



Domain Knowledge

Practising

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

- Has solid subject matter knowledge of policy issues and the current policy and regulatory settings.
- Is advancing practical understanding of the domain and sharing knowledge with others.
- Growing knowledge of Māori rights and interests, grounded in engagement with Māori and Treaty relationships relevant to the domain.

70% on-the-job learning

Lead or contribute significantly to projects that allow you to put your domain knowledge and expertise into practice.

Share domain knowledge and policy experience with other policy practitioners.

Contribute to discussions about specific issues or projects related to your subject matter expertise.

Lead discussions about policy problems and approaches in your subject area.

Stay up to date with literature and policy problems relevant to your role.

Be knowledgeable about current Māori views on your subject matter, including reading relevant Waitangi Tribunal reports and evidence.

Lead advice to the minister, Cabinet committees, select committees, and inter-agency meetings where you are the subject matter expert.

Read key policy development documents (such as discussion documents, Cabinet papers, and Regulatory impact statements) to identify exemplars and lessons.

Engage with cross-government or sector work of increased complexity to understand policy frameworks, methods and tools that other agencies use.

Contribute to the development of policy tools and processes within your sector.

Contribute to subject matter-focused policy training programmes in your organisation.

20% learning from others

Subscribe to relevant technical journals to build knowledge of new thinking.

Read widely, including areas outside your area of technical expertise and experience.

Identify people within your agency who have expertise in the policy area you're working on and talk with them to gain their insights.

Set aside time for reflection (possibly with a coach) on policy processes you are involved in.

Seek coaching from a principal analyst on modifying standard frameworks or designing new structured approaches to make them relevant to your work.

Take up secondment opportunities or seek rotation to broaden your specialist expertise.

Build relationships with external organisations and individuals with an interest in your subject area, particularly iwi and Māori.

10% formal training

Attend seminars run by the Institute for Governance and Policy Studies, IPANZ, Motu, the Treasury, Te Puni Kōkiri, and Te Arawhiti. Share lessons with colleagues and incorporate what you've learned into your agency's approaches.

Attend internal seminars and participate in workshops to expand and update your technical knowledge.

Continue formal learning on Te Ao Māori relevant to your work.