

Tā tātou Rautaki Akoranga

Our Waka Kotahi Learning Strategy



Becoming a learning organisation

A LEARNING ORGANISATION

Poipoia te kākano, kia puāwai

Nurture the seed and it will grow



Our learning ecosystem

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Tā tātou Rautaki Akoranga

Our Waka Kotahi
Learning Strategy

Tā tātou whāinga – Our goal

A highly developed learning ecosystem, supported by various modern enablers, language, culture, and leadership which support its people to share, grow, adapt, and develop to facilitate successful business outcomes.

Learning organisations are innovative, problem solvers, quick to share their knowledge and enable strong, efficient internal communities.

Waka Kotahi is a learning organisation

He aha te tōpūtanga akoranga?

What is a learning organisation?

A learning organisation is an ecosystem in which people, processes, technologies and the mahi (work) they do enable one another and inspire continuous learning.

Learning organisations recognise their people's talent and help them develop in areas they are passionate about. People reflect with intention and learn from their successes and failures. They direct their motivation towards solving problems and achieving goals.

Learning organisations have a competitive advantage. They attract and retain the best talent because people know they can learn and grow.

He aha ai tātou e minaka i tētahi rautaki akoranga?

Why do we need a learning strategy?

The Waka Kotahi learning strategy is our roadmap to becoming a high-performing learning organisation.

How can Waka Kotahi move together as one, leave great legacies, deliver the right things and enable a safe system without learning anything new?

The simple answer is we cannot. Learning supports a wide range of things: capability, performance, talent, engagement, attraction and retention, and the development of technical and interpersonal skills.

We know that traditional learning is no longer fit for purpose in a modern, digitally-enabled environment. We need to deliver high-quality learning that is easily and quickly accessible to a large audience. This learning also needs to align with our organisational vision and strategic direction.

Our 2021 - 2024 learning strategy seeks to bring together the learning, capability and goals of Waka Kotahi. We see the organisation, government and Aotearoa (New Zealand) as a single learning ecosystem with a shared responsibility for achieving our goal to be a learning organisation.

We plan to take a cyclical approach, using several three-year strategies over a number of years to effect real behavioural change. Our learning strategy is bolstered by global, industry and stakeholder research and incorporates the specific factors that make us unique.

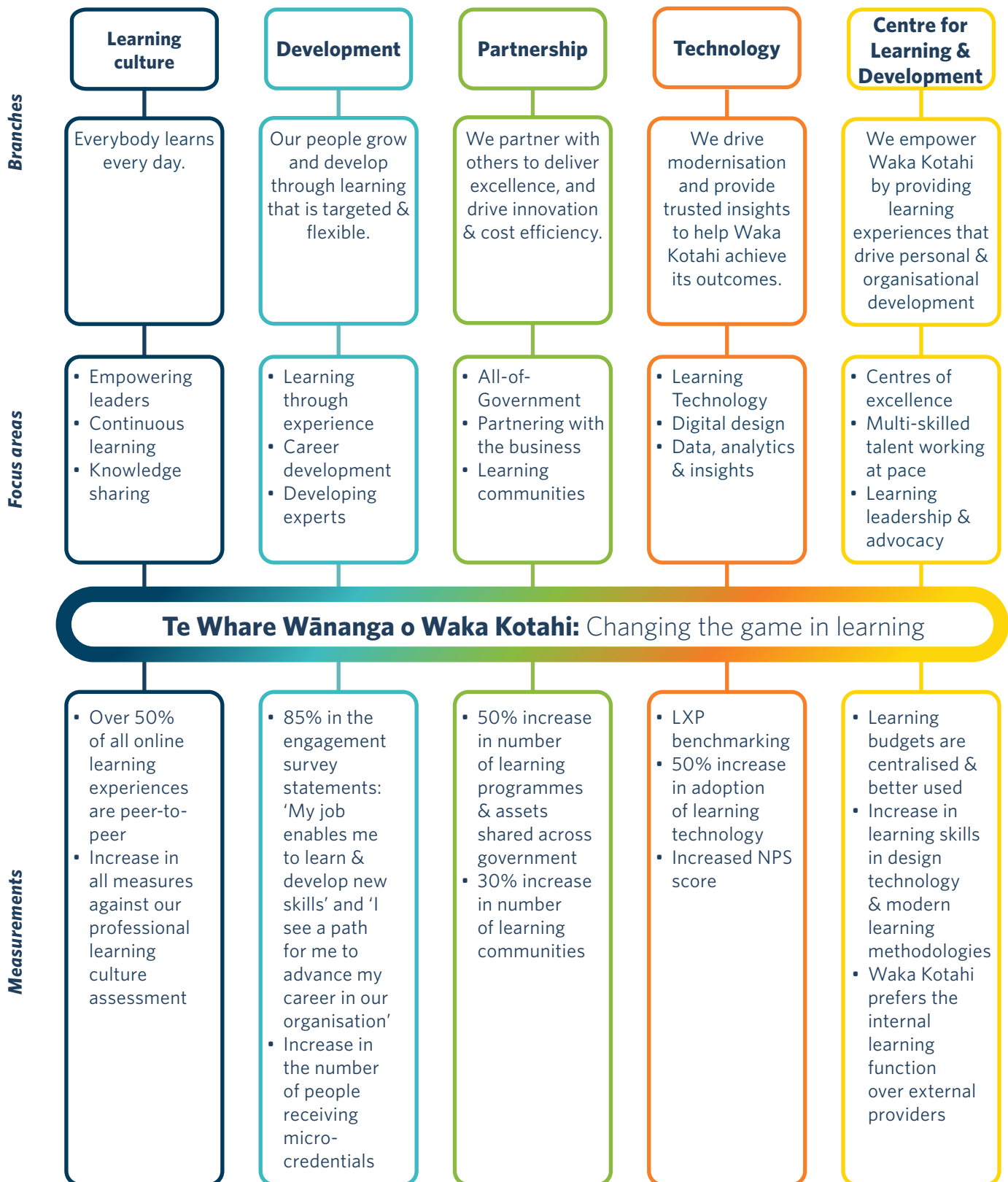
In the 2021 Deloitte Global Human Capital Trends survey, executives identified "the ability of their people to adapt, reskill, and assume new roles" as the top-ranked item to navigate future disruptions, with 72% selecting it as the most important or second most important factor. Further, 41% of executives said that building workforce capability through upskilling, reskilling, and mobility is one of the most important actions they are taking to transform work. Yet only 17% say their workers are very ready to adapt, reskill, and assume new roles.

