

Puna Rauemi Ratonga Tūmatanui

Public Service Core Learning Hub

Te rautaki mō ngā kiko o ngā akoranga
Learning content strategy

November 2023





Introduction

The Public Service Core Learning Hub provides learning to all staff across the New Zealand Public Service. The Hub has been created by the Leadership Development Centre (LDC), a unit within Te Kawa Mataaho Public Service Commission.

The Hub was created to deliver high quality learning to public servants on those things that are unique to being a public servant (core capabilities) and provide a platform for functional leads, system leads and heads of profession to host learning for all public servants.

This learning content strategy supports the Public Service Core Learning Hub by providing information about the purpose, audience and practices of the Hub.

Contents

Introduction.....	2
Public Service Core Learning Hub	4
Why have a learning content strategy?.....	6
Principles behind our learning on the Public Service Core Learning Hub	7
Format, delivery and ease of access.....	11
Continuous improvement and sustainability	13
Appendix A: Our learning design process.....	15
Appendix B: Guidance for functional leads, system leads and heads of profession	16
Appendix C: Guidance for Public Service organisations using the Hub	17
Appendix D: Data reporting.....	18

Public Service Core Learning Hub

The Public Service Core Learning Hub aims to provide equitable, high quality learning for all public servants. It will help to lift capability across the system and remove the burden on single agencies having to create learning themselves or pay for it from commercial organisations.

Core capability learning and development in the Public Service is currently disparate, inconsistent, and inequitable due to a variety of factors such as: accessibility, agency size, budget and location. There is also no centralisation of learning for all public servants.

Functional, system leads and heads of profession provide learning from a variety of different virtual locations. As a result, it can be challenging for public servants and agencies to find learning, even if it exists. This has also resulted in additional costs and duplication of effort across the Public Service, as agencies try to fill this gap individually.

Ultimately, the Public Service Core Learning Hub helps to address these issues by providing virtually delivered learning free for all public servants. It also creates a central location for public servants to access learning from throughout their Public Service career.

Who is the learning for

Learning about the unique skills required for all public servants will be available for everyone via the Hub on the LDC website. Agencies will also be able to put learning on their own Learning Management System, if they have one.



Learning content

The Hub will focus on learning for public servants in:

Core Capability – learning that aims to build the key skills, capability and knowledge on those things unique to being a public servant in our uniquely Aotearoa New Zealand context.

System Capability – learning that includes common capabilities required across the Public Service system that is relevant for a large target audience, such as finance, policy or Māori Crown relationships.

Learning content creation

Learning content to build Public Service core capability will be created and curated by the Leadership Development Centre.

Content for building system capability will be shared by functional leads, system leads and heads of profession. It will be curated and hosted on the Hub by the Leadership Development Centre.



Information security and privacy

No personal information will be captured or retained through the Public Service Core Learning Hub.

Learner evaluation information will be anonymous unless determined otherwise by the learner and all information will be maintained in line with the Privacy Act 2020.

Why have a learning content strategy?

Purpose

A learning content strategy helps to get the right content to the right user at the right time through strategic planning of content creation, delivery and governance. To be effective, the content strategy needs to address the following:

- What content is required?
- When is it required?
- Who produces the content?
- Where will it be delivered?
- Why is it being developed and delivered?

Benefits

A learning content strategy helps to:

- improve the time to productivity
- dive deeper to understand what content is truly valuable
- deliver content at the point of need
- connect content journey to tangible skills or learning requirements
- save time, effort and resources
- establish a culture of continuous learning
- align content with business goals to drive business impact
- tailor content to learners' needs
- provide public servants with what they need to enhance their skillset
- create a consistent process that can be measured and improved.

Principles behind our learning on the Public Service Core Learning Hub

We're designing our learning around the following principles:



Equitable

The learner has the same great experience regardless of whether they are working virtually or face to face.



Accessible

Learning will meet New Zealand Government Web Accessibility Standards and will also be easy for learners to access and consume.



Diversity

Learning is designed to suit the diverse ways learners want to engage with the content.



Community

A strong social learning component will help us develop community amongst learners.



