South Wales Press Ltd, Sydney, Chapter 1.
- The Treasury, Cost-Benefit Analysis Primer, viewable at: <http://www.treasury.govt.nz/publications/guidance/planning/costbenefitanalysis/primer/cba-primer-v12.pdf>.

## F – Resources, continued

### Understanding policy models and systems

- Advisory Group on Reform of Australian Government Administration (AGRAGA) (2010) *Ahead of the Game: Advisory Group on the Reform of Australian Government Administration*, Canberra: Commonwealth of Australia, viewable at: [www.dpmc.gov.au/publications/aga\\_reform/aga\\_reform\\_blueprint/index.cfm](http://www.dpmc.gov.au/publications/aga_reform/aga_reform_blueprint/index.cfm)
- Althaus, C, Bridgman, P & Davis, G 2007, *The Australian Policy Handbook*, 4th edn, Allen & Unwin, Sydney, Chapter 3.
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- Shaw, R & Eichbaum, C 2008, *Public Policy in New Zealand: Institutions, Processes and Outcomes*, 2nd edn, Pearson/Prentice Hall, Auckland.

### Scoping and framing policy problems

- APSC 2007, *Tackling Wicked Problems: A Public Policy Perspective*, Australian Public Service Commission, ACT, p. 1-15 & 23-38.
- Baehler, K 2002, 'Intervention Logic', *Public Sector* 25.3, pp. 14-20.
- Heywood, A 2002, 'Political Ideology', *Politics*, 2nd edn, Palgrave Macmillan, Hampshire, Chapter 3.
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- Roberts, N 2000, 'Wicked Problems and network approaches to resolution', *International Public Management Review*, 1.1, pp. 1-19.
- Scott, C & Baehler, K 2010, *Adding value to policy analysis and advice*, University of New South Wales Press Ltd, Sydney, Chapter 3.
- Woolcock, M 2001, 'The Place of Social Capital in Understanding Social and Economic Outcomes', *Canadian Journal of Policy Research*, 2.1, pp. 11-17.

### Examples of different analytical frameworks

- Department of Internal Affairs, Policy Frameworks and Tools, viewable at: <https://psi.govt.nz/pdtoolkit/Documents%20%20PDFs%20and%20Word%20etc/Policy%20Frameworks%20and%20Tools%2018-10-05.pdf>.
- Ministry of Economic Development, Behavioural Analysis for Policy, viewable at: [www.med.govt.nz/templates/ContentTopicSummary\\_\\_\\_\\_23770.aspx](http://www.med.govt.nz/templates/ContentTopicSummary____23770.aspx).
- Ministry of Economic Development, Code of Good Regulatory Practice, viewable at: [www.med.govt.nz/templates/MultipageDocumentTOC\\_\\_\\_\\_22149.aspx](http://www.med.govt.nz/templates/MultipageDocumentTOC____22149.aspx).
- Public Sector Intranet, Analytical Frameworks, viewable at: <https://psi.govt.nz/pdtoolkit/pages/analytical%20frameworks.aspx>.
- Te Puni Kokiri, 'He Tirohanga o Kawa ki te Tiriti o Waitangi', viewable at: [www.tpk.govt.nz/en/in-print/our-publications/publications/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi](http://www.tpk.govt.nz/en/in-print/our-publications/publications/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi).

### Building the capacity for policy innovation

- Australian National Audit Office 2009, *Better Practice Guide – Innovation in the Public Sector*, viewable at: [www.apo.org.au/research/innovation-public-sector-better-practice-guide](http://www.apo.org.au/research/innovation-public-sector-better-practice-guide).
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- Centre for Social Innovation (NZ) – material viewable at: [www.nzcsi.org/tag/geoff-mulgan/](http://www.nzcsi.org/tag/geoff-mulgan/).
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- National Endowment for Science, Technology and the Arts 2010, *Making Innovations Flourish*, viewable at: [www.nesta.org.uk/home](http://www.nesta.org.uk/home).

### Developing policy options and an outcomes matrix

- Scott, C & Baehler, K 2010, *Adding value to policy analysis and advice*, University of New South Wales Press Ltd, Sydney, Chapters 3 & 4.

## F – Resources, continued

### Designing citizen-centred policy-making

- Burrall, S & Carr-West, J 2009, *Citizen power in recession? The case for public engagement in local government*, Involve and Local Government Information Unit, London.
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- Parkinson, J 2004, 'Why deliberate? The encounter between deliberation and new public managers', *Public Administration*, 82.2, pp. 377-395.

### Ministers and their advisers

- Department of the Prime Minister and Cabinet, Cabinet Manual, viewable at: [www.dpmc.govt.nz/cabinet/manual/index.html](http://www.dpmc.govt.nz/cabinet/manual/index.html).
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- Tiernan, A 2007, 'New actors, new politics, new problems', in *Power Without Responsibility: Ministerial Staffers in Australian Governments from Whitlam to Howard*. UNSW Press, Sydney.

