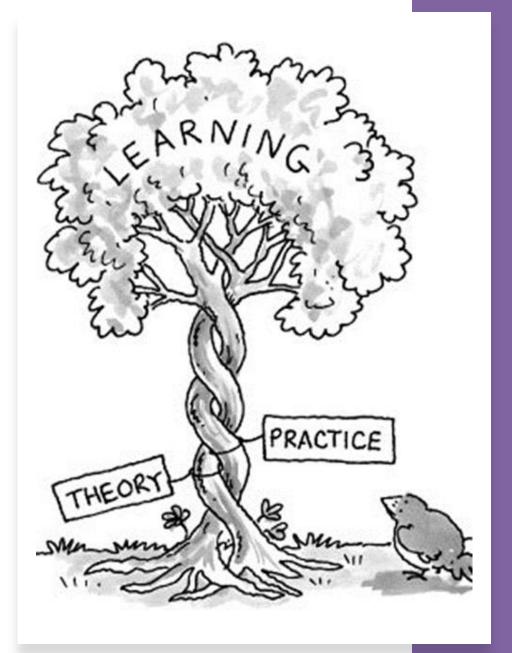
AP Jennifer Lees-Marshment



Report/Presentation 1 and Workplace Writing



The class today

- Presentation 1
- Report 1 Assignment
- Learning how to do Workplace writing
- 4pm: Guest speaker on advising government:
 Ziena Jalil, Senate SHJ consultant
- (If time) Team presentation preparation

PRESENTATION 1

Presentation 1: Tuesday 11 August 3-5pm

Best practice in political management in your area/role:

- Summary of what the area is about
- A summary of key theory
- Key empirical examples that illustrate the different theories
- A few best practice recommendations from the literature

Timing of the presentations

- Stick to the allocated time.
 - Presentation: x minutes
 - Feedback: x minutes
- Why?
 - Won't get much time to make point to PM
 - Good skill to learn
- What happens if we go over time?
 - Timer will sound to stop you
 - Then move onto feedback from me and your peers

Tips

- Text should be only brief, key points
 - Avoid lots of detailed info
 - The audience cannot absorb it

- Use images
 - Pictures of the leader, polls or graphs
 - whatever illustrates the argument or a theory

REPORT 1 ASSIGNMENT

Report 1: Best Practice in Political Management

Deadline for submission	Where submit	File type	Word limit	% worth of final mark
Friday 21 st August 4pm (week 4)	Canvas	Word or pdf	2000	30

Examples from past assignment - how to use them

DOs

Do use them to:

- Help you visualize what you have to do
- Understand how to use literature
- To be able to see what recommendations look like
- Understand how to present your work

DO NOTS

Do not use them to:

- As a role model none are perfect
- Just copy 100%
 - Not least as they are excerpts and bits are missing
- To find the 'one way' to do things

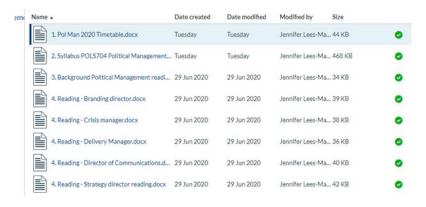
 they vary as there is more than
 one way to do these reports
- To use in debating the grades you get
 - Saying "but I did what the exemplars you gave us did" will not lead to an increased grade - each report/case is unique

Task: Identify best practice in your area of political management, by critically analysing academic literature on theory and past practice to identify what to do/what to avoid.

Aim:

- Write a summary of advice from existing academic literature that a political leader can consider to inform their development
- Read and review the literature, identifying from it principles for what makes best practice in the area

Literature



- In reading lists for each political management team is available on canvas under files
 - Core reading linked on tallis
 - To get an A grade read widely and beyond tallis list
 - Doing extensive reading for report 1 will make report 2-3 easier

Reports are all specific to your political manager team/area

E.g.

- If you are on the Strategy Director then you will review literature on Political Strategy for Report 1
 - And you will analyse the use of political strategy by the political leaders for Report 2 and 3.
- If you are a crisis manager, then your report 1 will be a critical analysis of previous literature on political crisis management.
 - Then for Report 2 and 3 you will critique the use of Crisis management by the political leaders.

