

The National Policy Officers' Forum 2010

Emerging Tools and Frameworks for Effective Policy Development,
Implementation and Evaluation in a Changing Environment

FEATURED SPEAKERS



Andrew Podger AO National President
Institute of Public Administration Australia (IPAA)



Dr Deborah Peterson Deputy Secretary, Policy and Strategy
Department of Primary Industries, Victoria



Bronwen Griffiths Cabinet Secretary
Department of Premier and Cabinet, Queensland



Emeritus Professor Meredith Edwards AM
University of Canberra



Don Jones Executive Director, Office of Industrial Relations
Department of Services, Technology and Administration, New South Wales



Alison McClelland Executive Director, Strategic Policy, Research
and Forecasting
Department of Planning and Community Development, Victoria



Paul Martyn Executive Director, Regional Development and Services
Department of Employment, Economic Development and
Innovation, Queensland



Andrew Nicholls Director, Transport Policy and Reform
Department of Transport and Infrastructure, New South Wales



Kristin Blume A/g Senior Manager, Strategic Projects, Transport
Regulation and Planning
Department of Territory and Municipal Services, Australian
Capital Territory



Andrew Leigh Professor, Economics Program, Research School of
Social Sciences
Australian National University (ANU)



Shirli Kirschner Principal
Resolve Advisors



Peter Waters Partner
Gilbert & Tobin

Janet Anderson Director of Intergovernmental and Funding
Strategies Branch
Department of Health, New South Wales

John Kilner Assistant Secretary, Channel Strategy Branch, Health &
Customer Access Division
Department of Human Services

Amanda Cattermole Group Manager, Indigenous Remote Service
Delivery Group
Department of Families, Housing, Community Services and
Indigenous Affairs (FaHCSIA)

Alison Reeve Director, Climate Change Action Fund
Department of Climate Change

Will van Weerdenburg Assistant Director, Industrial Policy
Department of Defence

Stewart Thomas Branch Manager, Diversity, Flexibility & Strategy
Branch
Department of Education, Employment and Workplace
Relations



10 & 11 March 2010
Rydges Lakeside, Canberra

EXPLORE

- Effective Strategies for Improving Service Delivery
- Applying Evidence-Based Tools to Enhance Policy Outcomes
- Improving Your Negotiation Skill Set
- Targeting Stakeholder Needs

PLUS WORKSHOPS

One Pre-Conference Workshop on the 9
March 2010 and Two Separately Bookable,
Half-Day Workshops on 12 March 2010

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9.00 - 4.30 PRE-CONFERENCE WORKSHOP

A Practical Guide to Policy Development

This practical workshop will explore the fundamentals of effective policy development. If you are new to public policy, you will learn the crucial steps in the process. More experienced policy officers will learn how to carry out these steps more effectively. Facilitated by Peter Bridgman, one of Australia's leading public policy experts and co-author of 'The Australian Policy Handbook', this workshop will provide you with the skills and knowledge you need for successful and sustainable policy advice and implementation.

9.00 - 10.30 Setting the Scene for Policy Development

- The role of public policy in government and society
- An overview of the institutional settings in which policy development occurs
- The importance of effective policy development and overcoming challenges
- The stages of policy development obstacles

10.30 - 10.45 Morning Tea

10.45 - 12.15 Identifying Issues Developing Policy Responses

- Policy, politics and preference
- Social and environmental conditions versus policy problems

12.15 - 1.15 Networking Lunch

1.15 - 2.45 Policy Instruments and Frameworks for Analysis

- Understanding policy instrument choice
- Problem and solution analysis
- Economic policy frameworks
- Social policy frameworks
- Legal policy frameworks
- Environmental policy frameworks
- Demographic, race and gender analysis

2.45 - 3.00 Afternoon Tea

3.00 - 4.30 Carrying Out Effective Consultation and Coordination

- The role of consultation
- Methods of consultation
- Weighing differing / competing viewpoints
- Routines and structures used to ensure bureaucratic coordination

Expert Facilitator:



Peter Bridgman Co-Author of the 'Australian Policy Handbook' and Director

Decisive Consultants

Peter has 25 years experience designing real, workable solutions for government and business. He has a track record tackling tough problems and turning ideas into reality. He is a barrister and psychologist with unique experiences at the highest levels of major organisations. Peter has an unparalleled record in complex decision making, policy development and implementation, legislative drafting, organisational development, legal advice, ethics and integrity advice and executive management. Peter wrote The Australian Policy Handbook, Australia's leading textbook on public policy, with Catherine Althaus and Glyn Davis, now in its fourth edition.

ADDED VALUE



All Participants Will Receive a Free Copy of 'The Australian Policy Handbook 4th Edition'

You will also add to your professional credentials and receive a Certificate of Completion following attendance.

PLUS WORKSHOPS!

