



Policy Analysis

Leading

Applies analytical frameworks and methods to make sense of evidence and inform policy advice.

- Can thoughtfully apply new and emerging methods of analysis and problem solving (e.g. design thinking, behavioural analysis), articulate their advantages and disadvantages, and lead the adaption or development of common frameworks, principles, methodologies, tools and techniques.
- Coaches others in standard and emerging methods of analysis.
- Able to translate complex evidence into insightful analysis that supports advice by:
 - testing underlying assumptions/bias
 - asking questions that encourage critical thinking
 - testing feasibility of policy options and likely benefits, costs and risks.
- Employs deep critical thinking skills and uses breakthrough methods to find solutions to challenging problems.

70% on-the-job learning

Lead complex cross-agency policy projects using a variety of analytical tools, and consider how these tools can be improved to be more relevant to these issues.

Lead others in the development of a Regulatory impact statement.

Share and test tools and techniques from different disciplines to apply critical thinking to the issues and problems.

Challenge current thinking and introduce new perspectives.

Foster discussion networks on new and emerging analytical approaches, techniques and tools.

Keep up to date with international and domestic developments in your areas of expertise.

Design and contribute to policy projects and analytical processes at an 'expert' level (e.g. establishing analytical practice standards).

Coach or mentor less experienced analysts on how to choose and apply the 'best fit for purpose' analytical frameworks for policy problems.

Recommend and discuss examples of good briefings and Cabinet papers with less experienced analysts, and disseminate best practice examples and lessons learned.

Design, establish and lead quality assurance processes (e.g. regulatory impact analysis panels and Cabinet paper committees).

Position yourself as a leader for professional policy making.

20% learning from others

Discuss analytical frameworks with peers across agencies. Talk about improvements to both the analytical frameworks and methods, and to the application of them.

Build relationships with experts in methods and tools from different disciplines that can be used in policy analysis.

Discuss with peers the underlying assumptions of a policy problem you are working on, how you have identified the risks, benefits and feasibility of different options, and the impact of the problem on the wider system.

10% formal training

Consider taking Victoria University of Wellington's more advanced short courses including policy courses and degrees.

Consider advanced courses on analysis in the policy development process.