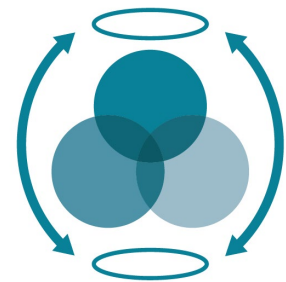


Analyst Forum

23 October 2014



The Policy Project
Responsive Today,
Shaping Tomorrow

Context



Background

The Policy Project aims to reinvigorate the policy system by improving the performance and quality of policy advice across government. The Policy Project is led by the Department of the Prime Minister and Cabinet, in collaboration with the Tier II Policy Leaders Network (departmental Deputy Secretaries with policy responsibilities).

In July the Policy Project held a Policy Forum for policy leaders to co-design a roadmap and work programme. At that Forum the idea was seeded for a similar session to engage our future policy leaders.

The Analyst Forum

The Policy Analyst Forum was designed by analysts, for analysts. It provided an opportunity for early career analysts from across the Public Service to share their ideas for improving policy capability, quality and performance. At the end of the session analysts were joined by the Tier II Policy Leaders. The current and future policy leaders shared their perspectives and ideas for lifting the policy game.

This document

This document records the conversations at the Analyst Forum. It is a collation of analysts' rich insights and game-changing ideas.

Structure of the Forum

Analysts were split into ten groups across two streams, exploring five topics (opposite). Each topic discussion concluded with groups coming up with one or two game-changing ideas per topic.

The result was a total of 50 potentially game-changing ideas.



Our Future Skillset

How do we define excellence and develop consistent cross-agency definitions of policy roles?

Career Mapping

How can we support analysts to build their skills, gain experience and progress through their career pathways?

Developing Advice

How can we design and develop excellent policy which meets both immediate and future needs?

Delivering Advice

How can we deliver excellent policy products and services which meet both immediate and future needs?

Working Together

How can we develop collaborative approaches to problem solving?

Participation



The collaborative 'speed-dating' session included:

64

Analysts

22

Government Agencies

5

Topic areas

Forum Directors

Laura de Haan (DPMC)
Andrew Goddard (MOJ)

Participants

Cara Palmer-Oldcorn (MBIE)
Richard D'Ath (MOE)
Virginia Spackman (MOH)
Victoria Brauer (MCH)
Charlotte Renwick (MPI)
Hemant Passi (Tsy)
Frances Brockie (MFAT)
Nigel Evans (Tsy)
Chantelle Naraine (MSD)
Joanna Clarke (MOD)
Danielle Howden (Customs)

Julia Cronin (MOE)
Clare Barrett (Tsy)
Robert Anderson (MSD)
Emma Gyles (MOH)
Fiona McCarthy (IRD)
Isaac Holliss (DPMC)
Rachel Ward (MSD)
Nerissa Aramatuku (TPK)
Daniel Wright (MBIE)
Michael Herder (Corrections)
Felicity Boyd (MfE)
Annie De' Ath (SSC)
Shane Domican (IRD)
Dena Valente (MOJ)
Erin Keenan (TPK)
Daniel Snethlage (Tsy)
Patrick Lindsay (MOE)

Hamish Black (MOJ)
Amy Hall (LINZ)
Abbie Bull (DOC)
Poppy Haynes (MBIE)
Jon Siakimotu (MPIA)
Jonathan Jones (MFAT)
Sapphire Gillard (MOE)
Shilpa Bhim (MOE)
James Ayling (MOT)
Jessica Brown (MOJ)
Sara Mitchell (MCH)
Rowan Burns (DIA)
Marcus Smith (Corrections)
Kosal Kong (Tsy)
Marama Broughton (TPK)
Jack Lee (MPI)

Mark Field-Dodgson (MCH)
Luke Barrington (MOD)
Deborah Salter (MBIE)
Scott Wilson (DIA)
Aidan Beckett (SSC)
Anna Pendergrast (DIA)
Bronwyn Lauten (MOT)
James Johnson (MBIE)
Regan Brash (MfE)
Erin Sampson (DPMC)
Matthew Bloomer (MOH)
Sarah Geard (MOT)
Lisette Balsom (Customs)
Camille Ladyman (MfE)
Niki Lomax (Tsy)
Hamish Cameron (IRD)

I joined the Public Service because...