A selection of Pre-Conference Workshop on 9 March 2010 and Two Separately Bookable Post-Conference Workshops on 12 March 2010

8.30 - 8.55 Registration and Morning Coffee

8.55 - 9.00 Official Welcome & Opening Remarks from the Chair

9.00 - 9.40 OPENING KEYNOTE COMMENTARY

Harnessing the Priorities of Government

A major challenge for many policy officers in the Australian Public Service (APS) is understanding the priorities of government and ultimately the duress behind their work. With extensive experience in the APS as a former Australian Public Service Commissioner and currently the National President for the Institute of Public Administration Australia, Andrew Podger AO will discuss:

- How governments set and change priorities
- How should policy officers position themselves to respond
- How to respond if you disagree
- Maximising opportunities from government priorities
- Engaging with ministers, managers and advisors

Andrew Podger AO National President
Institute of Public Administration Australia (IPAA)

9.40 - 9.50 Questions and Discussion

9.50 - 10.30 KEYNOTE CASE STUDY

The Processes (and Nuances) of Cabinet Services

The Queensland Department of Premier and Cabinet provides whole of government leadership on policy coordination as a central agency. As Cabinet Secretary, Bronwen Griffiths is only too familiar with the ins and outs of cabinet process and what you can do to advance your policy through the processes of bureaucracy. Explore:

- Harnessing the process of Cabinet
- Understanding the nuances of cabinet to maximise the advancement of your policy
- Utilising key strategies to guide your policy through

Bronwen Griffiths Cabinet Secretary
Department of Premier and Cabinet, Queensland

10.30 - 10.40 Questions and Discussion

10.40 - 11.00 Morning Tea

11.00 - 11.40 CASE STUDY

Developing Policy to Improve Service Outcomes - Strategies for Success

As the lead transport agency in NSW, the Department of Transport and Infrastructure has a primary responsibility to provide policy advice and to initiate reform strategies designed to improve service performance across the transport sector. Explore:

- Drivers of policy and what issues make the agenda
- Defining problems and initiating creative problem solving
- How to deal with wicked and intractable problems
- Focusing on strategy and outcomes in a dynamic environment

Andrew Nicholls Director, Transport Policy and Reform
Department of Transport and Infrastructure, New South Wales

11.40 - 11.50 Questions and Discussion

11.50 - 12.30 CASE STUDY

Promoting Social Inclusion via Policy Engagement and Development

The Federal Government's social inclusion agenda requires collaborative policy development and implementation across different government departments, various levels of government and the active involvement of other sectors. This

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is a major challenge for policy development and advice. This presentation will draw on the Department of Planning and Community Development's, A Fairer Victoria, to illustrate how a 'whole of government' approach to policy development can be developed and maintained.

Alison McClelland Executive Director, Strategic Policy, Research and Forecasting
Department of Planning and Community Development, Victoria

12.30 - 12.40 **Questions and Discussion**

12.40 - 1.40 **Networking Lunch**

1.40 - 2.20 **KEYNOTE COMMENTARY**

Aligning Evidence Based Policy to Meet the Needs of Government

Evidence based policy is becoming prominent in the public arena with the Prime Minister's agenda to make it common practice within the APS. Evidence is an essential ingredient to good policy-making but evidence alone is not sufficient to ensure good policy outcomes. In this session, Deborah will draw on her experience to show:

- The importance of evidence-based policy in supporting good policy outcomes
- The limitations of evidence based policy and how they can be overcome in order to achieve effective policy outcomes

Dr Deborah Peterson Deputy Secretary, Policy and Strategy
Department of Primary Industries, Victoria

2.20 - 2.30 **Questions and Discussion**

2.30 - 3.10 **EXPERT COMMENTARY**

Maximising Your Research - Building Better Partnerships with Researchers

Recent Government discussions have urged the need for better evidence-based policy which leads to the issue: how can policy makers and researchers make better use of research to contribute to more research based policies? Reflecting on her expertise, Emeritus Professor Meredith Edwards AM will explore:

- How to bridge the cultural gap between researchers and policy makers
- Drawing on overseas evidence, strategies to work more effectively with researchers through interactive mechanisms
- How to distil relevant policy messages from dense, complex and voluminous research

Emeritus Professor Meredith Edwards AM
University of Canberra

3.10 - 3.20 **Questions and Discussion**

3.20 - 3.40 **Afternoon Tea**

3.40 - 4.20 **CASE STUDY**

Improving Your Stakeholder Relations

The Workplace Relations Division at Department of Education, Employment and Workplace Relations is used to dealing in a high pressure policy environment where managing its stakeholder engagement strategies is critical to the success of its policies. Taking into account all competing views from federal, state and local level, in addition to other stakeholders upon whom their reforms impact. Stewart will explore:

- Instilling effective stakeholder engagement and communication strategies

- Tools for effective engagement
- Managing these relationships

Stewart Thomas Branch Manager, Diversity, Flexibility & Strategy Branch
Department of Education, Employment and Workplace Relations

4.20 - 4.30 **Questions and Discussion**

4.30 - 5.10 **EXPERT COMMENTARY**

How Should an Evidence-Based Policy Maker Sort the Wheat from the Chaff?