(Erica Volini, 2021).

To explore this further we have broken down our aspirational state into several strategic outcomes. If Waka Kotahi is a learning organisation, then:

Strategic outcomes	What would we see?
Learning is a strength that is celebrated.	<ul style="list-style-type: none"> Learning is encouraged by our leaders and celebrated by our peers. Learning is recognised as a valuable use of time and resources.
We share, learn, and grow our knowledge.	<ul style="list-style-type: none"> Learning moments are part of team meetings and executive updates. We make time to reflect and share after learning events such as courses or conferences. Internal career development allows us to share knowledge.
Learning is inclusive and accessible to everyone.	<ul style="list-style-type: none"> Everyone has access to learning technology and digital solutions. Learning is delivered through a mix of mediums to support our diverse learners.
We drive our own learning.	<ul style="list-style-type: none"> There are ample and diverse opportunities for formal and social learning. A positive learning environment allows us to discover what works for us. We achieve our career goals, both internally and externally.
Learning is valued and prioritised.	<ul style="list-style-type: none"> Learning is a natural part of our daily and weekly work cycles. We feel we have the autonomy, time, and freedom to learn when we need.
We partner with, and learn from others.	<ul style="list-style-type: none"> We work with public sector and external partners to develop and share learning that needs to exist across different sectors. We work with professional bodies & TEO to strengthen our technical skills.
Our learning ecosystem contributes to a safe and sustainable system for New Zealand.	<ul style="list-style-type: none"> We prioritise learning needs that have a safety or security element for New Zealanders. Our processes, tools, frameworks, and ways of working contribute to a safer system.
We anticipate future learning needs & develop innovative interventions.	<ul style="list-style-type: none"> Learning is a main component of future business and workforce planning. Business units and groups understand learning interventions and where they can be used. Our learning professionals and business partners use performance consultancy to assess learning needs. We use workforce analytics and insights to do the right thing for the organisation.
We are empowered to realise our potential and the value of tuakana-teina .	<ul style="list-style-type: none"> We recognise that anyone can learn from anyone. Learning is reciprocal: two-way mentoring, peer-to-peer learning and coaching. Mentors support professional trajectories.
Learning is the foundation of continuous improvement.	<ul style="list-style-type: none"> We reflect with intention, and learn from our failures and mistakes. Learning supports innovation and helps solve problems. We share knowledge and learn from local and global partners to be industry and government leaders.

Ō tātou Pekapeka – Our Branches



To move from our current state to achieving our strategic outcomes we will use clearly defined 'branches' that our people, teams, partners, and stakeholders can connect learning to Te Kāpehu (Our Compass), our work programmes and their future needs. To develop these branches of our strategy we used the following principles:

Ngā Mātāpono

Our Values

To be a learning organisation, we need to provide opportunities to do things differently, share our learnings, create a learning legacy and put people at the heart of what we do.



Ngakau aroha
Have Heart

We have the wellbeing of our people, community and planet at the heart of what we do.



Kotahitanga
Better together

We achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi.



Kia maia
Be brave

Our outcomes are better when we bring courage and self-belief to our passion and purpose.



Mahia
Nail it

We create an enduring legacy, delivering our best work every day.

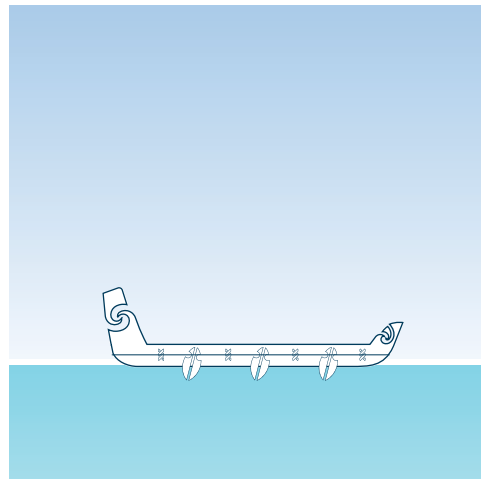
Te Ara Kotahi

Our Māori Strategy

To be a learning organisation in Aotearoa New Zealand, we must weave Te Ara Kotahi - Our Māori Strategy and our commitment to Te Tiriti o Waitangi through our learning strategy. We must harness te ao Māori concepts and demonstrate our partnerships and investment across Aotearoa New Zealand.

He waka eke noa

To be a learning organisation, we need to function as one. Our strategy needs to bring together all our different roles, responsibilities, and competing priorities to directly enable Te Kāpehu - Our Compass.

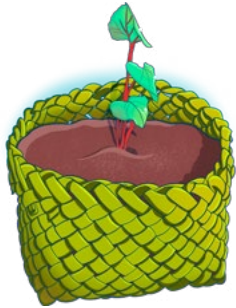


The action plan accompanying the learning strategy details the steps and initiatives required to deliver the branches of action. It also sets out the specifics of measurement and evaluation.

