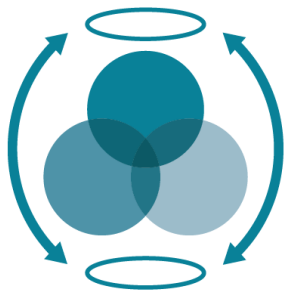


Intentionally Building our Policy People Capability across the system

18 March 2015



The Policy Project:

Responsive today,
shaping tomorrow

We came together to share our diverse range of perspectives (HR/OD/Policy) on policy people capability. We identified opportunities and challenges with developing a high performing policy workforce and prototyped possible frameworks to identify key components for success.



The Policy Project – work streams

System Leadership

A system champion for the policy function (Head of the Policy Profession), a roadmap towards the desired future state, communities of practice to drive a culture of innovation and continuous improvement, and a repository of information and best practice models (potentially electronically as an accessible 'Policy Portal').



People Capability

Build a high performing policy cadre by identifying the skills for policy excellence, grow the pipeline and signal career pathways, support greater consistency between agencies, facilitate generic training options, identify and grow future policy leaders, develop options for deploying talent to where it is most needed.

Policy Products and Services

Develop a common understanding of what excellent policy advice looks like, build a future focused policy toolbox, develop shared quality/assessment standards, build system capabilities/centres of expertise, develop and promulgate a 'Policy shop capability maturity model' (model of an aspirational 'great' policy unit and diagnostic tool) scalable to a system maturity model.

Policy Leadership

Develop mechanisms for collective conversations to anticipate and address cross-agency policy challenges, promote policy exemplars. Work with the Cabinet Office to support Ministers to get the most out of policy services, build methods/tools for officials and Ministers to work together on setting policy directions and agreed priorities.

Workshop participants

Peter Carr

Ministry of Transport

Marilyn Rimmer

State Services Commission

Adam Cooper

Ministry of Business Innovation and Employment

Hannah Cobb

Ministry of Justice

Jolanda Meijer

Ministry of Education

Caroline Boyd

Ministry of Health

Jo Gascoigne

Department of Internal Affairs

Toby Cooper

The Treasury

Anna Thomson

Ministry of Justice

Lorraine Kamo

Ministry for Primary Industries

Anna Cook

New Zealand Customs Service

Scott Rennie

New Zealand Customs Service

Nicky Niclaus

Ministry for Primary Industries

Ginny Baddeley

State Services Commission

Ruth Shinoda

Ministry of Education

Hugo Vitalis

State Services Commission

Policy Project team

Sally Washington

Department of the Prime Minister and Cabinet

Kaye Ronald

Department of the Prime Minister and Cabinet

Laura de Haan

Department of the Prime Minister and Cabinet

Design Coach

Jim Scully

ThinkPlace

Exploring what a successful future would look like when a policy people capability framework is in place and how it might be experienced by different users.

Policy Analyst



Challenge or goal

- Clarity of roles, skills, experience and mobility

The future experience

- I can look across my department and the system and see comparability and consistency of levels and roles
- I have foundation skills and know how to navigate across, up and around to other areas of policy or into non-policy roles
- I have clarity about skills, experience and competencies required and what 'excellence' looks like
- I get good feedback on my performance and can see where I am and where I could go in my career in the future
- I have opportunities to move outside the public service (overseas, private sector) and have the experience valued when I come back

The possibilities are endless and the pathways are varied but visible

Policy Manager



Challenge or goal

- A flexible workforce with appropriate levels of experience and capability – right people in the right place
- The ability to move people within and across agencies

The future experience

- I can provide training and development for staff at each level regardless of entry-point into the system
- I encourage experiential learning
- I have access to an appropriate range of skills and experience to meet my business needs, within an environment that provides appropriate training and development of staff
- I understand and have planned for the future business workforce capability

Looking towards a flexible and 'fit for purpose' workforce



Head of the Policy Profession



Challenge or goal

- From a fragmented to an aligned profession
- From agency-centric to system capability
- From variable systems/practices to consistency with agility

The future experience

- I am confident that we have a high performing policy cadre and we are continually growing capability
- Policy teams can be established quickly to respond to emerging challenges
- I have set expectations of the policy community and they are embraced and enabled

High performing policy workforce helps the Public Service exceed New Zealanders expectations

Minister



Challenge or goal

- Policy advisors support me to deal with high profile, complex issues in a timely and seamless way

The future experience

- I have a seamless experience — the process is invisible to me
- I have confidence in the quality of advice and the skills of advisors
- The advice I receive is robust, is the right product and is 'fit for purpose'
- I am inspired by the way advice is delivered
- I am confident that officials have all the bases covered – no surprises

