



Advice and Influence

Developing

Delivers policy advice that is robust, free and frank, and compelling. Can use appropriate levers of influence to successfully effect change.

- Learning how to use a range of techniques to inform ministers and other decision makers.
- Learning about the constitutional conventions of free and frank advice.
- Contributing to advice that is clear, accurate, well-reasoned, evidence-based, impartial, politically neutral and targeted to the audience (the decision maker).

70% on-the-job learning

Read the Public Service Commission's [A guide on integrity and conduct](#), factsheets on [free and frank advice and policy stewardship](#).

Read your agency's style guides and processes for different types of documents.

Review previous advice to decision makers to get a feeling of tone, language and appropriate format.

Prepare short documents, ministerials, Official Information Act requests, key messages, simple briefing papers etc.

Learn how to access legislation, regulations, written and oral parliamentary questions, and select committee reports online.

Learn about the relevant legislation, regulations and Cabinet decisions relating to your work.

Peer review colleagues' work to build your understanding of how well-reasoned, impartial and politically neutral policy advice is presented.

Learn how to write policy advice that is clear, accurate, well-reasoned, impartial and politically neutral, and targeted to the audience.

Contribute data, text and analysis to support the work of others for a range of products (e.g. talking points, web content, reporting on status).

Assist your team on policy issues or tasks that you are unfamiliar with.

20% learning from others

Ask senior colleagues to identify effective policy advice papers. Review them to identify what works.

If possible, accompany your manager or a senior colleague to meetings with senior management or leadership teams, so you can see how messages are communicated.

Seek peer review or coaching from more experienced analysts or your manager.

If possible, accompany your manager or a senior colleague to meetings with the minister, so you can see how key messages are communicated and how officials interact with the minister.

10% formal training

- Take an introductory negotiation and influencing skills course.
- Consider training in storytelling.

Take a persuasive writing or plain English course (e.g. Business Writing Essentials by Write Limited).