Everyone who contributes to the development of Waka Kotahi and the successful delivery of Te Kāpehu (Our Compass) is responsible for implementing the action plan.

Mai i tēnei, ka tutuki koe te aha – What it means for you

The action plan will help us develop our learning ecosystem and grow towards becoming a true learning organisation that supports Waka Kotahi as individuals, as people leaders, and as high-performing teams. What will becoming a learning organisation mean?



As an individual

I am fully supported to reach my potential and achieve my goals. I am given time to learn. I recognise that learning happens every day and I enjoy sharing my own knowledge and experience with others.

In the learning ecosystem, I am a seed that is planted and cared for. I have deep roots in the organisation and can grow to reach my full potential.

As a people leader

I recognise that learning helps my people deliver our business outcomes and strengthens them to realise their personal outcomes. I show up as a people leader by supporting learning opportunities and moments every day. I foster a learning culture and my team is high-performing, supportive and makes Waka Kotahi a great place to work.

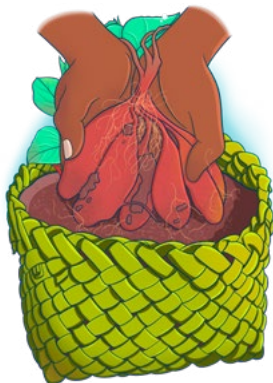
In the learning ecosystem, I am the gardener. I look after individual seeds. I also consider the needs of the whole garden and the network of plants beyond that.



As a team

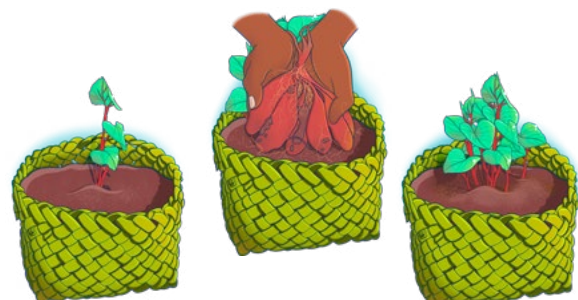
We have access to a wide range of diverse thinkers and skill sets both in our team and across the organisation. We are excited to share our successes and missteps because we know we can learn from these. We know there is space to learn every day and this helps us deliver innovative solutions, faster.

In the learning ecosystem, we are the gardens. We have different needs and produce different things but know we are part of something bigger. Some of us need special care, while others produce every year like fruit trees, but there is always something we can learn from one another.



As an organisation

Our organisation is a learning ecosystem in which our people, teams and leaders thrive, and together we can deliver the vision and goals of Waka Kotahi.



Te whānau o Waka Kotahi – Role of Waka Kotahi

Tā tātou rautaki akoranga (The Waka Kotahi learning strategy) is for everyone. Meaning every person in the organisation has a role to play, whether they are leaders, influencers, or individuals. The Learning Advisory Board, Executive Leadership Team and People & Culture Sub-committee will provide governance for the strategy and action plan. Teams, people leaders and individuals will be supported by organisational groups such as group leadership teams, external partners, senior leaders and the Centre for Learning & Development.



Waehanga tutuki – What success looks like

To help us measure our effectiveness, check our progress and mark our milestones we will aim to achieve the following success factors over the next three years. Here's how we will know we have realised our learning strategy:

1.

Learning is part of our week.

In a culture of busyness and delivery, learning is prioritised for its business and personal benefits.

2.

Learning is part of the language of Waka Kotahi.

It is woven through our work, strategies, and business planning.

3.

Learning at Waka Kotahi can be relied on.

Learning technologies, means of delivery, effectiveness of content, and quality of experience all support a growth in skill or development of behaviour.

4.

Learning is linked to leadership development, talent management and growth.

Learning is a key part of the employee life cycle. Leaders are transparent about their own learning opportunities.

5.

A blend of social and on-the-job learning is supplemented by formal learning.

Our people seek their own learning interventions first and have the knowledge, tools and technologies to do this well.

6.

Learning is obvious.

Our people know where to find learning experiences. They know how they learn and who can support them. They recognise learning when it happens on the job, socially, or formally.

Tā tātou Rautaki Ako

Our action plan

Tirohanga whānui – Overview

Tā tātou Rautaki Ako (Our learning strategy action plan) outlines the steps we will take to implement the learning strategy over the next three years.

We developed this action plan in consultation with the Learning Advisory Board, business groups, Centre for Learning & Development teams and colleagues across Pūmanawa Tāngata (People Group). We also talked with learning & development leaders and specialists from across private and government sectors.

Our action plan will continue to evolve as we engage and collaborate with our centres of excellence and partners across the organisation.

Tā tātou Whāinga – Objective

The objective of Tā tātou Rautaki Akoranga is:

To enable us to start the journey of becoming a learning organisation; a highly developed learning ecosystem, supported by various modern enablers, language, culture, and leadership which support its people to share, grow, adapt, and develop to facilitate successful business outcomes and Te Kāpehu.

Ngā Mātāpono – Principles for action

Our principles for action will be our organisational values and behaviours;

Ngākau aroha – Have heart

We have the wellbeing of our people, community and planet at the heart of everything we do.

Kia māia – Be brave

Our outcomes are better when we bring courage and self-belief to our passion and purpose.

Kotahitanga – Better together

We achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi.

Mahia – Nail it

We create an enduring legacy, delivering our best work every day.