Content

- Create recommendations for practice or action
 - Do not just describe the literature
- Turn theories, concepts into practical recommendations
 - When reading the literature ask yourself what does it suggest should be done in practice?
 - Turn analysis of past behavior into recommendations for the future practice of politics
 - Turn critique on problems into positive recommendations for the future

Strategy – using theory

political market. (Butler and Colins, 1996, 36)

Position Characteristics Strategic directions	
---	--

 What NOT to do – don't just copy the academic model/theory

Leader	Highest share	Expand total market
	Acknowledged	Expand share
	orientation point	Defend share
	Continuous attack	
Challenger	Chosen to depose leader	Attack leader
	May be several	Attack similar
	challengers	competitors
		Attack smaller
		competitors
Follower	Purposeful concentration	Clone
	on target market	Imitate
	Imitative rather than	Adapt
	innovative	
	Local/regional strengths	
	Broad line	
Nicher	Leader in narrowly	Create niche
	defined market or niche	Expand niche
	Specialist appeal	Defend niche

Branding - using theory

Turns theory into an action

ATTRIBUTE	SUGGESTED ACTION (Needham, p. 349-354)
Simple	Choose a dozen or so words that sum up your message.
Unique	Remind voters what makes you different from political opponents.
Reassuring	Remind voters they've made the right choice with you.

Delivery – using theory

When encountering difficulties in delivery, leaders should follow Fitzpatrick's model.

Fitzpatrick's Model 30

Leaders need to communicate that: 1. They have recognised the problem 2. They are doing something about it

Communications - using theory

- Identifies key recommendations from literature
- Turns them into actual possible actions – things that can be done

Final Tips for Effective Strategic Communication



Start from the voter and work backwards through the communications chain to understand what 'noise' is disrupting the passage of communication at every stage.



Combine multiple channels of communication for the best result.



Maintain a detailed communications calender

Recommendation 2 - Manage relations with the media

As discussed in the first recommendation it is important to maintain relations with the public sphere. One way of doing this is managing relationships with the media. There are multiple mentions in the literature about the form and purpose of political PR, including from <u>Stromback</u> and <u>Kiousis</u>, who define it as:

The management process by which an...actor for political purposes, through purposeful communication and action, seeks to influence and to establish, build, and maintain beneficial relationships and reputations with its key publics to help support its mission and achieve its goals.⁹

Factors to consider when determining PR strategy include:

- The media's importance in communication between government and the public 10

	Recommendation	
Motivation	Action	Result
Build public support	Actively manage media	Government viewed positively
	relations	
Engage the public with the	Focus on 'positions and	Government associated with
Governments viewpoint	perspectives' not specific	positive frames they want to be
	issues	associated with

Recommendation 3 - Maintain a market orientation

Current literature suggests it is important to use a market orientation, specifically for leaders, to achieve popularity as it allows politicians to better connect with the electorate.

We are moving from a mass media model to a consumer model of political communication. 15



Crisis – using theory

3.2 Hurricane Katrina:



(Risk and Disaster during Hurricane Katrina) processhistory.org

On August 29, 2005, a category 4 hurricane made a landfall on the American gulf coast and wreaked havoc of unprecedented proportions. The hurricane left 964 dead (Johnson, 2005, 2C); two-third of houses wiped out, levees broken (Parker and Levin, 2005, 1A); many hospitals closed (Manning, 2005, 3A); and millions waiting for rescue and relief. The response of the President Bush to the crisis of this magnitude was belated, ineffective and irresponsible (Benoit and Hansen, 2009). Therefore, the reputation of President Bush was badly hit so much so people started losing hope in him as their leader.

President Bush used three strategies to repair his image (Benoit and Hansen, 2009):

Bolstering: Through his choice of place for speech, Jackson Square New Orleans, President Bush wanted to put across a message of solidarity to the victims that he was physically present

Strategy best practice recommendations

Lessons for Political Marketing Strategy

- The Prime Minister should be confident, decisive, and responsive to the public and political landscape.
- The Prime Minister should be flexible with their aims. They should always have long term goals in mind, whilst they deal with immediate obstacles.
- The Prime Minister should take the time out to reflect on their performance.
 If it is not convenient, then the Prime Minister should establish a strategy team

Branding best practice recommendations

[⋆] Conclusion

In order to maintain popularity and win future elections, this report advises the government <u>adopt</u> all six recommendations:

- Deliver on election promises.
- Tell voters you're delivering on election promises.
- Evaluate brand. Adjust if necessary.

