

# 11<sup>th</sup>

# National Policy Officers Conference

Discover practical and innovative tools to excel as a policy professional

## FEATURED SPEAKERS



**Nadine Williams**  
First Assistant Secretary, Infrastructure & Consumer  
Department of Communications and the Arts



**Helen Grinbergs**  
Assistant Secretary, Aged Care Policy Reform  
Department of Health



**Paul Corcoran**  
Director, Academic Quality  
University of New England



**Rachelle Warner**  
Director Iraq/Syria Taskforce,  
International Policy Division  
Department of Defence



**Richard Neumann**  
Director Finance & Policy  
Department of Foreign Affairs and Trade



**Martin Dunn**  
Director, Foreign Affairs, Customs and Trade Agency  
Advice Unit & Foreign Affairs,  
National Security and Immigration Branch  
Department of Finance



**Jeanette Miller**  
Director, Economic Policy, Policy Division  
Department of the Premier and Cabinet QLD



**Lesley van Schoubroeck**  
Former Mental Health Commissioner



**Jodie Beitzel**  
Manager, Data Projects, Data and Digital Branch  
Department of Prime Minister and Cabinet



**Dale Putland**  
Adjunct Senior Research Fellow  
Griffith University  
Director, Sustainable Development  
The Shire of Augusta Margaret River



**Greg Raymond**  
Research Fellow at Strategic and  
Defence Studies Centre  
Australian National University



**Stephen Clively**  
Principal Consultant



**Jason Alexandra**  
Managing Director  
Alexandra and Associates



**Pamela Kinnear**  
Principal  
Kinnford Consulting



**Pre-Summit Workshop**  
25 June 2018

**Summit**  
26 & 27 June 2018

**Post-Summit Workshop**  
28 & 29 June 2018

Hyatt Hotel, Canberra

Unpack the policy process

Manage the changing environment

Discover innovative frameworks

Optimise policy outcomes



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9.00 - 4.30

## Unpack the Modern-day Policy Cycle

Modern-day policy leaders are tasked with the challenge of the ever increasing complexity of the inordinately multi-faceted policy cycle. Policy creation is not as simple as making and administering a particular policy, but requires a deep understanding of the process to efficiently manage the different issues and requirements of each phase in the cycle.

Implementing a good process when making policy does not necessarily guarantee a good policy outcome, but the risks of bad process leading to a bad outcome are much higher. This interactive workshop will explore effective policy process and tailor a learning experience relevant to each attendees individual role and expertise.

### Understand the cycle

- Define policy
- Discover key policy processes
- Embrace the complexity of policy making
- View challenges as opportunities

### The messy realities of modern policy contests

- Master policy contests
- Explore solutions to defined policy problems
- The value of new ideas and communication
- Reflect on the results

### Leverage evidence and evaluation

- Grasp evidence based policy
- Work with evidence
- Recognise the contribution of research-based evidence to policy
- Uncover the relationship between research, policy and practice
- Learn the role and purpose of evaluation

### Overcome the pressures of modern policy creation

- Negotiate modern policy processes
- Identify the forms of policy contestation
- Utilise narrative and evidence
- The importance of experienced policy professionals

### Expert Facilitator:

**Jason Alexandra** Managing Director  
**Alexandra and Associates**

Jason Alexandra has 30 years experience working at intersections of research, policy and practice in conservation and natural resources management. Jason has held senior roles as the Executive Director of the Earthwatch Institute, and as a Director of Land & Water Australia and the Port Phillip CMA. Jason was the senior Executive at the Murray Darling Basin Authority (MDBA) responsible for a range of water policy reforms, research coordination and ecosystem assessments.

## WORKSHOP SCHEDULE

- |                 |                     |                 |                      |               |                          |
|-----------------|---------------------|-----------------|----------------------|---------------|--------------------------|
| • 8.30 - 9.00   | <b>Registration</b> | • 11.00 - 12.30 | <b>Session Two</b>   | • 3.00 - 3.20 | <b>Afternoon Tea</b>     |
| • 9.00 - 10.40  | <b>Session One</b>  | • 12.30 - 1.30  | <b>Lunch</b>         | • 3.20 - 4.30 | <b>Session Four</b>      |
| • 10.40 - 11.00 | <b>Morning Tea</b>  | • 1.30 - 3.00   | <b>Session Three</b> | • 4.30        | <b>Close of Workshop</b> |

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## Day One 26 June 2018

8.30 - 8.55 **Registration and Morning Coffee**

8.55 - 9.00 **Official Welcome and Opening Remarks from the Chair**

9.00 - 9.35 **OPENING KEYNOTE CASE STUDY**

### Learn from the past to better the future

Past policy experiences can present valuable learning opportunities that should be utilised in future policy creation. The key is to assess results and adapt your strategy accordingly to improve future outcomes.