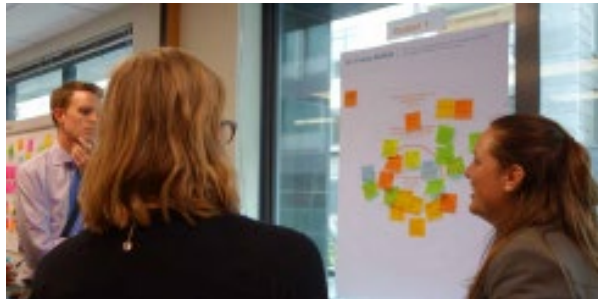




Our Future Skillset

We need to define excellence and develop consistent cross-agency definitions of policy roles

Future Skillset

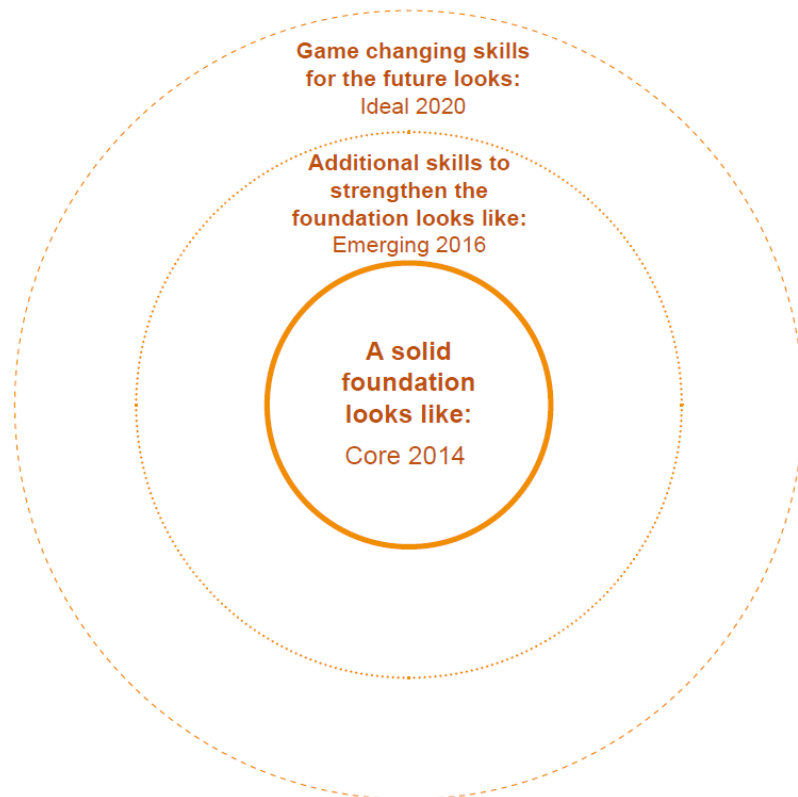


Focus Questions

What does a 'great' policy analyst look like now?

What additional skills and knowledge will every policy analyst need to have when they enter the Public Service in the near future?

What will an ideal/ game-changing policy analyst look like in 2020?



Increase, value and deploy diversity

Expand and value diversity of background, experience and thinking to reflect New Zealand's diversity. We need to:

- Empathetically engage with different groups and communities
- Have an appreciation of and recruit from diverse educational backgrounds and experience
- Be impartial, open-minded and flexible
- Foster outside Public Service relationships and have the ability to connect to New Zealanders
- Be culturally competent and multi-lingual

Enable intentional innovation

Actively harnessing new, innovative ways of working and being open to new ways of thinking. We need to:

- Facilitate and allow others to think outside the box
- Adopt design thinking and ensure creativity is standard practice – have the ability to challenge
- Gain insights and fresh ideas from those affected by policies
- Take educated risks on key policy
- Do end-to-end policy - have insight into service design/implementation
- Be fast followers of new technology – can use new ways of getting public input such as crowd sourcing

Future Skillset



Communicate and collaborate early and often

Be excellent at communicating effectively and involving the right people in policy development. We need to:

- English which is audience appropriate
- Recognise and exploit links between issues, agencies and people
- Market and sell ideas, not just think about or analyse them
- Confidently interact with decision makers
- Use technology to “tell the story”, e.g. infographics
- Be able to listen



Become skilled in using evidence to inform policy

Understand and know when to use different types of evidence. We need to:

