

# SENIOR POLICY OFFICERS INTENSIVE

**BUILD POLICY LEADERSHIP & PROFESSIONAL SKILLS TO ANALYSE & RESPOND TO COMPLEX PUBLIC POLICY CHALLENGES & OPPORTUNITIES**



**2 - 4 SEPT 2019**  
CLIFTONS MELBOURNE

**4 - 6 SEPT 2019**  
CLIFTONS CANBERRA

**9 - 11 SEPT 2019**  
CLIFTONS BRISBANE

## EXPLORE

- ▶ Apply higher-level strategic thinking & influencing skills
- ▶ Navigate complexity, manage change, risk & opportunity
- ▶ Assess the quality & relevance of evidence & the context for policy change
- ▶ Improve stakeholder engagement & consultation processes to improve the relevance, reception & impact of policy
- ▶ Understand the political nature of the policy cycle from development to implementation
- ▶ Co-design policy - Start from the ground up
- ▶ Identify & manage dilemmas in an ever changing & unpredictable environment
- ▶ Enhance leadership, communication & influencing skills in a policy context
- ▶ Understand the critical success factors for policy implementation
- ▶ Monitor progress throughout the policy cycle
- ▶ Sustain policy change & evaluate outcomes

## EXPERT FACILITATOR



### DAY ONE

**Carolyn Page**  
Director  
The Clear English Company



### DAY TWO

**Rob Richards**  
Director  
Evidentiary



### DAY THREE

**Susan Garner**  
Director

**START YOUR LEADERSHIP JOURNEY!**

Call +61 2 8239 9711 Priority Code - QA1



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# ABOUT THE EVENT

This practical course is designed to equip Senior Policy Officers with key knowledge and skills, to help you meet demanding aspects of your role and is built around five critical skill areas:

- ▶ Assessing policy priorities, opportunities and evidence
- ▶ Effective policy communication
- ▶ Stakeholder engagement and change management
- ▶ Policy implementation and risk management
- ▶ Evaluating outcomes

Ideal for attendees who have completed the Policy Officers Intensive, or for Senior Policy Officers seeking to extend their current knowledge and skills and to build team capability. So step up and take a hands-on approach to the complicated world of solving policy problems.

## ABOUT THE EVENT

### **Day One: Leading policy change and laying the groundwork for successful implementation**

Senior Policy Officers need a range of skills to lead policy development and build policy capability; to evaluate context, evidence and outcomes to make an effective case for policy change. This practical, interactive day will equip you with key tools for exploring and explaining the place of a proposed policy within government and agency priorities whilst building a policy community within your team or agency.

### **Day Two: Risk & Analysis - Manage risk in the dynamic policy landscape**

Uncertainty is a constant in policy development and implementation, however it does not have to be a destructive factor and can represent opportunities for innovation, research and adaptive responses. By using critical, objective and evidence based thinking you will gain a key insight to understanding the nature of uncertainty and how uncertainty can be embraced to derive better policy outcomes.

### **Day Three: Build evaluation capability for effective policy delivery**

Thinking evaluatively across the policy cycle, and being able to identify and measure public policy outcomes is a central capability of policy teams. You will build upon and gain new insights into techniques to effectively monitor, evaluate and communicate clearly about development and implementation of complex policy interventions and how these are achieved.

## WHO WILL ATTEND?

- ▶ Senior Policy Officers
- ▶ Senior Policy Analysts / Developers
- ▶ Senior Policy Advisor
- ▶ Senior Programs Officer
- ▶ Principal Policy Officer/Advisor
- ▶ Stakeholder Engagement Managers
- ▶ Compliance Officers
- ▶ Branch Managers
- ▶ Service Delivery Managers / Directors
- ▶ Evaluation Specialists / Managers

## DAY ONE

### **LEADING POLICY CHANGE AND LAYING THE GROUNDWORK FOR SUCCESSFUL IMPLEMENTATION**

#### **Creating the preconditions for success**

- ▶ Strategic and contextual analysis - Establish the need for new policy or policy change
- ▶ Anticipate and identify the preconditions for success and the stages of policy 'maturation'
- ▶ Complex or just complicated - Understanding the interdependency of policy activity
- ▶ Identify critical knowledge gaps that need to be filled

#### **Leading policy development - Community and communication**

- ▶ Build a 'policy community' in your team and/or agency
- ▶ Identify key players and potential policy champions internally and externally
- ▶ Successfully facilitate robust policy conversations
- ▶ Frame (and re-frame) policy ideas to improve policy reception

#### **It's all related - Interdependent policy success**

- ▶ 'Interrupting' and challenging existing policy paradigms
- ▶ Responding to policy opportunity
- ▶ Unintended and perverse outcomes of policy
- ▶ Managing unexpected policy requests and tight timeframes

## YOUR FACILITATOR

Carolyn Page established the Canberra-based consultancy, the Clear English Company to support government agencies, businesses, lobby groups and not-for-profit organisations to improve strategic thinking and communication.

Since 2007 Carolyn has provided policy analysis, training and strategic advice for over 20 Australian, state and territory government agencies and for a range of voluntary and non-government organisations. With Clive Haggart, she has also delivered close to 100 workshops on the management of workplace bullying, tailored to the needs of specific agencies.