- Develop holistic methods for complete research
- Explore examples of policy in practice
- Identify pathways to forge a better future in policy development

#### Nadine Williams

First Assistant Secretary,  
Infrastructure & Consumer  
Department of Communications  
and the Arts

9.35 - 9.50 **Questions and Discussion**

9.50 - 10.25 **EXPERT COMMENTARY**

### Crossing the policy and research divide

The current geopolitical change in the Asia-Pacific region is unprecedented and has significant implications for Australian policy makers. Better collaboration between policy makers and researchers could help Australia navigate the tricky cross-currents of the 21st Asian Century. The success of collaboration depends on better mutual understanding and willingness to experiment.

- Explore the current state of policy-research cooperation
- Discover how different imperatives affect collaboration
- Uncover examples of success

**Greg Raymond** Research Fellow at Strategic and Defence Studies Centre  
Australian National University

10.25 - 10.40 **Questions and Discussion**

10.40 - 10.55 **Morning Tea**

10.55 - 11.45 **INTERACTIVE PANEL DISCUSSION**

### Master policy writing and communication

Mastering the skills of policy writing is key to being successful in a policy role. Leaders must be able to communicate their position clearly and concisely. Our panel of experts will draw on their own experiences to provide the essential qualities of effective policy writing and communication.

- Embed clear communication
- Ensure clarity of purpose and desired outcome
- Construct and organise logically

**Jeanette Miller** Director, Economic Policy, Policy Division

Department of the Premier and Cabinet QLD

**Helen Grinbergs** Assistant Secretary, Aged Care Policy Reform

Department of Health

**Jodie Beitzel** Manager, Data Projects, Data and Digital Branch

Department of Prime Minister and Cabinet

11.45 - 12.20 **CASE STUDY**

### Decision-making in an uncertain policy environment

Policy advisers often find themselves working with “wicked problems”. These problems are characterised by complexity, a changing and dynamic environment and imperfect information. Traditional policy analysis techniques often fall short when faced with wicked problems and different tools are needed.

- Make subject matter expert advice objective
- Staged decision-making and satisficing
- Scenario-based planning

**Martin Dunn** Director, Foreign Affairs, Customs and Trade Agency Advice Unit & Foreign Affairs, National Security and Immigration Branch  
Department of Finance

12.20 - 12.35 **Questions and Discussion**

12.35 - 1.35 **Networking Lunch**

1.35 - 2.20 **CASE STUDY**

### Experts vs. generalists

It is important to recognise the value of technical policy specialist advice in the creation and implementation of public policy. Policy analysts are more commonly generalists, often working across a broad field of policy. Technical policy specialists emphasise the importance of understanding policy issues in great depth, so that they can provide expert advice to develop good policy.

- Use experts as a valued resource
- Maximise your political awareness
- The value of the generalist

#### Dale Putland

Adjunct Senior Research Fellow  
Griffith University

Director, Sustainable Development  
The Shire of Augusta Margaret River

2.20 - 2.35 **Questions and Discussion**

2.35 - 3.10 **CASE STUDY**

### Cross pollination and time outside the box

Some of the best policy officers neither started nor ended their career in the policy domain. Skills, knowledge and attributes are transferable from almost any field. New blood, fresh ideas, and different ways of looking at things can only improve the policy making process.

- Innovation in policy
- Sell your non-traditional skills and experience
- Influence policy makers to take a new road

**Rachelle Warner** Director, International Policy Division  
Department of Defence

3.10 - 3.25 **Questions and Discussion**

3.25 - 3.40 **Afternoon Tea**

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# Day Two 27 June 2018

3.40 - 4.15

## EXPERT COMMENTARY

### The key to good policy proposal

Australians deserve good outcomes from their governments. Governments deserve that their policies are well developed and can be implemented effectively. Good design of policy proposals is crucial for meeting these objectives. When time is tight, Minister's offices are demanding and central agencies are asking hard questions, public policy makers need to know the policy design essentials.