- Competently access and/or analyse ‘big data’
- Creatively use of big data (including from a global level)
- Know how to do data sharing
- Have the appropriate mix of developing qualitative and quantitative analysis skills
- Use evidence to predict trends
- Have great research skills



Consider generalist vs. specialist policy analyst development

When the trend is for more people wanting to become generalists and move around the public sector, how can we still encourage and reward specialists? We need to:

- Have flexible and diverse strengths in a team
- Value in-depth knowledge and experience of perspective issues
- Have specialists in mobile/deployable teams
- Ensure specialists are utilised and not expected to be a 'jack of all trades' – given the space to develop their skills



Career Mapping

We need to support analysts to build their skills, gain experience and progress through their career pathways

Career Mapping



Focus Questions

What kind of experiences enable policy analysts to progress through their ideal career pathways?

What do you wish you had known when you entered the Public Service?

What are the critical experiences you need to progress in your career?

What training and support are you getting? What else do you need?

There is no one path

We need flexibility as our careers will not be linear. People take time off and move in and out of the public service but we will come back if that experience is adequately recognised.

We need:

- Better ways to off and on load people (family, not for profit, travel, volunteer work)
- Incentives to return (salary/performance level increase/education opportunities)

- Flexibility to have OEs (working holiday) international experience (e.g. UN/OECD) and other experiences without losing relative seniority
- Experiences outside the norm should be given the value they deserve e.g. Having and raising a family is experience too
- Formally build into contracts and development agreements 'release time' for personal development or sabbaticals
- Understand and communicate aspirations, expectations and enablers – every individual will progress in a different way

Career Mapping



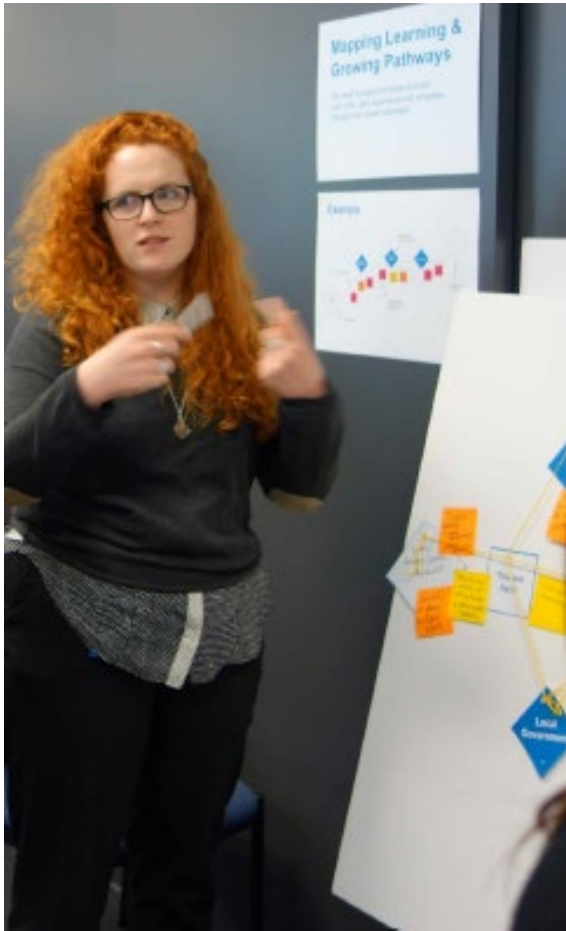
Opportunity scanning

We need a “system” that provides access to opportunities. Movement should be celebrated! We need:

Better ways to off and on load people (family, not for profit, travel, volunteer work)

- Secondments between agencies, to strategic policy projects, to get implementation experience, international experience, to the private sector, to local government, and to community organisations. Secondments could be 'two way'
- A central secondment point – have an advertisement space (within and outside government) where public servants can register interest for cross agency opportunities
- Agencies to be supportive of movement and make it easy
- To celebrate people with experience in a range of agencies and sectors
- Exposure to different opportunities (providing cover when others are on leave)

Career Mapping



Public Service Recruitment

We all work for the New Zealand Public Service so could have whole-of-government approaches to recruitment and roles. We need:

- Standard performance measures across agencies
- Generic job descriptions (across sector and Public Service)
- Transparent pay bands across agencies
- Equality of opportunity across agencies and the Public Service
- Outreach in schools to improve the Public Service brand, initiate recruitment early
- A proper whole-of-government graduate programme