Ō Tātou Pekapeka – Our Branches

Ō tātou pekapeka (our branches) of action have been defined to drive the mahi and implementation of changes needed for the Waka Kotahi Learning Strategy to be successful;

- 1. Learning culture** – Everybody learns every day.
- 2. Development** – Supporting the growth & development of our people and the organisation through learning that is targeted, flexible and resilient.
- 3. Partnership** – Partnering with our people, teams, customers to deliver excellence and drive innovative cost efficiency.
- 4. Technology** – Driving accessibility and modernisation while providing trusted insights that enable Waka Kotahi to achieve its outcomes.
- 5. Centre for Learning & Development** – Empowering Waka Kotahi by providing engaging and enriching learning experiences that drive personal and organisational performance.

Maramataka – Time Tracking

The seasons of Maramataka (the Māori lunar calendar) symbolise the three years over which we implement our learning strategy. The first year is represented by spring. This is the year where we lay the groundwork. In the second year, represented by summer, we look after our gardens and encourage growth. Autumn represents the third year where we take stock and evaluate our growth. The fourth season, winter, represents a time to reflect, review and redesign.



Kōanga – Spring
(0-12 months)



Raumati – Summer
(12-18 months)



Ngahuru – Autumn
(18 months – 3 years)



Takurua – Winter
(3 + years)

Te Aro Ako – Changing the game of learning

Te Whare Wānanga o Waka Kotahi

The University of Waka Kotahi

The development of Te Whare Wānanga o Waka Kotahi (University of Waka Kotahi) will support our learning strategy, uplift our people and underscore the importance of learning.

This idea is for a Wānanga (University) at Waka Kotahi that offers micro-credentials, starting with a pilot programme in Kōanga (spring). Micro-credentials are skill-development opportunities that are not offered through tertiary education. Micro-credentials are smaller than a qualification and allow people to achieve skills and knowledge where evidence has shown these are in strong demand by industry and employers, iwi and the community.

Offering micro-credentials will help us focus on career development, attraction and retention, and open up new learning opportunities for our people. We will look at partnering with local and international universities, skills organisations, wananga, and accredited providers of micro-credentials.

For Te Whare Wānanga o Waka Kotahi (University of Waka Kotahi) to be successful, there are two things we need to do: examine our current and future skill gaps, and centralise learning costs across the organisation. This work is included in the action plan.

Drivers for change

The Waka Kotahi NZ Transport Agency People Strategy 2021-2024 identified *'unleash the potential of individuals and teams'* as a critical objective.

This means we need to be an organisation that shares knowledge and collaborates. We need to know we can solve the problems we are faced with.

Technological advances, demographic changes and talent shortages have placed intense pressure on organisations to improve their learning, development and capability initiatives.

Global data tells us that successful organisations, those with sustainable learning cultures, are no longer just education providers, but rather, content curators and experience facilitators. Learning is a self-driven pursuit, teammates are teachers, and learning functions deliver new skills, behaviours and ways of working.

Learning cultures by definition are *"conditions that support an open mindset, encourage an independent search for knowledge and welcome shared learning that focuses on not only the mission but the goals of an organization"* (Goel, 2021).

Additionally our action plan for Learning culture will connect and support Our Map: Shift #7: Our culture is fit for the future.

'Foster continuous improvement and innovation as a progressive learning organisation'
(Tū ake, tū māia, 2020).

To achieve this necessary change there are three areas of focus:

1. Empower leaders

People leaders have a big influence on the development of their people, but they are not always aware there are resources to help them do this.

To empower our people leaders, we need to help them understand what learning is and how it is linked to their role, their teams' purpose and organisational strategy.

We need to help them with talent development and succession planning by making sure learning is embedded in our leadership frameworks. We need to build continuous learning into their daily tasks and the tasks of those they lead by providing resources and guidance on best practice.

2. Continuous learning

This is about encouraging our people to learn and to recognise learning every day. When we make learning part of our daily activities using tools we are already familiar with, we create a highly-effective learning environment. Learning happens while we work instead of us having to stop work to attend a learning event.

3. Share knowledge

Regular sharing and collaboration is a key part of a healthy learning culture. We want to fill information gaps quickly and scale output & productivity. We will make the best use of knowledge and subject matter experts in the organisation, across government, and with our partners.

We will document and celebrate excellent instances of knowledge sharing. We want to tell stories and look for more opportunities for people to share their knowledge across the organisation.

"Capitalizing on worker agency and choice as the means to drive learning, adaptability, and impact. Giving workers more control over what work they do and what learning experiences to pursue can increase their engagement because it allows them to focus their efforts on things that truly matter to them."

(Erica Volini, 2021).

