



# Senior Policy Officers Intensive

Building policy leadership and professional skills to enable senior Policy Officers to analyse and respond to public policy challenges

## EXPLORE

- Understand the evolving skillset of high-performing Policy Officers and teams
- Apply high-level strategic thinking and influencing skills to excel as a senior policy professional
- Navigate complexity to manage change, risk and opportunity
- Assess the quality, relevance and context of evidence for policy change
- Improve stakeholder engagement and consultation processes to improve the relevance, reception and impact of policy
- Identify and manage practical obstacles, disruption and uncertainty
- Enhance leadership, communication and influencing skills in a policy context
- Understand the critical success factors for policy implementation
- Identify and manage risk
- Monitor progress throughout the policy cycle
- Sustain policy change and evaluate outcomes

## EXPERT FACILITATOR



### Module One

**Carolyn Page**

Director

**The Clear English Company**



### Module Two

**Rob Richards**

Director

**Evidentiary**



### Module Two

**Susan Garner**

Director

**Garner Willisson**



3, 4 & 5 September **Canberra**  
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# Senior Policy Officers Intensive

## BACKGROUND

This practical course is designed to equip experienced Policy Officers with key knowledge and skills to assist them to meet demanding aspects of their role. The course 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.

The course takes a hands-on approach to the complicated world of solving policy problems and will include case studies, tools and practical exercises across a wide range of policy contexts. The course is ideal for attendees who have completed the Policy Officers Intensive, or for Senior Policy Officers seeking to extend their current knowledge and skills to build team capability.

## TRAINING DELIVERY AND PRE-COURSE QUESTIONNAIRE

This workshop will be delivered using a three tiered approach. The structure of each session is as follows:

1. Technical overview and review of research into the topic area under discussion
2. Practical application of management principles in the review of case studies, worked examples and interactive exercises
3. Discussion of outcomes and implementation issues

Workshop participants will have the opportunity to include comments and questions about issues outlined in the program by way of a pre-course questionnaire. This feedback will enable the course facilitator to adjust content accordingly. The workshop has limited places to allow for customisation, greater interactivity and for individual concerns to be addressed.

## WHO WILL ATTEND

- Policy Officers
- Policy Analysts/ Developers
- Program Managers/ Administrators
- Stakeholder Engagement Managers
- Compliance Officers
- Branch Managers

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# Senior Policy Officers Intensive

## Module One: Leading and Influencing Policy Tools and Frameworks for Policy Analysis, Planning and Communication

Senior Policy Officers need a range of skills to lead policy development and build policy capability; to evaluate context, evidence and outcomes; to build alliances; to make an effective case for policy change; and to increase team and personal effectiveness and influence in policy work.

This practical, interactive module will equip Senior Policy Officers with some key tools for exploring and explaining the place of a proposed policy within government and agency priorities — identifying the drivers and impediments to change; key players who will need to be engaged; operational measures of success; and key policy outcomes at different stages of a policy life cycle.

The module will also introduce the role of high-performing Senior Policy Officers in building a policy community within their team or agency; building alliances; and communicating with influence.

### Analysis and mapping for policy development

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This first module will provide opportunities for participants to practice and develop confidence in mapping the 'logic' of policy development, communication and evaluation, including:

- Strategic and contextual analysis to establish the need for policy change
- Anticipating and identifying the preconditions for success and the stages of policy 'maturation'
- Identifying the inter-dependency of policy activity in solving persistent problems
- Identifying critical knowledge gaps that need to be filled

### Leading policy development

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Participants will also engage in activities and discussion to help them:

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

### Developing agility and responsiveness

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A critical focus for all three modules is the ability of high-performing Policy Officers to respond quickly to change and opportunity in the policy landscape, assessing and managing risk and maintaining professional resilience in the face of pressure and uncertainty. The first module will include case studies and discussions of:

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

## INTRODUCING YOUR FACILITATOR



**Carolyn Page**  
Director  
**The Clear English Company**

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 Haggar, she has also delivered close to 100 workshops on the management of workplace bullying, tailored to the needs of specific agencies. Prior to 2007, she built policy and evaluation units in three government agencies, receiving two Australia Day medals for excellence in policy development and the Secretary's award for leadership in establishing a culture of evaluation in one large agency.