Career Mapping



Take challenges, make opportunities

The next step in analysts' careers starts with opportunities in current positions. We need exposure to development and leadership opportunities. We need:

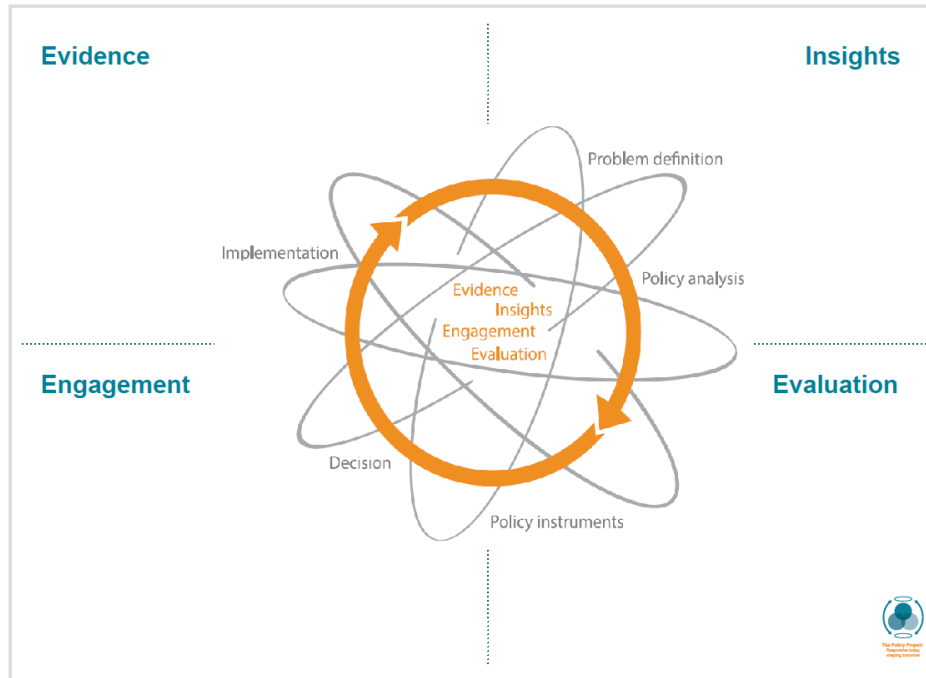
- Variety in day-to-day work
- Meaningful opportunities for growth within roles
- Recognition of skill not just of job title
- Opportunities to lead when we are ready (e.g. mentoring others)
- Leadership opportunities that are planned before we are expected to become a leader/ manager
- To be proactive about opportunities (take and make them)



Developing Advice

We need to be able to design and develop excellent policy which meets both immediate and future needs

Developing advice



Focus Questions

What new ways of building evidence, gaining insights and evaluating success could we be developing?

How can we improve our ability to connect and engage with citizens, businesses, frontline/operational staff and other stakeholders?

If you had a big policy challenge and no boundaries, how would you go about approaching it?

Deliberate and meaningful conversations with New Zealanders

We need to use new ways to gather information and have conversations about the topics and issues that matter to the public. We need to:

- Decentralise policy – get public sector out of Wellington
- Facilitate networks in the community
- Understand we are seen as 'one government' to the public and should conduct engagement that way (where appropriate)
- Have a government stakeholder engagement hub where information is collected, stored and coordinated
- Authentically engage early on - not just a tick box process
- Develop broad-based techniques for engagement (e.g. crowd sourcing)



Developing advice



Understand the impact of our policies

We need to standardise, enhance and apply evaluation to our policies to understand how they affect people. We need to:

- Plan for evaluation from the beginning (Intervention logic/time to look back)
- Raise awareness of evaluation tools
- Link resources to evaluation
- Predict and evaluate the impact and fit of policy options during policy development and implementation
- Understand how other sources can carry out evaluation (Think Tanks)

Broaden our base of information

We need to ensure we have a wider range of information sources, including quantitative and qualitative data, to develop evidence-based policies. We need to:

- Use big data – insights and analytics to understand our clients better and target interventions more effectively
- Have better links with universities and Think Tanks
- Have a clear and explicit standards for evidence – should be consistent but easy to use
- Use pilots to test policy and build evidence