Delivery best practice recommendations

- Create an operationally focussed unit to manage delivery.
- Foster relationships with key stakeholders to facilitate policymaking and implementation.
- Prioritise policy goals and coordinate quick wins to earn trust.

- 1. Create an operationally focussed unit to manage delivery.
 - Leaders should create a specific unit dedicated to making and implementing policy that aligns with the government's agenda.

The unit should be comprised of a group of political advisors, who are mandated by the leader and

Communications best practice recommendations

Strategic Government Communications

Best Practice Recommendations

This report provides 5 recommendations using examples from relevant literature for **best practice** in strategic communication.

- 1. Maintain central control of the communications agenda
- 2. Manage relations with the media
- 3. Maintain a market orientation

Crisis management best practice recommendations

Key Recommendations

As all situations are somewhat unique, there is no uniform instructions to crisis managements. The following recommendations are meant as suggestions and advice – not direct instructions on what to do to prevent or handle any given crisis (Boin et al., 2005, p. 137):

- At best ability, prevent crisis by practical preventative measures.
- Ensure that policies and routines are updated to minimising damage and heighten resilience.
- Ensure well-organised assistance and intervention.
- Offer feasible reconstruction and recovery plans.
- Take control and be the trusted voice during and after the crisis.
- Put people first, show empathy and give them and the situation full attention.

4. A Few Best Practice Recommendations from the Literature:

From the review of literature, it was noticed that the nature of crisis or disaster actually dictated the successful use of a given strategy to restore the image or reputation of a leader or an organization. Therefore a range of theories could be employed in crisis situations. The following recommendations are summarized:

 A true political leader is one who is well equipped with skills and is prepared to brace any crisis situation. He cannot be a leader like Prime Minister Blair and President Bush,

Structure

- No set structure
- But organise to suit the reader i.e. a political leader
 - By key action areas
 - Rather than 'this theory and that theory'

Writing Style

- Workplace report writing
- Do not just write it like an essay
- Use concise and clear writing

Presentation Style

- Use a range of presentations tools and techniques.
- key points need to jump out of the page

Strategy presentation

What NOT to do – long paragraphs

INTRODUCTION

Political marketing study is a growing interdisciplinary area that developing with the marketization and specialization of the political campaign. From 1990 onwards, there are more and more political marketing scholars like Bruce Ira Newman, Jennifer Lees-Marshment etc. Ranging from long-established democratic countries like the United States and the United Kingdom to relatively speaking newly democratized countries in Latin America and Eastern Europe. It is very common to see politicians and political parties uses political marketing as a mean for their political campaign in local and national elections across the globe. However, political marketing, political strategy to be specific, has much greater importance in government than just for winning the election. Using marketing in government is arguably even more necessary, not merely of political expediency-to be re-elected-but to maintain the trust of the electorate to enable political leaders to introduce a less popular but necessary policy to help development and progression in society. (Lees-Marshment 2009,208) The concept of political market is very different from the economic market that people are familiar with. Instead of focusing on money-product exchange and short term, one off exchange, the political market place greater focus on long-term and strategic relationships like party allegiance, public trust, and other elements. Although the government and political leaders—civil citizen relations in the political market plays a somewhat similar role the producer-consumer relations in the market economy. However, there is significantly more complexity in the government-public relations as there are far more factors that could affect the decision-making process

Branding presentation

- Sub headings
- Lines
- White space
- Image related to empirical example given

made the right choice¹⁷ and gives the Government credibility by signalling it's done what it said it would.¹⁸

Failure to deliver on promises must be acknowledged and explained. Planned solutions to these obstacles should also be conveyed.¹⁹



Risks

The government risks being accused of using spin in government communications. Accusations of spin became the "most devastating weapon" against Tony Blair's Labour Government in 2000.²⁰

Figure 2: American President Bill Clinton and UK Prime Minister Tony Blair in 1998

Example

Both UK Prime Minister Tony Blair and American President Bill Clinton focussed on delivering election promises, but had markedly different success in convincing voters. Both faced dissatisfied voters early in their tenures in office, but responded differently. Clinton made a point of telling voters about small achievements he was able to make, like programmes on public school uniforms. Blair launched an advertising campaign to thank voters for improvements in areas like healthcare and the economy. While Clinton's approval ratings tracked up over time, Blair's fell.²¹ This suggests "Clinton was more successful in convincing voters that he was delivering on his promises."