Te Ara Whakamua – Our path forward

Branch one - Learning Culture action plan	Lead	Partner
Season one: Kōanga (2021 – 2022)		
Launch the Waka Kotahi Learning Strategy <ul style="list-style-type: none"> • create momentum • form a coalition • communicate the strategy • remove obstacles 	Centre for Learning & Development	Learning Advisory Board, Pūmanawa Tāngata GLT, Business Partnering team
Waka Kotahi ELT to endorse and make commitment.	Learning Advisory Board	Business Partnering team
Waka Kotahi People & Culture Board to endorse and make commitment.	Chris Lokum, GM, Pūmanawa Tāngata	Pūmanawa Tāngata GLT
Develop and define organisational understanding of learning and organisational capability.	Centre for Learning & Development Organisational Capability team	Pūmanawa Tāngata GLT, Business Partnering team
Develop expectations for learning as part of the People kete and People Strategy.	Pūmanawa Tāngata GLT	Centre for Learning & Development
Detail and communicate the role learning plays in business and workforce planning.	Centre for Learning & Development	Business Partnering team Learning Advisory Board
ELT members to include learning in their own professional development plans and communicate these with their own business groups.	Executive Leadership Team (ELT)	Organisational Capability
Group leadership teams to develop group development plans in-line with the workforce strategy and 1-year people plans	Group Leadership Teams	Business Partnering Centre for Learning & Development
Campaign: How we learn at Waka Kotahi <ul style="list-style-type: none"> • learning programme • 70/20/10 communications campaign • develop case studies – ‘E.g. Paul & Henry Show’ 	Centre for Learning & Development	-
Develop an annual calendar of organisational learning/sharing opportunities e.g. <ul style="list-style-type: none"> • Te Wiki o te reo Māori • PDP discussions 	Centre for Learning & Development	Pūmanawa Tāngata GLT
Launch peer to peer learning framework (Puna Koi phase two)	Centre for Learning & Development	People Technology Project team
Synthesise data and insights impacting capability and performance to enable the Learning Advisory Board, Group Leadership teams and Centre for Learning Leadership team to make decisions about Learning priorities and investment.	Centre for Learning & Development	Organisational Capability
Support and align with Our Map: Shift #7: Our culture is fit for the future.	Centre for Learning & Development	Our Map Culture Shift team

Branch one – Learning Culture action plan	Lead	Partner
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Season two: Raumati (2022 – 2023)

Embed the Waka Kotahi Learning Strategy <ul style="list-style-type: none"> Retrospective on year one Build on the change 	Centre for Learning & Development	Learning Advisory Board, Pūmanawa Tāngata GLT, Business Partnering team
Campaign: Senior Leader permissioning & ‘walking the walk’ <ul style="list-style-type: none"> Why learning is important to me How and when I learn A challenge for your business group 	Centre for Learning & Development	Learning Advisory Board
Develop recognition programme for learning culture wins <ul style="list-style-type: none"> Celebrate and reward local initiatives 	Centre for Learning & Development	Reward team Pūmanawa Tāngata GLT
Campaign: Learning moments included in; <ul style="list-style-type: none"> Weekly updates GLT meetings Internal communications Team meetings 	Centre for Learning & Development	Executive Leadership team, Learning Advisory Board, Pūmanawa Tāngata GLT, Business Partnering team
Enable and support active learning groups.	Centre for Learning & Development	-
Develop and implement two-way coaching and mentoring programme.	Organisational Capability	Centre for Learning & Development
Campaign: Tricks of the trade Peer to peer learning developed by local teams Reminder; how to share knowledge, methods, means, who benefits	Centre for Learning & Development	-

Season three: Ngahuru (2023 - 2024)

Sustain the Waka Kotahi learning strategy <ul style="list-style-type: none"> Anchor the learning strategy in organisational culture, systems and processes Celebrate milestones and ‘wins’ 	Executive Leadership team, Learning Advisory Board, Pūmanawa Tāngata	Centre for Learning & Development
‘Level up’ on the job learning experiences including secondments, experience days, talent initiatives, active learner groups, leadership opportunities.	Centre for Learning & Development	Organisational Capability

Season four: Takurua (2024+)

Refresh the Waka Kotahi learning strategy.	Centre for Learning & Development	-
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Drivers for change

The McKinsey Global Institute estimated that 14% of the global workforce would have to switch occupations or acquire new skills by 2030. Helping our people adapt their skills and roles to post-pandemic and future ways of working is crucial to building resilience, bridging the skills gap and keeping people delivering for Aotearoa (New Zealand).

We know that people are more engaged when they can see prospects for professional and personal development at work. We also know that our people don't always see a future for themselves with Waka Kotahi, which is regrettable because we are a large and complex organisation with many exciting areas for our people to move into. We need to help them visualise opportunities outside of their immediate teams and seek out experiences to grow and develop. We especially need to help people learn new technical skills. Teams with these skills need to be supported to help others develop without feeling afraid of being disadvantaged.

To achieve this shift there are three areas of focus:

1. Learning through experience

Learning and work needs to be more integrated. We must clearly identify future skills, embed opportunities for microlearning, and create a culture where people feel safe to learn at work.

Part of establishing a successful learning ecosystem involves helping people recognise the learning they do and describe experiential learning in terms of development planning and support. We will do this by making experiential learning easy for our people to discover and access.

2. Career development

We know that our people do not have the skills required to fill our essential roles nor are they able to gain the skills to progress their careers within Waka Kotahi. This, alongside border restrictions and increasing staff turnover rates, are having an impact on the services we deliver because we cannot hire or replace the talent we need. Organisational data shows us that:

- Our staff turnover rate is increasing to pre-pandemic levels, with the most recent voluntary staff turnover at around 12.2% (up from 9.2% six months ago).
- 60% of our leavers have less than two years of service.
- The age group with the most voluntary turnover are those aged between 30–39 years.

However, there is a disconnect as in the Ask Our Team survey 2021, over half of respondents believed that *“Waka Kotahi actively encourages career development”*. This discrepancy in data gives us an insight into the kind of career development happening: not based on future needs, not retaining enough of the new skills and experiences brought into the organisation, and not consistent across the organisation.

3. Developing experts

An expert is ‘a person who is very knowledgeable about or skillful in a particular area’. We have many subject matter and technical experts at Waka Kotahi. How do we support and enable our people to become experts and to stay experts past traditional education?

Our challenge is that we have a significant need for technical experts but do very little to support our people to become experts or develop and update their expertise. We need to address three things: on-the job experience, current best practice, and innovative practice.

We will do this by addressing the technical skills gaps at work and supporting our people to achieve, maintain, and be excited by developments in their professions using micro-credentials, formal learning opportunities, and elements of partnership to support active learning.

“Our people are our greatest asset and through their efforts we will deliver on our vision.”