From Minister to Prime Minister, "Free and frank, trusted advice"

System Policy Capability



Challenge or goal

- Dealing with cross-cutting, systemic and complex issues
- Balancing agency and system people capability needs
- Finding, managing and sharing talent

The future experience

- We can quickly identify and deploy talent when required
- All players are comfortable, committed and energised
- Relationships are trust-based
- All agencies own and contribute to system capability beyond simply resourcing
- Mechanics are invisible to ministers
- Agencies are reinvigorated by the movement of people in and out of the agency

Good for the parts and good for the whole

- We compete with each other for people
- The cap on public service numbers (sticky workforce)
- Wellington pool vs Auckland need
- Secondments are difficult, risky and follow no standard process. They are also individual driven
- Using training and development budget deliberately, not ad-hoc
- There are gaps in the L&D framework at nearly all levels
- Future needs are not understood or acted on at an agency or system level

Challenges

Opportunities

- Interesting work to attract great people
- You can recruit at any point and go to market internally, externally and internationally
- You can mix 'grow' and 'buy'
- Mobility/strategies in BPS at leadership level have potential to filter down
- We do have training and development resources and budget
- Potential for a buddy system between small and large policy shops
- Developing a common understanding of what good looks like
- Pockets of good practice and ample material to draw upon
- Ability to leverage off current frameworks and tools

Core aligning design principles – for a policy people capability framework

- 1 Be the first choice for trusted advice**
Excellence and value adding every time
- 2 Trust peers and others in the system to work collaboratively across policy and other professions**
- 3 Benefit everyone involved** (Analyst, Managers, CEs, Ministers, New Zealanders and individual agencies)
Good for the parts AND good for the system
- 4 Value progress over perfection**
- 5 Elevate and build on good practice**
- 6 Accept and encourage diversity**
- 7 Work to the right level**
The right supply of the right skills at every level of the profession
- 8 Build for reuse, shareability and scalability**

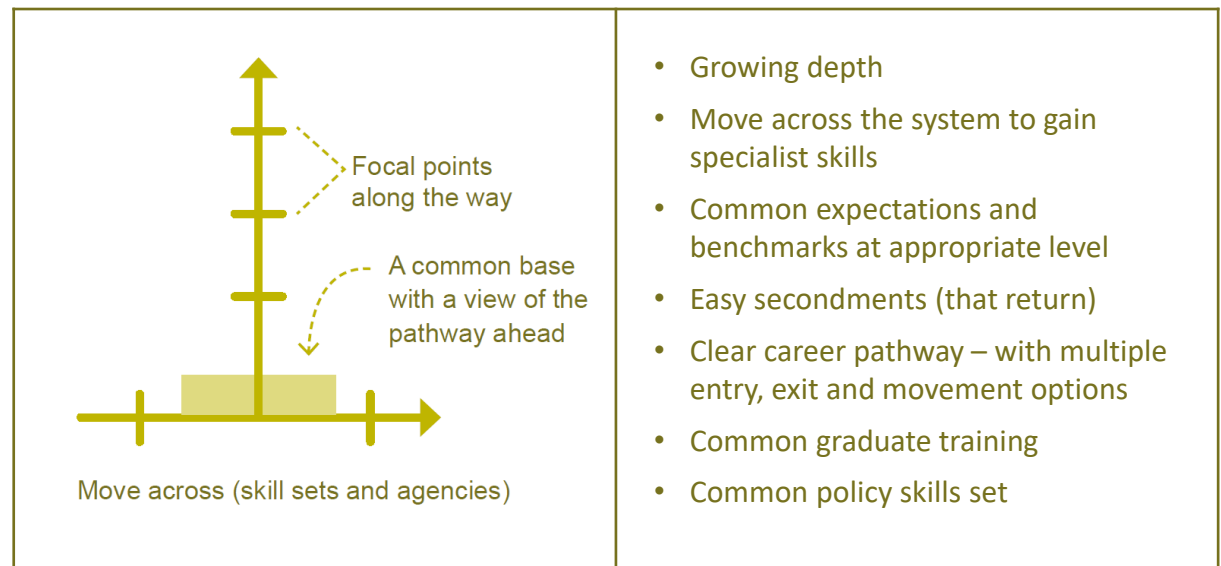


Mayo Clinic TM

Prototype of the policy people capability framework

Building to learn and surfacing key framework concepts.