3. Use market research to evaluate the government's brand. Adjust if necessary.

¹⁷ Ibid., 351.

¹⁸ IL:U DE

Delivery presentation

- Subheadings
- Bullet points
- Relevant images
- Tables

III. How to Manage Voters' Expectations

Voters' evaluation on delivery is not fair but rather stingy. Besides, the consumer demand is insatiable. Managing voter expectations, thus, is one of important components that a delivery advisor should have in mind throughout the whole process of delivery.

1. Use Pledges to Build Voter's Expectation

Pledges, contracts and commitments were widely adopted for defining voters' expectation in pre-election stage (Lees-Marshment, 2009a). Imprinting your promises and its prospective outcome to voters is a right starting point to make a delivery product into a political asset. There are several imitable cases such as the US Republicans' "Contract with America" in 1994, UK New Labour "Pledges" in 1997, and the Canadian Conservatives' "Five Commitments" in 2006. In the case of UK Labour under Tony Blair, however, the pledges become more and more vague which make it difficult to build specific expectation on delivery (Lees-Marshment, 2014: 228-229).



Picture 2. US Republican Newt Gingrich presents the "Contract with America" in 1994. (Source: Rolling Stone)



Picture 3. UK Labour Party, Tony Blair's creditcard sized campaign pledge in 1994. (Source: flickr.com)

- 3. Prioritise policy goals and coordinate quick wins to earn trust.
 - · Leaders should create a clear list of priorities for their time in government.
 - The list should include some policies that can be achieved quickly and others that will require more work.

Clear priorities: Qu	Quick policy wins:						
Force leaders to decide on policies and put timeframes in place Show the public that the government has planned their time in office Hold leaders accountable, and enable easy analysis of delivery success	Show the public that government is committed to getting things done quickly Earn the public's trust Buy time for policies that are more difficult to implement Give leaders something to fall back on in the case of a supprise election 16						

Scholars note that people are becoming increasingly sceptical of government's ability to follow

Foster relationships with key stakeholders to facilitate policymaking and implementation.

It is essential for leaders to foster relationships with people who may have the ability to help or hinder policy delivery. ¹²

- Upon arriving in government, leaders should seek to create productive relationships with key stakeholders who may affect delivery. ¹³ This should primarily include opposition parties, bureaucrats, the treasury, and constituents.
- Leaders of developing countries should also foster relationships with international organisations, if delivery is dependent on their funding.¹⁴

Communications presentation

- Use of tables
- Short, succinct, actionoriented language for recommendations
- Images of examples

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Besides using the scientific technique to communicate with the public, the government should connect emotion with the public when seeking public support. The public is not an active information recipient. When it comes to social judgement, they tend to judge emotively. Emotion features centrally and legitimately in political life and inducement²².



Source: Tony Seed's Weblog 20152

In the case of Canada's military participation in Afghanistan in 2006, there was a decline in public support due to the lack of communication in the emotional level between the government and citizens. The survey has been conducted to find out why there was erosion on public support regarding the Afghan mission even though the information transmission was successful. The find out showed

Recommendation	
Action	Result
Use emotive, campaign style	Public pay's more attention to
advertising	message
Imply political messages in	Public exposed to a political
government advertising	message.

Strategies:

- Use inclusive pronouns, maintain eye contact with camera/audience
- Project images of leader making physical contact with ordinary citizens.

PLANNING: COMMUNICATION CALENDAR

A communication calendar is a rational planning tool for strategic communication. It creates a space for the government to prioritize the

			SECTION ≥: Communication management								
Ref#	WHEN	WHO	,	NHAT	WHY		HOW	Tasks to Do	Office of Primary Interest (OPI)	Status	
	Date	Target Audience	Info Item	Key Messages	Objective of Communication	Mode	Delivery Frequency		Name or Initials	(O)pen, (H)old, (C)lines	

issue or events in a specific timeline2.

