



## Continuous Learning

### Practising

Takes initiative to develop the policy skills of yourself and others. Learns from colleagues, training opportunities, and on-the-job experience.

- Invites and offers regular constructive feedback and challenge.
- Shares knowledge and expertise, and reviews the work of others.
- Thinks of policy work as producing 'team products', and actively provides and receives peer review and quality assurance.
- Learns from feedback and mistakes to improve their policy practice.
- Proactively identifies areas for professional development and takes active steps to build their policy skills.

### 70% on-the-job learning

Offer to peer review work and reflect constructively on improvements or different approaches.

Take on diverse tasks and get immediate feedback on your learning and performance.

Regularly review your team's approaches to policy development, what worked and could be done differently.

Provide timely and constructive encouragement to other team members.

Reflect on your performance feedback and how best to use your strengths and be more effective.

Contribute to policy training in your organisation or across the Public Service.

Consider rotating into other parts of the organisation where you can work on different issues or policy areas.

Seek out specific training and opportunities to coach less experienced colleagues, or to enter into formal mentoring agreements.

Consider what new knowledge you need that can be provided internally.

Be open to new ideas and thinking.

Use the [Development Pathways Tool](#) to help mentor less experienced staff on ways to develop their range of policy skills.

Use the [Māori Crown Relations Capability Framework](#) to make an assessment and create an action plan to develop your capability.

### 20% learning from others

Seek mentoring from an experienced colleague who has institutional knowledge.

- Consider starting a learning group in new or emerging policy techniques, or analysing a case study.

### 10% formal training

Take a course on how to coach or mentor others (e.g. 'Side by Side' by Hartwick Associates).