Free access

Virtual learning is available free to all public servants, including Crown entities.



Based on good learning design

Learning is designed to be staged and scaffolded and support the '5 moments of learning need'.



Broad target audience

Learning is designed to meet the needs of a broad target audience across the Public Service.



Learning design principles

- Determine the format based on the learner's needs as well as which format will boost content engagement.
- Align content with the learning objective.
- Give an overview at the beginning of what the learners will learn.
- Explain how learners can apply what they learn to work.
- Co-design with subject matter experts to ensure content is relevant and contemporary.
- Repurpose existing learning resources where possible and appropriate.
- Guide the learner by providing examples.
- Create a narrative flow for learning content.
- Use graphics that are visually appealing, representative of the audience and meet accessibility guidelines.
- Convey messages clearly through the content.
- Prioritise quality in order to capture the learner's interest.
- Write content in the language of the learner.



Public Service Core Learning Hub content curation principles

- Curate content based on ease of accessibility for the learner.
- Organise curated learning based on topic and resource type.
- Assign content to relevant and agreed learning collections (core capability or system capability)
- Search and collect content from agreed sources.
- Filter relevant learning for different learner searches.
- Enhance the curated content by adding icons, comments, tags, or explanatory notes, as appropriate.
- Streamline content to impact logic and structure.
- Avoid a one size fits all approach.
- Strike a balance between quality and quantity.
- Be aware of learner information overload.
- Obtain permission before sharing or reusing content.



Marketing principles

- The Leadership Development Centre will run periodic campaigns to promote learning on the Public Service Core Learning Hub.
- New content available on the Hub will be included in regular Leadership Development Centre updates and communications to public sector agencies.
- A variety of communications channels will be utilised to share and promote learning on the Hub. These will include, but are not limited to, LinkedIn, Te Kawa Mataaho website and the LDC website.

Format, delivery and ease of access

Classification of learning types

Learning will be grouped into common learning resources to help learners easily identify the type of learning they are being offered, and will be identifiable by an icon representing a particular type of learning.

Easy pathways for learners to find the learning they are looking for

The site will be curated into collections focused around core capability and system capability learning. Learning clusters are grouped to provide an easy way for learners to navigate the content. Grouping will be determined by the breadth of learning provided in the cluster and the size of the learning cluster.

Learning that is easy for learners to navigate through and intuitively designed

In addition to meeting accessibility standards learning is designed to allow for ease of navigation by the learner. This relates to the design, layout and delivery of the learning resource.

Minimum standards in relation to accessibility

All learning hosted on the Public Service Core Learning Hub will be required to meet the [New Zealand Web Accessibility Standard 1.1](#).



Learning designed to meet the learner's moment of need

Wherever possible, multiple learning resources will be available so that learners can choose to consume social, formal or informal learning. Additionally multiple learning resources will address the different moments of need for learners.

Good learning design principles at the core of all learning

Learning will be designed against good design principles, considering Principles of Adult Learning, Learning Cluster Design methodology and Design Thinking concepts.

Tools

[Appendix A: Our learning design process](#)

[Appendix B: Guidance for Functional Leads, System Leads and Heads of Profession](#)

[Appendix C: Guidance for Public Service organisations using the Hub](#)

[Accessibility Guidance \(NZ Government\)](#), applicable to all types of learning design.



Continuous improvement and sustainability

Learning resource evaluation

Standard learning evaluation forms are provided for each learning resource or group of learning resources. This evaluation will be used to continuously improve the learning, to pick up any issues and will be compiled into reporting for functional leads, system leads and heads of profession.

User data to inform improvements to the site and individual learning resources

Data will be gathered from users through feedback sent to corecapability@publicservice.govt.nz and learning evaluations to improve and update learning and the site as required.

Annual cycle of content review by content creators

For learning hosted on the Public Service Core Learning Hub an annual prompt will be sent to the content creators to review their learning. Changes made to the learning content will be updated in the next planned site update.