- Think about key issues strategically
- How do you meet the objective of the policy?
- Learn how to navigate through the process

**Stephen Clively** Principal Consultant

4.15 - 4.30

## Questions and Discussion

4.30

## Concluding Remarks from the Chair

8.30 - 8.55

## Morning Coffee

8.55 - 9.00

## Opening Remarks from the Chair

9.00 - 9.45

## OPENING CASE STUDY

### Remain globally competitive in a changing world

Policy makers play a key role in driving change and nowhere is this seen more than the international sphere. To navigate complex global issues, policy makers must develop robust strategies.

- Examples from international trade and Investment
- Drive change to fuel the future
- Identify and evaluate effective solutions

TBA

9.45 - 10.00

## Questions and Discussion

10.00 - 10.45

## CASE STUDY

### Turn intuition into vision

Public policy problems are becoming increasingly complex and policy makers will need more knowledge to develop solutions that work. In order to understand the new challenges that arise, including the short deadlines applied to the policy process, new methods and processes need to be adopted to help policymakers navigate the complex environment and deliver better policies for a complex world.

- Utilise evidence-informed intuition
- Ensure confidence in policy making
- Embrace new challenges

**Richard Neumann** Director Finance & Policy  
Department of Foreign Affairs and Trade

10.45 - 11.00

## Questions and Discussion

11.00 - 11.15

## Morning Tea

11.15 - 12.00

## EXPERT COMMENTARY

### Seize the moment for policy change

Public Sector leaders with a passion for social justice need to use every opportunity to influence policy change across a broad and, at times, populist agenda. It calls for awareness of the whole of government agenda, trusted networks and formal processes underpinned by personal and organisational credibility.

- Consider the risks of seize the opportunity
- Understand the importance of building and maintaining credibility
- View the policy process through an implementation lens

**Lesley van Schoubroeck** Former Mental Health  
Commissioner

**Lesley van Schoubroeck**

12.00 - 12.15

## Questions and Discussion

12.15 - 1.15

## Networking Lunch

## NETWORKING RECEPTION

4:30 - 5:30PM

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## 1.15 - 2.00 CASE STUDY

### The importance of evaluation

Evaluation is a crucial aspect of the policy process. It allows policy leaders in their future oriented work to move forward efficiently and responsibly, by determining the merit, worth, value and effects of the policy process. Utilising evaluation is critical in order to succeed as a policy leader.

- The value of evaluation
- Distinguish between the positives and negatives
- Understand the role of evaluation in future policy creation

**Jodie Beitzel** Manager, Data Projects, Data and Digital Branch

**Department of Prime Minister and Cabinet**

## 2.00 - 2.15 Questions and Discussion

## 2.15 - 3.00 CASE STUDY

### Manage the fluid environment

Public policy leaders are subject to an environment that is best characterised as fluid, in the sense that they are subject to continual change. Making and implementing policy in its highly dynamic environment calls for skills and knowledge that are often counter-intuitive.

- Change and its effect on policy processes
- Structure stable policy
- Predict future ideas that would affect policy success

**Paul Corcoran** Director, Academic Quality  
**University of New England**

## 3.00 - 3.15 Questions and Discussion

## 3.15 - 3.30 Afternoon Tea

## 3.30 - 4.30 INTERACTIVE CLOSING ROUNDTABLE

### Future directions for policy leaders

Policy making in the Australian Public Service is drastically changing as the Government continues the shift towards a more citizen-centric approach. Policy leaders will be required to engage with the public more than ever before. In this session we will explore the key themes discussed over the past two days and the future of policy making.

- Co-production of policy
- Embrace different perspectives
- Flexible, collaborative and active policy making

**Jason Alexandra** Managing Director  
**Alexandra and Associates**

## 4.30 Concluding Remarks from the Chair and Summit Close

## ABOUT THE EVENT

In today's rapidly changing environment it is increasingly important to establish robust policy development processes that are suited to the challenges of our time. To remain current, policy professionals must continue to explore new tools and frameworks to adapt to shifting stakeholder needs.

Liquid Learning's 11th National Policy Officers' Conference will bring together senior public servants and seasoned policy professionals to delve into the entire life-cycle of policy. They will explore contemporary approaches and potential solutions to overcome policy's most common challenges. Continuing the tradition of bringing theory to life through presentations, interactive panels and workshops, this event will provide the practical advice and skills necessary to truly drive the future of effective policy development.