Crisis management presentation

- Use diagrams
- Relevant images
- Bullet points
- Subheadings

Part 2

The Role of Crisis Management

The 'comprehensive approach', shown in figure 1, is a commonly used approach to crisis management. The four overlapping stages; prevention, preparedness, response and recovery, may provide a good balance between reducing risk and heightening resilience, while also ensuring efficient response and pragmatic, feasible and timely reconstruction (Queensland Fire and Emergency Services, 2018, p. 2).



Figure 1: The comprehensive approach Source: Queensland Fire and Emergency Services, 2018, p. 2.

Prevention

Prevention is possible, but no government will ever be able to guarantee that no major

in terms of repair of his image.



(BUSH PROMISES TO REBUILD / SPEECH TO sfgate.com)

Corrective action: President Bush highlighted the role of the departments of Health and Human Services; Social Security Administration; Department of Labor; and Postal Service as an indication of some initial repair work he offered to the victims.

He, however, offered three commitments for future relief (Benoit and Hansen, 2009, 42):

- a. To "meet the immediate needs of those who had to flee their homes."
- b. To "help the citizens of the Gulf Coast to overcome this disaster, put their lives back together, and rebuild their communities."
- c. Finally, he promised to improve future disaster response.

President Bush's use of this strategy was generally a good idea, but it had important limitations

Expected commitment

- This is a typical graduate course divided into three parts
- Each assignment needs 40 hours+
- Workplace writing involves re-drafting because of the presentational aspects

Word count: 2000

- References do not count towards the word count.
- No 10% plus or minus
 - The limit is the limit
 - UoA does not = the government workplace
- 2000 not always a lot of words when you are collating and synthesising a range of literature
- Redrafting is needed

Different stages to doing a report assignment

Potential time	Activity
2+ days	Reading literature and making notes
½ day	Preparing presentation for class
½ day	Brainstorming recommendations for best practice
1 day	Writing first long draft
½ day	Working on the presentation of the report
½ day	Redrafting - cutting down and doing the presentation
2 hours	Final redraft/polish

Assessment - Submission

The correct procedure to follow: submit electronically via Canvas before the deadline

All reports should be

- A Word or pdf file
- Submitted electronically via Canvas (see links to assignments) before the deadline
 - Any work submitted after the deadline will be marked as late and grade penalties will apply
 - Extensions available as per normal policy see syllabus re good/bad cause and evidence

Report 1 Feedback form

INITIAL CHECKS									
Focused on political manager's specific role		Unfocused or not on expected role							
CONTENT									
Reviews a wide range of key relevant theories from academic literature		Key theory not used							
Includes discussion of empirical examples of past practice from the academic literature		Lacks empirical examples							
Offers excellent, thoughtful and original best practice advice		Describes the literature without translating it into principles for action							
Provides evidence and sources throughout the report		Fails to provide enough sources to back up points made, asserting opinion without research or evidence							
WORKPLACE WRITING STYLE									
Highly effective workplace writing e.g. simple, comprehensible, action-oriented		Ineffective workplace writing e.g. lengthy, complex, descriptive, passive tone, like an essay							
Highly effective use of presentational devices to illustrate key content and clearly visible recommendations		Limited or ineffective use of presentations devices to convey key content, recommendations are buried in the report							
Highly succinct, concise, focused and within word count guidelines		Meandering, lengthy, unnecessary and irrelevant content, and over length							
OVERALL VAI	UE FOR A POLIT	ICAL LEADER							
Overall, a political organization/practitioner would find it useful and easy to read		The report is not really something which a political organization/practitioner could use or read quickly, more like an essay							
OVERALL COMMENTS									

LEARNING HOW TO DO WORKPLACE WRITING

Think about your audience

- When writing for anyone, always consider and think about your audience
- Consider your readers expectations, characteristics, goals and context.