(Waka Kotahi, statement of performance expectations” 2021/22).

Te Ara Whakamua – Our path forward

Branch two – Development action plan	Lead	Partner
Season one: Kōanga (2021 – 2022)		
Align Waka Kotahi learning strategy & Waka Kotahi workforce plan.	Pūmanawa Tāngata GLT	Centre for Learning & Development, Workforce plan lead
Define critical talent and core capabilities for the organisation as a whole.	Organisational Capability	-
Initiate Career Development project.	Centre for Learning & Development	Pūmanawa Tāngata GLT
Design Te Whare Wānanga o Waka Kotahi: Our Game Changer project and have endorsed by GM Pūmanawa Tāngata and Pūmanawa Tāngata GLT.	Centre for Learning & Development	Pūmanawa Tāngata GLT
Review & assess all existing development pathways at Waka Kotahi, map linkages and complete gap analysis.	Organisational Capability	Centre for Learning & Development
Develop cyclical workforce planning in-line with annual organisational activities i.e. business planning.	Workforce plan lead	Organisational Capability
Season two: Raumati (2022 – 2023)		
‘Level up’ on the job learning experiences including secondments, experience days, talent initiatives, active learner groups, leadership opportunities.	Centre for Learning & Development	Organisational Capability, Business Partnering, Business Groups, External Partners
Create a Māori capability framework for the development of Māori staff.	Centre for Learning & Development	Te Mātangi, Organisational Capability, Office of the GM
Implement and embed Career Development project outcomes.	Centre for Learning & Development	Pūmanawa Tāngata
Launch Te Whare Wānanga o Waka Kotahi initiatives (Pilot).	Centre for Learning & Development	-
Build Te Ara Kotahi and Te Ara Poutama as compelling and targeted components in all leader across the organisation.	-	-
Season three: Ngahuru (2023 – 2024)		
Sustain and refresh Career Development project outcomes.	Pūmanawa Tāngata	-
Review pilot, make adjustments and launch Te Whare Wānanga o Waka Kotahi initiatives enterprise-wide.	Centre for Learning & Development	Centre for Learning & Development
Build Te Ara Kotahi and Te Ara Poutama as requisite components in all PDPs across the organisation.	-	Office of the GM, Centre for Learning & Development
Season three: Takurua (2024+)		
Refresh the Waka Kotahi learning strategy.	Centre for Learning & Development	-

Drivers for change

Learning across the organisation is often fragmented and inconsistent. There is disproportionate spend and skills across business groups, learning is not often aligned with organisational and government strategy, and there is a lack of collaboration across the public service. This leads to siloed, multi-handling of similar content and a lack of commerciality.

To be ready for the future, we must view our partners as extensions of ourselves, with porous boundaries, a high level of trust and mutual dependence.

Our partnerships will help us strengthen our learning ecosystem and provide other benefits beyond learning.

To achieve this shift there are three areas of focus:

1. All of Government

The New Zealand Public Service has recently made changes in order to better meet the needs of a rapidly changing, diverse Aotearoa (New Zealand.)

The Public Service Commission say these changes require “a strong focus on growing future capability and flexibility of our workforce response”.

They have asked agencies to build a workforce that is inclusive, reflective and responsive to the communities they service. Agencies are to prioritise, develop and collaborate on leadership, talent, diversity and inclusion.

If we work in partnership, we can improve commercial outcomes, deliver higher quality experiences and develop our learning talent simultaneously.

2. Partnering with the business

Learning functions and governance, learning technology, leaders and individual contributors will become mutual business partners to build and support self-reliant and self-sufficient professionals who learn from all kinds of experiences and opportunities to improve and develop.

We will use a shared performance consultancy approach to understand the learning needs of various business groups. This means looking at the problem faced by the group as part of a wider system and understanding their strategy so we can make sure learning supports their objectives.

3. Learning communities

We need to encourage interactions and relationships that help foster connections such as communities of practice, coaching & mentoring activities.

The challenges we currently face are not new or experienced by our organisation alone. It therefore makes sense for us to work with the public and private sectors to create partnerships which will allow our people to collaborate, share resources and increase innovation, while also reducing time and cost.

“Effective collaboration – ‘This measure will help us understand whether we’re working with our stakeholders and partners in a way that upholds our value Kotahitanga – better together. We’re relying on our relationships with our stakeholders and partners to help us achieve our system outcomes and our vision.”
(Waka Kotahi, statement of performance expectations” 2021/22).

