



Leading

Understands how the constitutional roles of the three branches of government operate, and policy, legislative, and parliamentary processes.

- Understands and leads others in the effective processes of policy proposals, including on large-scale, complex cross government programmes through:
 - relevant budgetary cycle and funding arrangements
 - Cabinet Committee processes
 - legislative and Parliamentary processes.

70% on-the-job learning

- Lead and guide agency input on sensitive issues including navigating government processes and dealing with extraordinary situations.
- Provide departmental expert advice to ministers, select committees, Cabinet committees etc.

Participate in internal leadership groups on particular issues such as governance boards, monitoring of crown entities and other machinery of government issues.

Ensure quality systems are followed when developing different policy products (e.g. legislation and regulatory processes, select committee and Cabinet papers, ministerial briefings).
- Integrate and implement system-wide requirements (e.g. Impact Analysis Requirements) into agency policy processes.
- Establish yourself as an expert on government systems and processes.
- Mentor others about processes and people associated with specific policy products (e.g. clerks of select committees, Parliamentary Counsel Office).
- Lead or participate in training to staff on government systems and processes.

20% learning from others

Where relevant, use guidance from central agencies to help others with systems and processes (e.g. the budget cycle and funding arrangements – Performance and Financial Management Cycle).

Seek feedback from your manager and peers on how you have led policy projects and navigated government processes.

10% formal training

- Take courses aimed at leading complex policy projects (e.g. planning, resourcing, skills, people). For example:
 - Towards Strategic Leadership (ANZSOG residential programme) or equivalent.