Writing for the Prime Minister

NZ PMs Chief Press Secretary:

"the PM and ministers are very busy and have huge volumes of written material to get through"

"the PM meets many people every day and can't be across every detail of individuals, organisations and developing issues so it provides a fast way to get up to date"



Writing for the Prime Minister

- Reports are read:
 - whilst walking
 - Just before a meeting
 - in the car or plane
- Needs to be easy to read
- Key points need to jump out of the page
- Write it as if you are talking to them [the PM]



How do I do this?

- 1. Writing style
 - a) Cut words down be succinct, to the point, and summarise
 - b) Simplify sentences use plain English
 - c) Make them action oriented
- 2. Presentation style
 - a) Use range of devices to make it easier to read
- 3. Content style
 - a) Focus on producing recommendations for action

[Reports 2/3 – follow template]

Cutting words down

- Allow plenty of time for editing the material down to 2000 words and 6 pages.
- Lose unnecessary extra words
 - eg, "in order to" \rightarrow "to", "due to the fact that" \rightarrow "because"
- Get rid of qualifiers
 - E.g. but there could also be this/you could also do that/this might also happen/it depends on lots of other things

Examples of longer and shorter versions:

Longer	Shorter
The point I wish to make is that the employees working at this company are in need of a much better manager of their money (word count 26)	Employees at this company need a better money manager. (New word count: 10).
After reviewing the results of your previous research, and in light of the relevant information found within the context of the study, there is ample evidence for making important, significant changes to our operating procedures. (word count 36)	After reviewing the results of your research, and within the context of the study, we find evidence supporting significant changes in our operating procedures. (New word count: 25).

Exercise: Treasury Better understanding of living standards

Try to cut the material down

- Take one paragraph each
 - 8 in total, each group take adifferent one
- See how many words you can get it down to
 - Rewrite and add up your word count
- Reflect on what words you can let go, and what you need to keep in

Target- word length Annette Keogh got it down to

- 1. 18
- 2. 25
- 3. 15
- 4. 50
- 5. 16
- 6. 38
- 7. 35
- 8. 19

Make it simple

- Cut down the words in terms of complexity
 - standard academic writing can be wordy and slow to read, and is not appropriate for the fast-paced political workplace.
- See the Paramedic Method at https://owl.english.purdue.edu/owl/resource/635/01/.
- Key points are:
 - 1. Circle the prepositions (of, in, about, for, onto, into)
 - 2. Draw a box around the "is" verb forms
 - 3. Ask, "Where's the action?"
 - 4. Change the "action" into a simple verb
 - 5. Move the doer into the subject (Who's kicking whom)
 - 6. Eliminate any unnecessary slow wind-ups
 - 7. Eliminate any redundancies.
 - 8. Avoid jargon

Make it action-oriented

Use (mostly) active voice:

- Active: John wrote the paper
- Passive: The paper was written by John

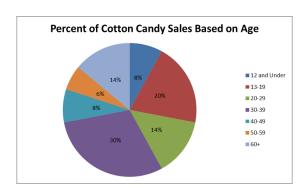
Especially the recommendations:

- Listen to voters through market research and listening exercises
- Create an operationally focussed unit to manage delivery.
 - Maintain central control of the communications agenda
- 1. Demonstrate brand unity in the National Party

2. Presentation styles

Use devices to highlight key points

- Bullet points
- Graphs, charts, diagrams, and tables
- Images
- Very short paragraphs
- Bolding
- Sub headings
 - Help order and structure the material
- White space
- NB: don't over use
 - E.g. do not bullet everything, or bold odd words within sentances



Suggested re-drafting process

Draft 1

• Long detailed draft - focus on getting the content down

Draft 2

• Cut the content down to fit or get near the word length

Draft 3

• Improve the writing style so it is more comprehensible

Draft 4

 Make sure it is no more than 2000 words - if it is still over length, find and cut long sentances and phrasing

Draft 5

Work on the presentation to make it more visually appealing

Draft 7

Take a break and leave it alone for a while

Draft 8

 Go back and do one final read through to identify anything not clear or effective and refine if necessary

Exercise: in pairs or a group of 3 discuss your report work so far

- Discuss any issues you've had with drafting report 1 so far
- Any questions you want answered about the other reports
- -> feedback whole group Q&A