Te Ara Whakamua – Our path forward

Branch three – Partnership action plan	Lead	Partner
Season one: Kōanga (2021 – 2022)		
Establish All-of-government partners across Public Sector NZ.	Centre for Learning & Development	Cross Government team
Develop systems, frameworks and tracking to enable best practice sharing, collaboration and governance across government groups.	Centre for Learning & Development	Cross Government team
Develop a shared understanding with our internal and external partners as to the role they have in the learning ecosystem at Waka Kotahi.	Centre for Learning & Development	-
Enhance internal relationships between key stakeholders of learning.	Pūmanawa Tāngata	-
Optimise learning experiences for external partners such as universities and New Zealand Police.	Centre for Learning & Development	Te Waka Kōtuia, Business SME's
Develop recognition project for partners and stakeholders delivering exceptional learning experiences which contribute to achieving successful business outcomes for Waka Kotahi.	Centre for Learning & Development	Reward, Pūmanawa Tāngata GLT
Partner to develop learning mechanisms to support the Waka Kotahi People strategy and Te Kapehu including Talent, Performance, Capability, Culture and the Our Map project.	Centre for Learning & Development	Pūmanawa Tāngata GLT
Active learning groups support Te Ara Poutama learning programmes (pilot).	-	-
Season two: Raumati (2022 – 2023)		
Develop external learning systems, processes and frameworks as well as policy and guidelines where appropriate.	Centre for Learning & Development	-
Campaign: How to ask for help.	Centre for Learning & Development	-
Stand-up a cross-government working group to develop best practice evaluation and reporting frameworks for learning.	Centre for Learning & Development	Cross Government team
Take a larger role in the New Zealand Government Learning Professionals community group.	Pūmanawa Tāngata	-
Use established or develop partnerships to enhance and optimise Te Whare Wānanga.	Centre for Learning & Development	Pūmanawa Tāngata, Business SME's, Te Waka Kōtuia
Establish staff networks including Ta Ara Kotahi network, Tāngata Whenua – Māori Staff Network which will also support as learning communities.	Pūmanawa Tāngata, Te Mātangi	Organisational Capability, Te Waka Kōtuia
Public Service Commission, Te Arawhiti, Te Taura Whiri – partners for Māori capability development and te reo Māori policy and language plan.	-	-
Season three: Ngahuru (2023 – 2024)		
Use established partnerships to develop and launch an internal/external mentoring/coaching programme.	Centre for Learning & Development	Organisational Capability, Cross Government team, Te Waka Kōtuia
Season four: Takurua (2024+)		
Refresh the Waka Kotahi learning strategy.	Centre for Learning & Development	-

Drivers for change

Advances in technology have increased people's preference for learning that is accessible, flexible and blended - a mix of traditional, classroom-based learning and learning delivered online. Continuous learning is also gaining popularity. We saw this in the organisation during the first lockdown in March 2020.

- Learning was adapted to digital formats at a rapid rate
- 40% increase in participation in courses in a digital environment
- Average increase of 160% in participation from offices outside large centres who would not normally be able to participate because of their location
- LinkedIn Learning pilot was rolled out - 23,193 videos watched, 1,189 courses completed

Technology can help us improve access to high-quality learning and accelerate the development of a learning organisation.

"The next frontier in teaming is superteams: combinations of people and technology leveraging their complementary capabilities to pursue outcomes at a speed and scale not otherwise possible."

(Erica Volini, 2020).

To achieve this shift there are three areas of focus:

1. Learning technology

Although technology is not always designed explicitly for learning, it is essential in embedding learning into organisations and incorporating it into daily work activities.

Research by Deloitte found that digital technologies helped make an organisation's collective knowledge more accessible to everyone. Things like mobility, analytics, machine-learning and the cloud improved visibility of data, access to relevant content and connections to others. It also provided feedback loops to drive continuous improvement.

2. Digital design

Digital design helps us make sure we're creating useful learning experiences in the online world. For our people, it's important that digital learning tools are interactive and responsive, are easy to understand and navigate.

We will develop digital learning standards and guidelines, consolidate and stabilise our current design technology, and, where prudent, invest to support high-quality learning offerings.

"Identify and address technology barriers and opportunities for working more effectively ."

(Toitū te taiao, 2020)

3. Data, analytics and insights

Data, analytics and insights in learning allow us to make evidence-based decisions, understand audiences and their motivations, design targeted learning experiences and support real change and the adoption of new behaviours. They allow us to spot future trends and stay ahead of the curve, creating a more proactive rather reactive learning ecosystem for our organisation.

"Developing and acting on forward-looking insights using real-time data to harness workforce potential. Understanding the workforce is the first step to aligning their behaviour with organizational objectives in ways that recognize workers' needs, develop their capabilities, and respect their values and those of the organization. Insights into what work is being done and how people are doing it can help organizations craft new ways of working that bring out the latent potential in every worker"

(Erica Volini, 2021)

Te Ara Whakamua – Our path forward

Branch four – Technology action plan	Lead	Partner
Season one: Kōanga (2021 – 2022)		
Implementation of modern learning experience platform (Phase 1: internal) as part of the wider People Technology Project.	People Technology Project	Centre for Learning & Development
Development of the Learning Technology Roadmap.	Centre for Learning & Development	Te Aukaha
Review and redesign of Core Capability Portal.	Centre for Learning & Development	Channels and Standards
Implement Digital Adoption Platform (DAP) for People Technology (PILOT).	Centre for Learning & Development	Te Aukaha
Digital Learning Design Toolkit (Hardware/Software) and reduction of unused Tools (Aligned with Te Aukaha Strategy).	Te Aukaha	Centre for Learning & Development
Develop digital learning standards and guide including standards for te ao Māori design principles and information management.	Centre for Learning & Development	Channels and Standards
Continued improvement of People Leader learning dashboards.	Centre for Learning & Development	-
Continued improvement of ELT/Board reporting and insights.	Centre for Learning & Development	-
Learning data, insights and analytics used to support Pūmanawa Tāngata outcomes and People strategy initiatives.	Pūmanawa Tāngata GLT	Pūmanawa Tāngata
Synthesise data and insights impacting capability and performance to enable the Learning Advisory Board, Group Leadership teams and Centre for Learning Leadership team to make decisions about Learning priorities and investment and support learning strategy outcomes.	Centre for Learning & Development	Data and Insights team
Season two: Raumati (2022 – 2023)		
Implementation of modern learning experience platform (Phase 2: external) as part of the wider People Technology Project.	People Technology Project	Centre for Learning & Development
Integration of LinkedIn Learning with Puna Koi.	Centre for Learning & Development	Te Aukaha
Enterprise LinkedIn Learning, automatic provisioning from day 1.	Te Aukaha	Centre for Learning & Development
Learning experience platform optimization project.	Centre for Learning & Development	-
Implement DAP as scalable model for digital learning support.	Te Aukaha	Centre for Learning & Development
Update all current offerings to AOG accessibility standards.	Centre for Learning & Development	Channels and Standards
Develop accessible learning standards for Waka Kotahi.	Centre for Learning & Development	Channels and Standards
Support improvements to workforce planning, talent management and capability management through digital processes.	Pūmanawa Tāngata	-

