



Domain Knowledge

Leading

Understands the specialist policy subject matter relevant to the agency and sector.

- Is a subject leader for the agency in the domain.
- Is recognised as a thought leader in a field of knowledge and builds agency credibility by:
 - contributing to the knowledge base
 - sharing, synthesising and influencing thinking
 - forging links with the academic community.
- Helps build Māori Crown relationships relevant to the domain, and ensures relevant Treaty settlement commitments are incorporated in policy advice.

70% on-the-job learning

Lead and guide discussions on policy projects, challenges and outcomes that draw on your specialist subject matter expertise.

Shape a culture of generously giving and receiving knowledge within and across sectors.

Build and share a knowledge base of the domain's strategic context, including regional and international considerations.

Mentor less experienced policy practitioners and lead in-house training in your specialist subject matter expertise.

Monitor complex agency issues, which have broader strategic impact.

Maintain oversight of contemporary domestic and international approaches, and contribute to the knowledge base in the domain.

Position yourself as a leader for professional policy making in your subject matter expertise.

Seek out projects or tasks where issues break new ground or establish precedents.

Take up secondment opportunities or acting roles that broaden your subject matter expertise.

Contribute to, access, and assess the following in your subject area: research; evidence; case studies; and lessons learned.

20% learning from others

Establish and drive strong networks within your domain areas, across sectors and with interested external groups, particularly Māori and iwi organisations.

Seek out opportunities for discussion and sharing with others in your subject area.

Present papers at conferences, submit papers to journals, and seek critique amongst external experts.

Engage with and seek critique from thought leaders and experts (including academics, Māori).

Advance professional practice by testing, adapting and sharing theoretical approaches, kaupapa Māori methodologies and frameworks, models and techniques and by seeking critique and sharing lessons.

Consider applying for an award or fellowship.

Seek collaboration opportunities with iwi, across sectors and agencies to improve policy methods.

10% formal training

Attend courses, conferences and seminars that will extend your networks and knowledge in your areas of expertise.

Take courses aimed at leading complex policy.