GETTING ADVICE

Getting help

- Contact details
 - Email j.lees-marshment@auckland.ac.nz
 - Office: HSB Building 10 Symonds Street, Level 5, room 504
 - Zoom personal meeting room: https://auckland.zoom.us/j/2669182503
- Student consultation appointments: Email in advance to book a time.
 - On campus best days will be Monday-Tuesday

Personal meetings for assignments via zoom

Report assignment	Personal meeting	Deadline for
		submission
Report 1: Best	Tuesday 18 August	Friday 21st August
Practice in Political	2-6pm t.b.c once enrolments are clear.	4pm
Management	See canvas for specific times once semester	(week 4)
	starts	

Book on canvas

- 1. Open Calendar (on the left in canvas)
- Go to appointments (on the right)
- 3. Click on 'find an appointment'
- 4. Select course, press submit
- 5. View appointments
- 6. Click on your chosen time and press reserve'

NB: Book by 8am on the day

Reviewing draft work

We can:

- Share files via zoom chat or screen share
- Discuss questions you have
- Identify some areas for improvement

SHARE FILES via zoom chat Ensure you have switch on 'hosts and participants can send files through the in-meeting chat' on the zoom settings File transfer Hosts and participants can send files through the inmeeting chat. Only allow specified file types Only allow specified file types Click on 'send file' I can then get and read the file and make comment

I cannot:

- Read the whole draft
- Pick up every potential area of weakness
- Tell you how to make it A+.

REMINDER OF WHY THIS IS WORTHWHILE

Future focused teaching and learning

- You learn valuable workplace skills for getting, and doing, a job
 - So many students now in work tell me how useful it was to do this kind of assignment
 - Also get asked about it and tested on this during challenging selection processes

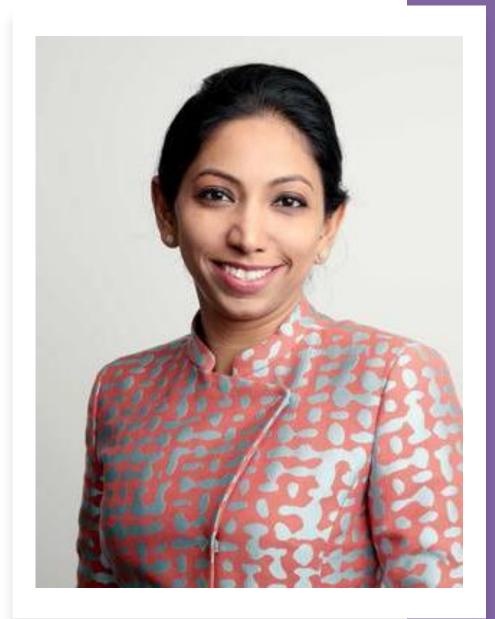






4pm: Guest speaker on advising government

Ziena Jalil, Senate SHJ consultant



Team presentation preparations

Links to Sample Government Reports – NZ Government 2017 briefings to incoming ministers

Please note: none of these represent an ideal model to be copied 100%. Rather, they should help you visualise how you might present a report.

But each has strengths and weaknesses you should reflect on before copying or adapting.

- Link to multiple reports: https://www.beehive.govt.nz/feature/bims
- Ministry of Education
 https://www.education.govt.nz/assets/Documents/Ministry/Publications/Briefings-to-Incoming-Ministers/BIM-26-September-2017-.pdf
- Tertiary Education Commission https://www.tec.govt.nz/assets/Reports/3cf112d979/TEC-Briefing-for-the-Incoming-Minister-2017-Hon-Chris-Hipkins.pdf
- Minister for Climate Change https://www.beehive.govt.nz/sites/default/files/2017-12/climate%20Change%20%28International%29.pdf
- https://www.beehive.govt.nz/sites/default/files/2017-12/Ministry%20of%20Social%20Development%20-%20Services_0.PDF (two page, very short, but good to see presentation devices at a glance)
- Finance https://treasury.govt.nz/sites/default/files/2017-12/bim-tsy-finance-oct17.pdf
- ACC https://www.beehive.govt.nz/sites/default/files/2017-12/ACC%20-%20Accident%20Compensation%20Corporation.pdf