

# SENIOR POLICY OFFICERS INTENSIVE

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

**9 - 11  
OCTOBER**  
CLIFTONS SYDNEY

## 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 FACILITATORS



### DAY ONE

**Carolyn Page**  
Director  
The Clear English Company



### DAY TWO

**Rob Richards**  
Director  
Evidentiary



### DAY THREE

**Susan Garner**  
Director

## CONTACT US

Call +61 2 8239 9711  
Priority Code - QAI

## EVENT PARTNERS



# 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.

## 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

### IN-HOUSE TRAINING AVAILABLE

Do you have a team of ten or more people requiring this training?

If so, it may be more cost effective for Liquid Learning to bring the training to you.

Contact us to discuss your needs today.

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registration@liquidlearning.com.au

## 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.

#### 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 Haggard, 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

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.

#### Understand and plan for uncertainty and risk

- ▶ Understand the difference between uncertainty and risk
- ▶ Explore the sources of risk
- ▶ Know how uncertainty and risk can be embedded in good project management
- ▶ Understand and apply critical thinking

#### Manage risk using evidence based policy

- ▶ Know the importance of asking “the right effective” questions at different stages of the policy cycle
- ▶ Understand why evidence is important in public policy
- ▶ Know how to recognise untrustworthy information
- ▶ Develop your teams capacity to effectively use evidence

#### Cognitive biases in managing risk analysis

- ▶ What are cognitive biases?
- ▶ How can you deal with cognitive biases?
- ▶ Conducting a policy pre-mortem

#### Manage risk with advanced policy logic applications

- ▶ Surfacing assumptions, risk and evidence on your logic models

## 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.

#### 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

