

Map your team's policy skills profile with the Policy Skills Framework



This tool is for policy managers to assess the policy capabilities of the different types of teams you may be responsible for against the Policy Skills Framework. This can assist you in staff development, building policy teams in various contexts, and recruitment. Use the template provided on the next page to assess the make-up of your team relative to where you may need future capability. The following questions will help you think about how the skills profile of either an on-going policy team or a time-limited project team compare with what you could be expected to deliver, and what you might do about any gaps that emerge.

Developing your policy team

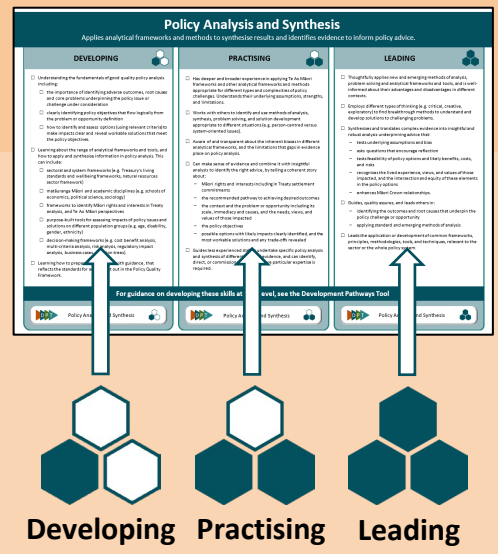
- What is the current skills profile of your ongoing policy team?
- What policy issues are most likely to fall within your team's current and future scope?
 - What are the most likely areas of work on each policy area in the next one to three years?
 - How complex are the policy challenges in these areas, and what is the appetite for change?
 - What will the relative demand for transactional policy advice vs leading transformative policy processes?
- Are there gaps or areas of oversupply between the policy capabilities your team currently has and what it will need to deliver effectively on your work programme?
- Which Policy Skills Framework elements are most likely to be in short supply?
 - For example, do you need greater capability in leading innovation, in complex data analysis, in co-design processes with a community – or in something else?
 - Do you have sufficient specialist domain knowledge, or Treaty analysis knowledge?
- Which gaps are most likely to cause failure, or if resolved are most critical to success?
- Can you develop, recruit or tap into capability from other teams/agencies in these areas?
 - In which of these areas can senior team members coach/model/lead others?
 - Who in your team has greatest interest/aptitude for developing in these areas?

Developing project-based teams

- (temporary, and may be internal or cross-agency)
- What are you commissioned to deliver? With what mandate and context?
 - What complementary roles in which agencies does the team need to connect with, in order to achieve the desired outcome?
 - What (if any) specialist domain or other knowledge is required?
 - What are the implications for what knowledge, applied skills, practices, and behaviours the team requires, and when?
 - How does this compare with the team's current knowledge, applied skills, practices, and behaviours?
 - Are there critical gaps that need to be resolved?
 - What supplementary resources do you need to bring directly into the team?
 - Are you oversupplied in any areas? Are there any resources that can be traded off?