Build insights into policy development

We need to have a deliberate purpose and should be systematic – why, how, who... We need to:

- Use more story telling in policy development
- Understand that data is valuable but so is judgement
- Focus on opportunities not problems
- Utilise a wide range of cultural policy frameworks. e.g. Pacific Analysis Framework



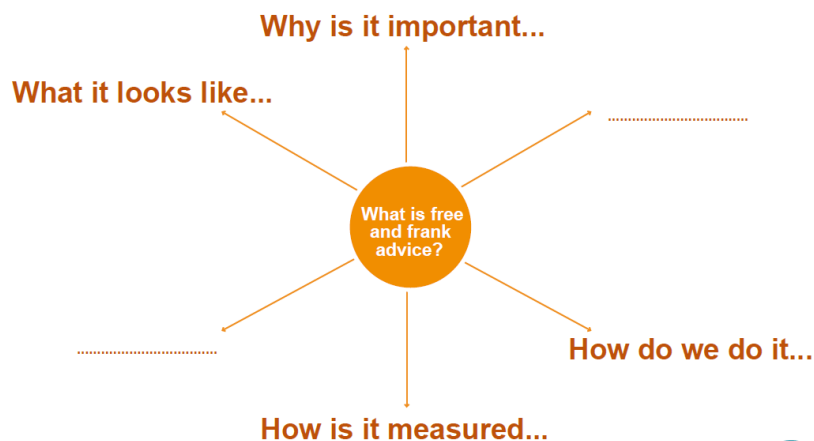
Delivering Advice

We need to be able to deliver excellent policy products and services which meet both immediate and future needs

Delivering Advice

Delivering Advice

We need to be able to deliver excellent policy products and services which meet both immediate and future needs



Focus Questions

What does a great policy paper look like and how do we know it is good?

What do we mean when we talk about 'free and frank' advice?

How might we have the most impact in the ways we present advice to our senior leaders and Ministers?

Build a culture of free and frank advice

We need a culture of advice which is honest, brave, trustworthy and supported at all times, at all levels. We need:

- Analysts included in meetings with Ministers
- Support taking informed risks - risk tolerance rather than risk aversion
- To provide 'no surprises'
- Increased awareness of "free and frank advice". e.g. have a course that explains/outlines what free and frank advice is
- Free and frank advice to be encouraged and supported from the top-down
- To unreservedly indicate how the government's policy can be best achieved

Achieve transparent delivery and measurement of advice

We need to ensure our advice is visible to the public and measured on a range of scales. We need:

- Transparency about what information and assumptions inform advice
- To ensure that the OIA process is done correctly

Develop stewardship

We need to take the opportunity to strengthen the confidence of Ministers and the public in a politically neutral Public Service that caters to current and future New Zealander's needs. We need:

- To understand the constitutional role of free and frank advice as a check and balance on government
- A customer-centric focus about the needs of current and future New Zealanders
- Agreement that half the job is serving the government of the day, half the job is future stewardship



Working Together

We need to develop collaborative approaches to problem solving

Working Together

Focus Questions

How might we work together to ensure joint action across government?

How might we develop ways to pool and deploy our top minds to tackle complex policy issues?

Working Together | We need to develop collaborative approaches to problem solving

Barriers	Enablers
Incentives	How can we make it happen more often?
Other ideas?	Other ideas?

Create clearer connections

We need to identify and connect the policy community. We need:

- System maps of institutional knowledge. e.g. which agency team does what
- Knowledge about who to talk to and have access to them. e.g. a whole-of-government directory
- Networks for analysts
- Forums on shared issues for face-to-face engagement

At all times, at all levels

We need to deliberately ensure that we are working together throughout the policy process and at all levels of the Public Service. We need:

- A shared vision and collective impact
- Future/horizon scanning sessions
- Cross-agency project teams grouped around a policy objective
- To ensure time for other agencies to contribute to policy development
- Co-location/cohabitation of policy people for specific cross-agency policy projects
- Shared digital workspace e.g. google docs

Change the mindset

We need to shift the financial incentives and culture away from territorialism to cooperation – from ‘them’ to ‘us’. We need:

- Shared graduate programmes and development of cohorts
- To know what great collaboration looks like – share best practice
- Funding for collaborative work
- Transparency and open-mindedness





Game-changing ideas

Groups had the opportunity to select two of the most significant game-changing ideas to discuss with the whole Forum

Game-changing ideas share back (top picks)

Groups were asked to select the two most influential ideas they had come up with during the 'speed-dating' exercise. During the report back, the game changing ideas were grouped into similarities.