**Carolyn Page**  
Director  
The Clear English Company

## DAY TWO

### RISK & ANALYSIS - MANAGE RISK IN THE DYNAMIC POLICY LANDSCAPE

#### Apply critical thinking - uncertainty and risk

- ▶ Understand the difference between uncertainty and risk
- ▶ Understand the sources of risk
- ▶ Know how uncertainty and risk can be embedded in good project management
- ▶ Know the importance of asking “the right” questions at different stages of the policy cycle

#### Evidence based policy at the forefront of change

- ▶ Understand why evidence is important in public policy
- ▶ Know how to recognise untrustworthy information
- ▶ Understand the role and place of science in managing risk
- ▶ Develop your teams capacity to effectively use evidence

#### Manage risk through effective stakeholder engagement

- ▶ Understand why effective stakeholder engagement is important for managing risk
- ▶ Know how to manage risk by undertaking stakeholder mapping
- ▶ Recognise different stakeholder needs and their relationships with former and new policies
- ▶ Deliver on intended outcomes

## DAY THREE

### BUILD EVALUATION CAPABILITY FOR EFFECTIVE POLICY DELIVERY

#### Communicate complex public policy issues

- ▶ Strategies to engage with stakeholders during policy development and implementation
- ▶ Thinking evaluatively and focusing on the outcomes not just the problems
- ▶ Build a shared understanding about policy problems and their solutions
- ▶ Communicate evidence effectively at different stages of policy implementation

#### Monitor and evaluate policy implementation and outcomes

- ▶ Understand the political nature of the policy cycle from development to implementation
- ▶ Identify intended and unintended consequences
- ▶ Application of program theory – theory of change to M&E
- ▶ Explore 5 common program archetypes

#### Address the key challenges of evaluating policy outcomes

- ▶ Core attributes of teams with strong evaluation capability
- ▶ Communication and negotiation skills
- ▶ Research, data and analysis capability
- ▶ Resilience, team building and management capability

## YOUR FACILITATOR

Rob Richards is the Director of Evidentiary Pty Ltd. Rob Richards has over 25 years experience in environmental management in the public and private sectors. At the beginning of his career Rob worked with the NSW State Government for 15 years in technical and managerial roles concerning the development and implementation of land management policies and programs.



**Rob Richards**  
Director  
Evidentiary

## YOUR FACILITATOR

Susan Garner is the director of a Canberra based consultancy firm, Garner Willisson Pty Ltd which specialises in policy analysis, program evaluation and capacity building. Susan has had a diverse career in the public and private sectors, as a researcher, policy analyst, manager and consultant. During a 20-year public sector career she was responsible for the development of national strategies, reform agendas and budget initiatives in Australian Government portfolios responsible for health and ageing, families and community services, industry, science and communications.



**Susan Garner**  
Director

# Senior Policy Officers Intensive

2 - 4 September 2019  
Cliftons Melbourne

4 - 6 September 2019  
Cliftons Canberra

9 - 11 September 2019  
Cliftons Brisbane

# Booking Form

Event Reference: SPOI0919A  
Priority Code: QA1

## Registration Information

Organisation Name

Address Suburb State Postcode

Booking Contact Information

Title Full Name Position Email Phone

## Delegate Information

#	Title	Full Name or TBA	Position	Email	Attendance Date/s
1					<input type="checkbox"/> Melbourne <input type="checkbox"/> Canberra <input type="checkbox"/> Brisbane <input type="checkbox"/> Day 1 <input type="checkbox"/> Day 2 <input type="checkbox"/> Day 3
2					<input type="checkbox"/> Melbourne <input type="checkbox"/> Canberra <input type="checkbox"/> Brisbane <input type="checkbox"/> Day 1 <input type="checkbox"/> Day 2 <input type="checkbox"/> Day 3
3					<input type="checkbox"/> Melbourne <input type="checkbox"/> Canberra <input type="checkbox"/> Brisbane <input type="checkbox"/> Day 1 <input type="checkbox"/> Day 2 <input type="checkbox"/> Day 3
4					<input type="checkbox"/> Melbourne <input type="checkbox"/> Canberra <input type="checkbox"/> Brisbane <input type="checkbox"/> Day 1 <input type="checkbox"/> Day 2 <input type="checkbox"/> Day 3
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7					<input type="checkbox"/> Melbourne <input type="checkbox"/> Canberra <input type="checkbox"/> Brisbane <input type="checkbox"/> Day 1 <input type="checkbox"/> Day 2 <input type="checkbox"/> Day 3
8					<input type="checkbox"/> Melbourne <input type="checkbox"/> Canberra <input type="checkbox"/> Brisbane <input type="checkbox"/> Day 1 <input type="checkbox"/> Day 2 <input type="checkbox"/> Day 3

## Your Investment

Options (per person)		Value Plus Rate	Super Saver Rate	Early Bird Rate	Standard Rate
Qty		Register and pay by 14 June	Register and pay by 12 July	Register and pay by 9 August	
___	3 Days	\$3095 + GST = (\$3404.50)	\$3395 + GST = (\$3734.50)	\$3595 + GST = (\$3954.50)	\$3895 + GST = (\$4284.50)
___	2 Days	\$2195 + GST = (\$2414.50)	\$2495 + GST = (\$2744.50)	\$2695 + GST = (\$2964.50)	\$2995 + GST = (\$3294.50)
___	1 Day	\$1495 + GST = (\$1644.50)	\$1695 + GST = (\$1864.50)	\$1795 + GST = (\$1974.50)	\$1895 + GST = (\$2084.50)
Discounted off standard rates :		<b>Save up to \$800</b>	<b>Save up to \$500</b>	<b>Save up to \$300</b>	All Prices listed in Australian Dollars

Group Discounts Available:	15% off Standard Rate	20% off Standard Rate	25% off Standard Rate
	Team of 3 - 4	Team of 5 - 7	Team of 8+

TOTAL
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Name	Position	Phone
Email	Signature	Date
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