



Plan and Manage Work

Developing

Delivers quality advice on time and within budget using the right mix of resources and project management methods.

- Developing an ability to manage their own workload (e.g. by clarifying priorities, speaking up when at capacity or under-utilised and making thoughtful trade-offs between timeliness and quality).
- Learning about scope, scope management and accepting commissions.
- Learning how to break down their work into logical steps, tasks and estimated time to complete them.
- Becoming reliable and consistent in their output.

70% on-the-job learning

Read the [Start Right Guide](#) from the Policy Project.

Learn about your agency's policy project management methodology.

Practise using commissioning discussions to clarify priorities and the scope of your contribution to projects.

Understand the various roles in a project and how they contribute to the project's objectives.

Lead the development of small pieces of advice, or lead the development of advice on minor projects.

Learn how to break down the different streams of work in a project, by identifying tasks and sub-tasks, deliverables and milestones.

Keep your manager informed on progress with allocated work. Identify well in advance if you are having difficulties meeting competing priorities, and suggest strategies to address this.

Seek feedback from your manager about the key priorities, risks and opportunities in your work.

If you have excess capacity, alert your manager and suggest projects you could assist with.

20% learning from others

Talk with your colleagues about the common risks to planning a policy project (e.g. changes in ministerial direction, changes in organisational priorities, lack of the right skill sets, the minister's availability).

Participate in project team meetings and discuss expectations with your manager and senior policy analysts.

Learn from more experienced colleagues about budgets and tracking spending on projects.

Seek advice from senior colleagues on scoping and sequencing your parts of a project.

Learn from senior colleagues how to track progress in achieving milestones.

10% formal training

Take an introductory project management course. For example:

- [Project Management Fundamentals](#) by Wellington Uni Professional
- [Managing Policy Projects](#) by Brightstar.

Take training on your agency's project management practices and systems.

Take time management courses.