### Understanding implementation in public policy design

- Barrett, S 2004, 'Implementation Studies: Time for a Revival? Personal Reflections on 20 Years of Implementation Studies', *Public Administration*, 82.2, pp. 249-262.
- Butler, D, Adonis, A & Travers, T 1994, *Failure in British Government: The Politics of the Poll Tax*, Open University Press, Oxford.
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- Wanna, J. (Ed.) 2007, *Improving implementation: organisational change and project management*, ANU E-Press, Canberra. See the chapters by Lindquist, Tiernan and Shergold, viewable at: [http://epress.anu.edu.au/anzsog/imp/pdf\\_instructions.html](http://epress.anu.edu.au/anzsog/imp/pdf_instructions.html).
- Wanna, J, Butcher, J & Freyens, B 2010, *Policy in Action: the challenge of service delivery*, UNSW press, Sydney.

### **Crafting policy**

- Scott, C & Baehler, K 2010, *Adding value to policy analysis and advice*, University of New South Wales Press Ltd, Sydney, Chapter 5.
- Wolf, A 1999, *Building Advice: The Craft of the Policy Professional*, Working Paper No.7, State Services Commission, Wellington, viewable at: [www.ssc.govt.nz/upload/downloadable\\_files/working\\_paper\\_7.pdf](http://www.ssc.govt.nz/upload/downloadable_files/working_paper_7.pdf).

### **Policy learning from overseas**

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### **Building policy capability and performance**

- Behm, A, Benington, L & Cummane, J 2000 'A Value-creating Model for Effective Policy Services', *Journal of Management Development*, 19.3, pp. 162-78.
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- Scott, C & Baehler, K 2010, *Adding value to policy analysis and advice*, University of New South Wales Press Ltd, Sydney, Chapter 6.

## F – Resources, continued

### Guidance on managing policy processes

- Ministry of Economic Development, Regulatory Policy, viewable at: [www.med.govt.nz/templates/StandardSummary\\_\\_\\_\\_189.aspx](http://www.med.govt.nz/templates/StandardSummary____189.aspx).
- Office of the Ombudsmen, Practice Guidelines- Official Information, viewable at: [www.ombudsmen.govt.nz/index.php?CID=100109](http://www.ombudsmen.govt.nz/index.php?CID=100109).
- Public Sector Intranet, Cabinet and Cabinet Committees, viewable at: <https://psi.govt.nz/cabinet/default.aspx>.
- State Services Commission, Officials and Select Committees- Guidelines, viewable at: [www.ssc.govt.nz/officials-and-select-committees-2007](http://www.ssc.govt.nz/officials-and-select-committees-2007).
- The Treasury, Regulatory Impact Analysis (RIA) Guidance and Instructions, viewable at: <http://www.treasury.govt.nz/publications/guidance/regulatory>.

### Introduction to economic concepts in a government setting

- Abelson, P 2008, *Public Economics: Principles and Practice*, McGraw Hill, Sydney.
- Cullen, R 2011, *Developing MfE's Skills in Economic Analysis Seminar Series*, viewable at: <http://intranet/node/17666>.
- Gans, J, King, S, Stonecash, R & Mankiw, NG 2009, *Principles of Economics*, Cengage Learning Australia, Melbourne.

### Some online dictionaries, glossaries and encyclopaedias in this field

- American Economic Association, Resources for Economists, viewable at: [www.aeaweb.org/RFE](http://www.aeaweb.org/RFE).
- Biz/ed, Virtual Economy, viewable at: [www.bized.ac.uk/virtual/economy](http://www.bized.ac.uk/virtual/economy).
- The Economist, Economics A-Z, viewable at: [www.economist.com/research/economics](http://www.economist.com/research/economics).
- The New School for Social Research, The History of Economic Thought, viewable at: <http://www.newschool.edu/nssr/het/>.
- State University of New York, Economic Journals, viewable at: [www.oswego.edu/~economic/journals.htm](http://www.oswego.edu/~economic/journals.htm).

### Some light and entertaining discussions of the economics of everyday life

- Frank, R 2007, *The Economic Naturalist*, Basic Books, New York.
- Hartford, T 2006, *The Undercover Economist*, Abacus, London.

### Other books

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- Bardach, E 2009, *A practical guide for policy analysis: the eightfold path to more effective problem solving*, CQ Press, Washington, D.C.
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## F – Resources, continued

### Electronic newsletters

- Select Committee News
- TransTasman

### Print journals

- *American economic journal: economic policy*, Imprint: American Economic Association, Nashville, TN.
- 'Review of environmental economics and policy (REEP)' *Oxford Journals*. (Viewable online.)
- *Environment: science & policy for sustainable development*, Imprint: Heldref Publications, Wash.DC.
- *Government & policy: environment and planning c*, Imprint: Pion Ltd. (Viewable online.)
- *Policy quarterly*, Imprint: Wellington. (Viewable online.)
- *Agenda: a journal of policy analysis and reform*, Imprint: ANU Faculty of Economics and Commerce, Heidelberg, Australia. (Viewable online.)

### Databases

- Australia New Zealand Reference Centre
- EBSCO Masterfile Premier
- Environment Complete
- Gale Academic Onefile