## WHO WILL ATTEND

- Policy Officers / Managers
- Policy Developers / Analysts
- Policy Advisors / Senior Policy Advisors
- Branch / Section / Division Managers
- Program Managers
- Research Officers
- Evaluation Specialists / Managers
- Stakeholder / Community Engagement
- Policy Consulting
- Service Delivery Managers / Directors

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# Post-Summit Workshop

28 & 29 June 2018

Day One	9.00 - 4.30	Day Two	9.00 - 4.30
<b>Developing policy fit-for-purpose</b> <ul style="list-style-type: none"><li>• Drafting policy for implementation - What separates the good from the bad?</li><li>• Understanding different models and methods of policy development and implementation</li><li>• Building the capacity of people and organisations to understand policy and its role within organisational and cultural change</li></ul>		<b>From policymakers to policy leaders - Honing your leadership skills and capabilities</b> <ul style="list-style-type: none"><li>• An overview of leadership models and proven practical skills for building leadership capability</li><li>• Transitioning from policy practitioner to strategic thinker and leader</li><li>• Demonstrating your value as a leader</li><li>• Making policy leadership work tactically, strategically and practically</li></ul>	
<b>Understanding people management in the context of policy practice</b> <ul style="list-style-type: none"><li>• Managing policy teams and retaining and growing talent through effective people management skills</li><li>• Building trust-based relationships with internal and external stakeholders</li><li>• Focusing on individual and team performance to deliver results</li><li>• Inspiring policy teams to reach their highest potential</li></ul>		<b>Developing a strategic direction and perspective as a policy leader</b> <ul style="list-style-type: none"><li>• Understanding the evolving sector in which you and your team operate</li><li>• Keeping up with both policy and commercial developments</li><li>• Then and now – Changes in the policy professional landscape, and preparing for future leadership challenges</li><li>• Embedding strategic business perspectives – Linking core organisational priorities and outcomes with individual policy effort</li></ul>	
<b>Practical communication skills to achieve outcomes</b> <ul style="list-style-type: none"><li>• Understanding effective communication and tailoring your approach to different scenarios</li><li>• Key communication skills for increasing your credibility and influence</li><li>• Approaches and tools for managing stakeholder meetings and partnerships when developing and implementing policy - Key do's and don'ts</li><li>• Tips for enhancing team work and stakeholder relationships when delivering required policy outcomes</li></ul>		<b>Becoming a trusted policy executive</b> <ul style="list-style-type: none"><li>• Growing your strength as a policy driver and implementer</li><li>• Delivering end-to-end solutions and programs and building trust with your stakeholders</li><li>• Developing advisory skills to provide practical solutions for strategic decision making</li><li>• Understanding risks and forward-planning</li></ul>	
<b>Policy advocacy and negotiations</b> <ul style="list-style-type: none"><li>• Leadership skills and self-awareness related to policy advocacy and negotiations</li><li>• Investing in your strengths, health and well-being – Finding ways to sustain you to perform at your peak</li><li>• Effective approaches to build on your policy practice and manage high-pressure and stressful situations</li><li>• Your role as a leader in contributing to positive policy practice and a healthy workplace in general</li></ul>		<b>Leadership success - Collaboration and communication</b> <ul style="list-style-type: none"><li>• Growing your leadership strengths by building key relationships and tapping expertise</li><li>• Managing your case: Communicating policy issues and ideas to achieve a favourable outcome</li><li>• Accessing new opportunities for networking, personal development and growing your credibility</li><li>• Effective interpersonal skills to leverage your leadership capabilities</li></ul>	

## Expert Facilitator:

**Pamela Kinnear** Principal  
**Kinnford Consulting**

Pamela, a Partner at Kinnford Consulting since mid-2015, has a strong record at senior levels across government, non-government and research/advocacy organisations. She brings with her practical experience of leading teams on major projects; re-organising and aligning organisational structures and systems; policy development and analysis; and public communication through the media, conferences, parliamentary committees and other forums.

Pamela also brings a wealth of practical experience as well as theoretical knowledge of facilitating policy design and implementation consultations, including workshops and group meetings, as well as implementing and evaluating change programs.

Her public policy roles, combined with her research and advocacy, means that Pamela can see issues from a variety of perspectives, fully aware of the tensions that arise between program or policy ideals and the complexities and pragmatic realities involved. She also brings to bear first-hand experience in implementing high profile, time-challenged reforms using project management and performance frameworks, as well as in building and leading teams to get the work done.

Key positions Pamela has held include:

- Group Head, Australian Institute of Health and Welfare
- Deputy Chief Executive, Universities Australia
- Assistant Secretary, Department of Prime Minister and Cabinet (various positions, social policy)
- Department of Families, Housing, Community Services and Indigenous Affairs, various executive positions
- Senior Research Fellow, The Australia Institute

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