Carolyn holds a Master's Degree in Management specialising in industry strategy, and has over 20 years' experience as a teacher, trainer, facilitator and professional chair.



### VALUE PLUS DISCOUNT

Receive \$300 off registration if you register and pay by 27 April 2018



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## Module Two: Managing Risk in the Dynamic Policy Landscape

Uncertainty is a constant in policy development and implementation. Uncertainty, however, does not have to be a destructive factor and can represent opportunities for innovation, research and adaptive responses. Both uncertainty and risk can be managed through the life of a policy by understanding the nature of uncertainty and risk by implementing good strategies that are evidence based, inclusive and adaptive. Using critical, objective and evidence based thinking to challenge what some people may want you to believe are high level skills that senior policy officers can implement.

By attending this workshop, policy officers will gain a key insight to understanding the nature of uncertainty and how uncertainty can be embraced to derive better policy outcomes. Policy officers will also gain insights to strategic enablers that will aid policy teams to manage risk throughout the policy cycle drawing on the five critical skill areas of the course including practical exercise relating to: assessing policy priorities, opportunities and evidence, stakeholder engagement and change management and policy implementation and risk management.

Through interactive discussions and case study examples, you will gain skills in:

### Understanding and planning for uncertainty and risk

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

### Effectively using evidence to manage risk

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

### Managing risk through effective stakeholder engagement

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- Understanding why effective stakeholder engagement is important for managing risk
- Know how to manage risk by undertaking stakeholder mapping
- Recognising different stakeholder needs and their relationships with former and new policies

## INTRODUCING YOUR FACILITATOR



**Rob Richards**  
Director  
**Evidentiary**

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. He is a Trustee Board member of the UK based international network of CEE Centres and the founding member and leader of the Australian Centre for Evidence Informed Policy and Practice. He is an active member of several international working Methods Groups including leader of the Systematic Review Impact Monitoring and Evaluation methods group, and member of the Rapid Evidence Review methods group and the Systematic Review Training Group. In 2013 Rob founded Evidentiary Pty Ltd, a company that specialises in the use of evidence based approaches to manage risk in program and policy decision making.



# Senior Policy Officers Intensive

## Module Three: Building Evaluation Capability Techniques to Monitor, Evaluate and Communicate Policy Outcomes

Building evaluation capability, thinking evaluatively across the policy cycle and being able to identify and measure public policy outcomes is a central capability of policy teams with responsibility for developing and implementing complex public policy interventions.

By attending this workshop, policy officers will build upon and gain new insights into techniques to effectively monitor, evaluate and communicate clearly about development and implementation of policy and how planned policy outcomes are achieved.

This interactive workshop will provide delegates with the following outcomes:

- Strategies to communicate public policy effectively
- Techniques to monitor implementation and improve policy implementation processes
- Techniques to identify the factors that contribute to success and failure of policy implementation
- Approaches and methods to measure the outcomes and impact of policy interventions

### Effective communication about complex public policy issues

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- Strategies to engage with stakeholders during policy development and implementation
- Thinking evaluatively and focusing on the outcomes, not just the problems
- Building a shared understanding about policy problems and their solutions - exploring effective collaboration

### Monitoring and evaluating policy implementation and outcomes

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- Understanding the political nature of the policy cycle from development to implementation
- Identifying causal pathways - theory of change / program logic
- Exploring the attributes of simple, complicated and complex programs
- Exploring 5 common program archetypes
- Identifying intended and un-intended consequences
- Understanding attribution and contribution to policy outcomes
- Exploring techniques to evaluate the impact of policy

### Building evaluation capability to address the key challenges of evaluating policy outcomes

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

## INTRODUCING YOUR FACILITATOR



**Susan Garner**  
Director  
**Garner Willisson**

Susan Garner has a strong public policy and systems approach to researching and evaluating complex public policy issues and programs. She is particularly interested in the nexus between policy, research and evaluation. She is collaborative and practical in her approach, providing sound advice to decision makers about the design, implementation and outcomes of their policies and programs. Susan's career includes consultancy, policy, managerial and research roles. She has worked in the public, private and university sectors with over 25 years of policy and program evaluation experience across a range of government portfolios responsible for health and ageing, welfare, environment, education and social and human services.



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