Prototype One



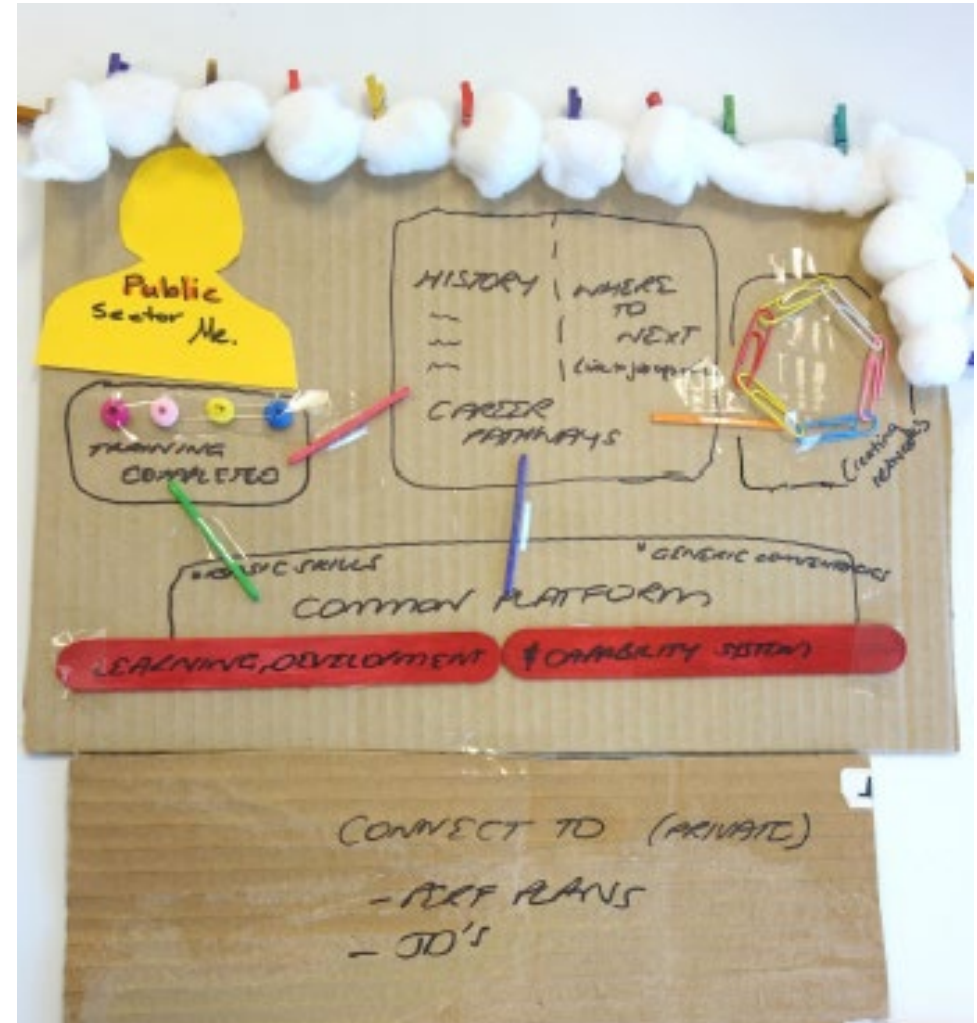
Prototype Two



- People supported to take risks and innovate – 'soft landing' when things don't pan out
- A web of connections – between professions, between agencies and between the centre and agencies
- People connected at different levels – networks of analysts, senior advisors, managers and policy leaders
- Supported by agencies and rewarded for system contributions

Prototype Three

- 'Public Sector Me' – a tool to support talent, visibility and deployment
- Transfer or share capability and training between agencies
- Highlights training, learning and development that an individual has completed
- Links to other possible opportunities – match demand and supply
- A place to build networks
- Moving from one organisation to another is easy