Season three: Ngahuru (2023 - 2024)

Ongoing optimization of learning experience platform.	Centre for Learning & Development	-
Delivery of actions based on Technology Roadmap and Digital Strategy (due to be developed 2022).	Te Aukaha	Centre for Learning & Development

Season four: Takurua (2024+)

Ongoing optimisation of learning experience platform.	Centre for Learning & Development	-
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Drivers for change

Before 2020, our organisation had a rather ad-hoc model for its learning function. Small teams were spread throughout the organisation and had limited support or development. Although some excellent work was achieved, similar pieces of work were often doublehanded, technology roadmaps were uncollated, and organisational spend on learning was uneven.

A centralised learning function, operating as a centre of excellence can, and has, achieved several things;

- Higher levels of learning professional expertise
- Viable career pathways in learning & development, digital design, data and analytics, project and programme management etc.
- Quality, standards and continuous improvement across learning experiences
- Opportunities to be more strategic and serve the organisation more effectively.

While we have achieved a lot since coming together there is still more to be done to develop our Centre of Excellence further and become an industry leader in practice, experience and outcomes.

To achieve this shift there are three areas of focus:

1. Centres of excellence

Centres of excellence (CoE) are typically defined as teams of individuals managed from a common central point, with each team dedicated to a singular point of focus or functional area. CoE focus on:

- providing strategic advice, thought leadership and direction
- developing and promoting best practices
- research and development of solutions or recommendations
- support and education
- performing specific roles critical to the success of the organisation or the practice that the CoE supports.

As a learning CoE, the Centre for Learning &

Development will take on this role, supported by the Learning Advisory Board, Pūmanawa Tāngata GLT and Executive Leadership team.

2. Multi-skilled talent working at pace

Essential to the success of a learning CoE is its people, multi-skilled learning professionals who can work quickly and with bursts of energy when required.

To be effective we need to recognise and leverage the strengths of our CoE learning professionals and commit to modernisation and future thinking. We need to make sure our delivery is targeted and focused and that learning teams complement each other and work with a sense of cohesion.

To support our learning professionals we will also undertake capability road mapping and team development planning and lead specific learning programmes designed to reflect and role-model our learning strategy.

3. Learning leadership and advocacy

Waka Kotahi learning professionals will also need to be passionate about our people and unleashing their potential. They need to be learning advocates and thought leaders, trusted business partners committed to creating an awesome place to work and helping our people perform and deliver.

Within these areas of focus, the Centre for Learning & Development will also utilise its vision, principles, matrix operating model as well as systems, tools, processes and frameworks to enable fair access to learning, learning support and learning engagement.

Te Ara Whakamua – Our path forward

Branch five – Centre for Learning & Development action plan	Lead	Partner
Season one: Kōanga (2021 – 2022)		
Develop Waka Kotahi Learning Strategy expertise and change/implementation programme.	Centre for Learning & Development	Pūmanawa Tāngata GLT
Delivery of annual learning programmes.	Centre for Learning & Development	Business SME's
Continuous improvement of existing learning experiences focused on a digital first, 70/20/10 approach.	Centre for Learning & Development	-
Delivery of specific, targeted learning programmes based of strategic need and core capability or project requirements.	Centre for Learning & Development	Business SME's
Capability Roadmapping (LPI) for our learning professionals.	Centre for Learning & Development	-
Develop Centre for Learning & Development development plan which feeds into individual PDP's.	Centre for Learning & Development	Organisational Capability
Continue to develop cross-functionally, both within the Centre for Learning & Development and Pūmanawa Tāngata.	Centre for Learning & Development	-
Role model active learning hours in work week.	Pūmanawa Tāngata	-
Develop learning support best practice guidelines for peer to peer and on-the-job learning.	Centre for Learning & Development	-
Communicate learning trends through new and existing channels and advocate for innovative practices.	Centre for Learning & Development	-
Team development plan for Te Ara Kotahi (3 year plan).	-	-
Leadership team development plan for Te Ara Kotahi (1 year).	-	-
Individual development plans for Te Ara Poutama (1 year).	Centre for Learning & Development	-
Season two: Raumati (2022 – 2023)		
Delivery of annual learning programmes.	Centre for Learning & Development	-
Delivery of specific, targeted learning programmes based of strategic need and core capability or project requirements.	Centre for Learning & Development	Business SME's
Te Ara Poutama to be built into our wider onboarding process permanently.	-	-
Deliver full suite of Te Ara Poutama learning programmes and experiences.	-	-
Develop and launch Waka Kotahi evaluation framework for learning.	Centre for Learning & Development	-
Leadership team development plan for Te Ara Kotahi (1 year).	-	-
Individual development plans for Te Ara Poutama (1 year).	Centre for Learning & Development	-

Season three: Ngahuru (2023 - 2024)

Delivery of annual learning programmes.	Centre for Learning & Development	-
Delivery of specific, targeted learning programmes based of strategic need and core capability or project requirements.	Centre for Learning & Development	Business SME's
Leadership team development plan for Te Ara Kotahi (1 year).	Centre for Learning & Development	-
Individual development plans for Te Ara Poutama (1 year).	-	-

Season four: Takurua (2024+)

Refresh the Waka Kotahi learning strategy.	Centre for Learning & Development	-
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