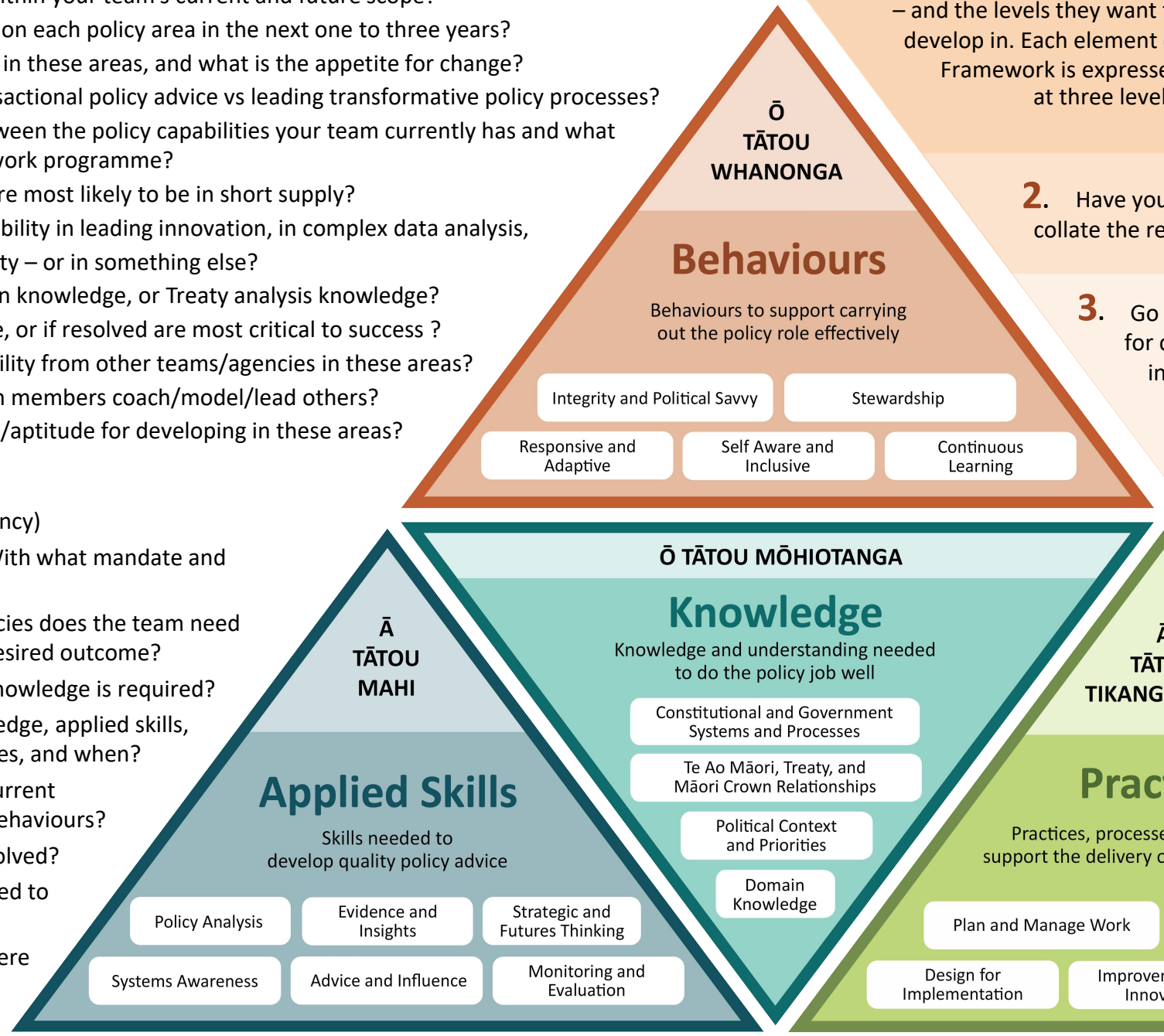
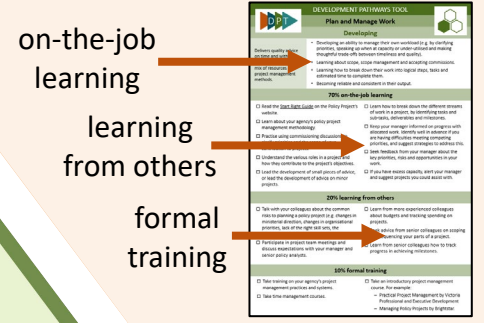
This A3 can be used electronically or printed out and filled in by hand. It should be completed in conjunction with the Policy Skills Framework.

1. Guide your team on how to use the detailed descriptors in the Policy Skills Framework to assess the current levels of their policy knowledge, skills, practices, and behaviours – and the levels they want to develop in. Each element of Framework is expressed at three levels:



2. Have your team map their policy skills profiles, and collate the results – including yours – on the next page.

3. Go to the online Development Pathways Tool for checklists full of practical ways to improve in the skill areas you choose. These actions are organised under:



Ā TĀTOU WHANONGA

Behaviours

Behaviours to support carrying out the policy role effectively

- Integrity and Political Savvy
- Stewardship
- Responsive and Adaptive
- Self Aware and Inclusive
- Continuous Learning

Ā TĀTOU MŌHIOTANGA

Knowledge

Knowledge and understanding needed to do the policy job well

- Constitutional and Government Systems and Processes
- Te Ao Māori, Treaty, and Māori Crown Relationships
- Political Context and Priorities
- Domain Knowledge

Ā TĀTOU MAHI

Applied Skills

Skills needed to develop quality policy advice

- Policy Analysis
- Evidence and Insights
- Strategic and Futures Thinking
- Systems Awareness
- Advice and Influence
- Monitoring and Evaluation

Ā TĀTOU TIKANGA MAHI

Practices

Practices, processes, and methods to support the delivery of quality policy advice

- Plan and Manage Work
- Engage and Sustain Relationships
- Design for Implementation
- Improvement and Innovation
- Communication

The Policy Skills Framework also contains direct links to these checklists.

Worksheet – Map your team’s policy skills profile



Team: _____

Date: _____

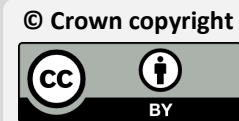
Team members:

KNOWLEDGE	Constitutional Government Systems and Processes										
	Te Ao Māori, Treaty, and Māori Crown Relationships										
	Political Context and Priorities										
	Domain Knowledge										
BEHAVIOURS	Integrity and Political Savvy										
	Stewardship										
	Responsive and Adaptive										
	Self Aware and Inclusive										
	Continuous Learning										
APPLIED SKILLS	Policy Analysis										
	Evidence and Insights										
	Strategic and Futures Thinking										
	Systems Awareness										
	Advice and Influence										
	Monitoring and Evaluation										
PRACTICES	Plan and Manage Work										
	Engage and Sustain Relationships										
	Design for Implementation										
	Improvement and Innovation										
	Communication										

Map your team’s policy skills profile with the Policy Skills Framework was released in July 2023 by the Policy Project. It can also be downloaded as an [editable PDE](#).

 policy.project@dpmc.govt.nz
 dpmc.govt.nz/policy-project

 c/o The Department of the Prime Minister and Cabinet
 Parliament Buildings
 Wellington 6160
 New Zealand
 **The Policy Project**



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