T-shaped people – broad and deep capability

Prototype Four



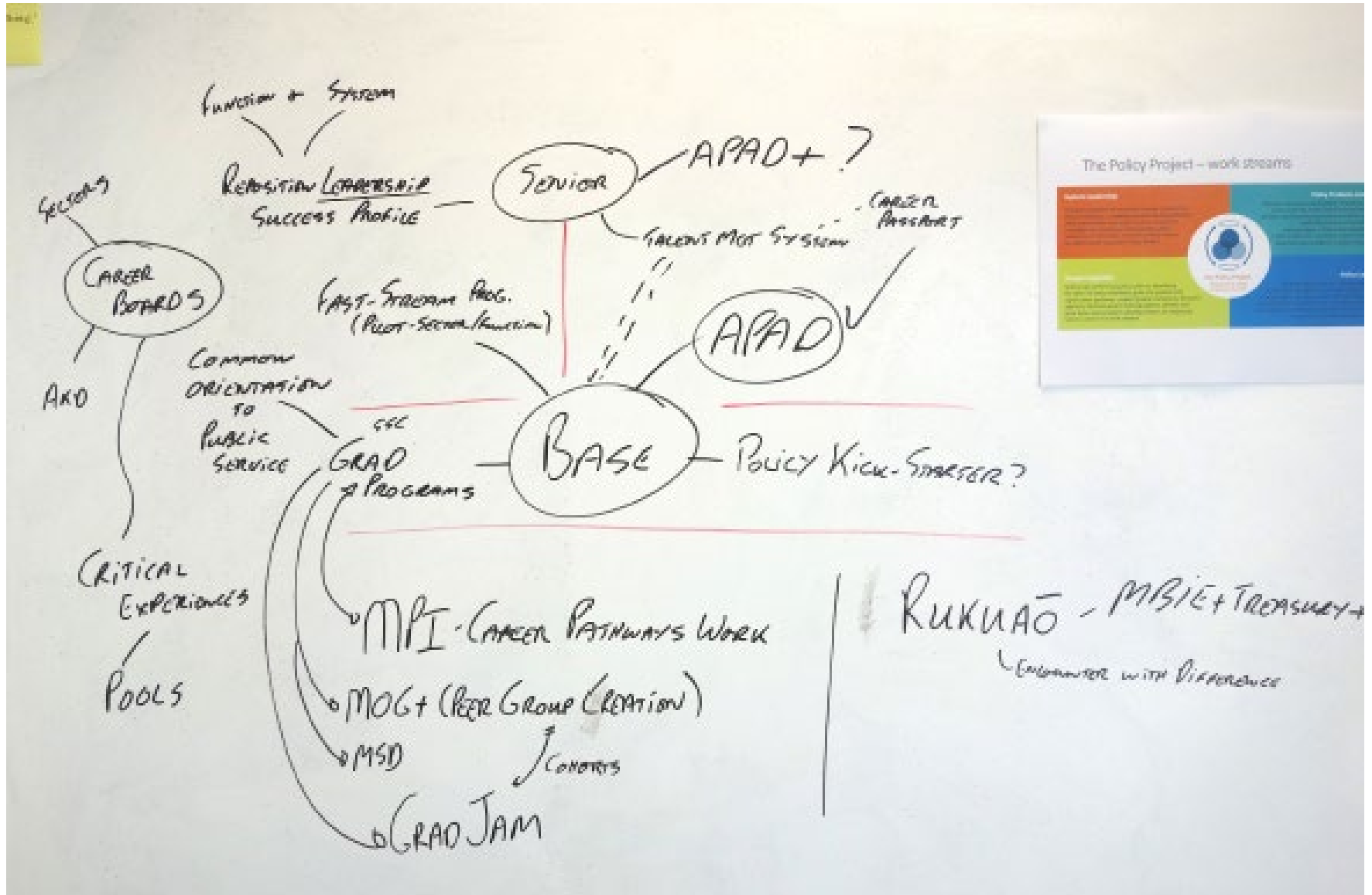
- Unlocking people's passion for the policy role
- Encourage them to explore different experiences
- Build understanding of diverse perspectives, experience and backgrounds
- T-shaped people – need broad and deep capabilities
- Creating an open system – deploying people for the benefit of individual development and agency/system needs

Prototype Five



- Swiss army knife of skills in our kete – foundation skills that we apply to multiple contexts/ challenges
- Picking up experiences and knowledge along the way
- Valued for adding another 'loop' of experience (across agencies/outside policy)
- Strong connections – encourage engagement and empathy
- Moving through our career (vertically and laterally)
- Diversity of skills and experience benefit end users and Ministers

A snapshot of initiatives across the system – build and align THINKPLACE



Policy Project team to build an action plan based on insights developed by the group including:

- Early initiatives as catalyst projects
- Processes that reflect design principles (build on good practice/initiatives to reuse, share and scale; good for the parts and good for the whole; encourage diversity)
- Alignment with SSC Leadership Capability Development and Deployment programme and other system initiatives (map the synergies and gaps)
- Outcomes sought and being able to measure progress towards the desired future state

- Policy Managers Forum (to be held on 15 April) to test and iterate the bones of a policy people capability framework (as well as Policy Project policy standards work)
- The Policy Project to draw together a small group to further shape and iterate this workstream

ACTION: please indicate your interest in being part of this group

Thank you to everyone who participated in the session with such energy and openness. It was difficult to tell who was from an HR, an OD or a policy background – we worked together with shared intent.

