



Plan and Manage Work

Practising

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

- Understands the commissioning process, and is active in establishing the mandate and defined deliverables for their own work.
- Manages risks, issues, conflicts, timelines, resourcing and deliverables and knows when to escalate for clarity. Reports on progress as required.
- Can lead simple to moderate complexity policy projects.
- Identifies when commissioned work is project-sized and would benefit from fit-for-purpose project management disciplines.
- Understands a variety of project planning and management techniques and is able to apply them.

70% on-the-job learning

Play an active role in commissioning discussions to establish the mandate and desired deliverables for new policy projects.

Assess the appropriate level of engagement with Māori using the [Engagement Framework](#) and [Engagement Guidelines](#) on the Māori Crown Relations' Engagement page. Build time into your planning to allow early and suitable engagement.

Ensure projects include sufficient time and resources for testing and evaluation.

Manage policy projects of moderate complexity, from start to finish.

Ensure that the right skills are available and applied in projects at the right time.

Ensure the right data is being captured, analysed and reported to provide feedback about project progress and risks.

Learn how and when to escalate issues for resolution.

Model the effective and consistent use of your agency's processes (e.g. commissioning, project planning, peer review and sign-out processes).

Evaluate your projects after completion to identify lessons about what worked and what didn't.

Coach or mentor less experienced analysts in project planning and management.

Explore the Australian Government's [Agile Policy Playbook](#) and consider whether you can utilise Agile policy methods in your work.

20% learning from others

Seek feedback from colleagues with more experience in managing policy projects.

10% formal training

Consider taking an advanced project management course (e.g. Agile Policy Management).