Regular planned update to add new content within the structure

New content can be added to the Public Service Core Learning Hub on a regular basis. New content may require additional testing, details about the process and timeline can be obtained by contacting corecapability@publicservice.govt.nz



Future-proofing the site design to minimize change in format for existing users

To ensure the site architecture can accommodate future learning and future learner needs, the site design will take into account collections and learning resources that may not immediately be available.

Minimum standard requirements for learning to be hosted on the site

To ensure learners have a consistently good learning experience all learning hosted on the site will meet minimum standards detailed in Appendix B: Guidance for functional leads, system leads and heads of profession.

Content ownership

Ownership of the learning content will remain with the learning creator(s). This will include responsibility for updates, accuracy of content and any approvals required to publish the learning.

Tools

[Appendix B: Guidance for functional leads, system leads and heads of profession](#)

[Appendix D: Data reporting](#)



Appendix A: Our learning design process

Self-paced learning content created by the Leadership Development Centre will utilise the Learning Cluster Design approach. Benefits of this approach are:

Go beyond one-and-done: Enables access to multiple learning assets, not one asset, per capability gap.

Design the whole, not the parts: Multiple learning assets are viewed and designed as part of an integrated whole. They are not to be created ad hoc, with lack of consideration for one another.

Focus on learner needs: Learning is designed to be delivered when, where and how the learner needs it.

Change on-the-job behaviour: Measurement of success is based around improving performance on the job, not just at the end of a classroom training, course or program.

Learning cluster design approach

1. Change Action

Gather data and analyse the business problem. **What is the business/system problem we are trying to solve with the learning?**

2. Learn Action

Gather data and analyse the target audience. **Who is the target audience and how can we customize learning to suit them best?**

3. Upgrade Action

Audit existing learning assets. **What can we retain and modernize and what new learning do we need?**

4. Surround Action

Review and select the best learning assets. **What is the mix of formal, informal and social learning that will support on the job behaviour change?**

5. Track Action

Select the measure that will best align with the Change Action. **How do we measure behaviour change that tells us we're solving the business/system problem?**

Appendix B: Guidance for functional leads, system leads and heads of profession

The Public Service Core Learning Hub provides a centralised platform for functional leads, system lead and heads of profession to deliver learning to the broader Public Service. Learning hosted on the Hub must meet the minimum standards set out in this strategy. If you would like to have learning hosted on the Hub, email corecapability@publicservice.govt.nz

Minimum standards

Learning created for functional leads, system leads and heads of profession must meet the following minimum standards to be hosted on the Hub:

- Be designed to meet Accessibility Guidelines.
- Be targeted at a broad audience of public servants.
- Be designed using good learning design principles.
- Focused on building system capability.

Updates for new content and content review

We will be making changes and updates to the Hub on a regular basis. However, we will need at least two months' notice to host learning. Email us if you would like to have learning hosted or if you have questions.

Content owners will be contacted to review their content on an annual basis to ensure that learning and information remains contemporary.



Appendix C: Guidance for Public Service organisations using the Hub

Learning hosted on the Public Service Core Learning Hub will be open for all public servants to access. No login or credential details are required to access learning and resources. Agencies can therefore direct staff to complete learning from the Hub directly.

In addition, public service organisations will be able to request learning packages for self-paced core capability learning. This will enable those organisations with Learning Management Systems (LMS) to upload the learning onto their own systems.

Public Service organisations that host the learning on their own LMS will be required to provide quarterly feedback, evaluation and usage statistics to LDC.



Appendix D: Data reporting

Data capture and reporting will assist in ensuring continuous improvement for the Public Service Core Learning Hub. Data will be used for three specific purposes:

1. Improving the functionality of the Hub

Feedback from users and information gathered through the Core Capability mailbox will assist in improving the functionality of the Hub, including search features, page and content layout, descriptions and titles etc.

2. Improve user experience for learners

Information gathered from learners and agencies about the learners' experience will assist in ensuring that the learner experience is always at the heart of the design for the Hub and for all learning resources.

3. Provide evaluation and feedback data to content owners

All learning will have a standard evaluation form attached, this will be provided by and supported by the LDC. Quarterly evaluation data and feedback will be provided to content owners.