Mobility

- Expectation that time off or a 'left-field' secondment is valuable for development
- Secondment to other agencies, out to the private sector and overseas to gain skills
- Mobility – public sector into private sector and vice versa. Secondments and opportunities outside the public sector

Leverage Networks

- Whole of government recruitment/ grad programme
- Forums held on shared issues (like this one). Face to face engagement
- An Analyst Network at different levels on topic clusters e.g. Climate Change, Child poverty, c.f. Government Legal network
- Cross agency mentoring programme. e.g. juniors with senior analyst in other agencies

Make Policy Sexy

- Government outreach at schools and universities to improve the public policy brand as a career for future grads(including Auckland). C/f law firms/banks/ NGOs

Recalibrating

- Everyone with senior decision making responsibilities should have exposure to the front-line...secondment or voluntary experience. Working with communities more

Co-creation

- Co-located teams
- Cohabitation of policy-problem linked people/groups is normalised
- Physicality is a big enabler of collaboration (co-location, matrixing, less 'team territorialism')
- New Public engagement strategies – 'engagement hub' where info can be shared

Game-changing ideas share back (top picks)



Fresh approaches

- Framing policy advice in the context of opportunities, not problems
- Competitive policy development. Initiating two policy teams working in isolation from each other on the same policy problem – best solution wins
- Environmental scanning. Expectation of scanning/reading 1 – 2 articles a week

Diversity of people

- Valuing greater diversity of backgrounds
- Utilising real-life examples such as case studies (with actual quotes) to bring to life a proposal. Make documentaries to enhance an idea
- Targeted recruitment – seek out people with different degrees, work experience

IT enabled

- Better use of IT (ie shared docs) could enhance collaboration/ one centralised IT system across government
- Utilising big data and crowd sourcing (national/ global) to influence the development of policy
- Cross- agency and cross-functional training opportunities, assisted by a ‘trip advisor’ to identify opportunities

Other game-changing ideas



Themes from analysts' discussion with the Tier II Leaders

To conclude the session, we were joined by the Tier II Policy Leaders Network and had an open conversation about the themes emerging from the day.



Themes from analysts' discussion with the Tier II Leaders



Closing messages



"The Analyst Forum is part of the evolving story of our policy system. There are great aspects to our policy system, past and present, but the destination is always changing and we need to keep up and stay relevant." (Helen Wyn, Deputy CE, Policy, DPMC)

Thank you to all the analysts who attended the Analyst Forum and engaged so constructively. We encourage you to take these ideas back to your agencies and continue to debate them – be a policy champion.

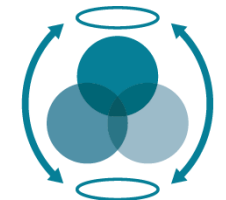
Acknowledgements. The Policy Project thanks:

Andrew Goddard for helping Laura to make the Forum happen and to the Ministry of Justice for enabling him to volunteer some of his time.

The team of helpers (Kosal, Clare, Erin, Isaac, Nigel, Cara, Annie, Shilpa, Hamish and Aidan) who made the day go smoothly.

The Ministry for the Environment for providing the venue and logistical support for the Forum.

Continuing the conversation



The Policy Project:
Responsive today,
shaping tomorrow

What's next



An Analyst Network

Around half the analysts who attended the forum have indicated they would like to be part of a Policy Analyst Network. If you are interested please email policy.project@dpmc.govt.nz.

Conversation Tracker – share it

Feel free to share this conversation tracker with colleagues or anyone you think will find it interesting.

Feedback

The Policy Project welcomes your feedback. If you have any further ideas or comments about the Forum, this conversation tracker, or our policy system generally contact policy.project@dpmc.govt.nz

Thanks for organising the session yesterday - the feedback from the advisers on the session was that they really loved it! I will be fascinated to hear their ideas.

– Tier II

It's so exciting to know that across government there are so many positive, energetic, keen and creative people ready and willing to give our role more visibility and add some spice to how we have traditionally gone about our work...it certainly is an exciting time to be a Policy Analyst!

– Analyst