As evidence-based policy becomes a growing priority of this government, providing decision makers with timely and accurate summaries of the evidence has become harder than ever. Back by popular demand, Professor Andrew Leigh from ANU will draw on his expertise and experience in the area of policy and economics to outline:

- What evidence should be weighted most highly?
- What role can policy makers play in directly improving the quality of the evidence base?
- What skills are required to discriminate between reliable and anecdotal evidence?

Andrew Leigh Professor, Economics Program, Research School of Social Sciences
Australian National University (ANU)

5.10 - 5.20 **Questions and Discussion**

5.20 **Concluding Remarks from the Chair**

5.20 - 6.30 **Networking Drinks**

Day Two 11 March 2010

8.30 - 8.55 **Morning Coffee**

8.55 - 9.00 **Opening Remarks from the Chair**

9.00 - 9.40 **KEYNOTE CASE STUDY**

The Changing Agent - Managing Reform and Organisational Change

In the face of rapid change in Australia, considering the emerging priorities of management and ministers during a time of organisational change is a challenge for all policy officers across the APS. While these reforms continue in Australia and around the world, more recently we see a relentless drive to improve performance and the capabilities of the Public Sector. Reflecting on her experience, Janet will discuss:

- Identifying how issues of a structure, culture, power, politics and leadership can be used to understand and manage change across the public sector
- Identifying the challenges and opportunities of a reform and organisational change for policies, programs and relations

Janet Anderson Director for Intergovernment and Funding Strategies
Department of Health, New South Wales

9.40 - 9.50 **Questions and Discussion**

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9.50 - 10.30 KEYNOTE CASE STUDY

From Policy Formation to Service Delivery - A Conduit for Measuring Effective Policy

It has been a growing concern of this Government to bridge the gap between policy formation and service delivery, from departments who devise the policy through to the agencies that roll it out. DHS has a critical role in matching policy formation with service delivery. John will explore:

- How government departments and agencies can work more collaboratively to achieve shared outcomes
- The importance of experiencing frontline policy implementation
- How to develop practical policy that works

John Kilner Assistant Secretary, Channel Strategy Branch, Health & Customer Access Division
Department of Human Services

10.30 - 10.40 Questions and Discussion

10.40 - 11.00 Morning Tea

11.00 - 11.40 CASE STUDY

Evidence-Based Policy and Agenda Setting: A Carbon Outlook

This session outlines how evidence based policy making can be deployed to set agendas on strategic policy issues, using the Carbon Outlook project in Queensland as a case study. Carbon Outlook is a ground-breaking study by the Queensland Government on the impact of the Carbon Pollution Reduction Scheme on small-to-medium enterprises. The session also examines the interplay between policy development and program implementation and the importance of a close link between the two to deliver on outcomes.

Paul Martyn Executive Director, Regional Development and Services

Department of Employment, Economic Development and Innovation, Queensland

11.40 - 11.50 Questions and Discussion

11.50 - 12.40 Q&A PANEL

Effective Policy... An Oxymoron?

This interactive session will host a great opportunity to converse with senior policy makers from some of Australia's leading organisations and government departments who will each offer perspectives on various issues. Discussions will explore:

- What makes effective policy and how do we measure it?
- When is policy frustrating?
- What is the role of policy officers?
- What kind of skills is required for great policy?
- What can we all do to make policy more effective?

Facilitator: Shirli Kirschner Principal

Resolve Advisors

Panellists include:

Peter Waters Partner

Gilbert & Tobin

Alison Reeve Director, Climate Change Fund

Department of Climate Change

Will van Weerdenburg Assistant Director, Industrial Policy

Department of Defence

Amanda Cattermole Group Manager, Indigenous Remote Service Delivery Group

Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)

12.40 - 1.40 Networking Lunch

1.40 - 2.20 CASE STUDY

Driving Your Policy Over the Line

Sophisticated and influential communication skills is just as pertinent to the delivery of sound policy as it is to its content. Steering your policy through high level processes and management can be a tricky pursuit for many policy officers. Don Jones will explore effective strategies for providing compelling policy advice in the hope of inspiring more opportunities to engage in policy discussions that might otherwise be the case. Explore:

- Policy advocacy skills vs consensus building - what works and what doesn't
- Maximising your negotiation and liaison skill set
- Improving your conflict resolution skills

Don Jones Executive Director, Office of Industrial Relations

Department of Services, Technology and Administration, New South Wales

2.20 - 2.30 Questions and Discussion

2.30 - 3.10 CASE STUDY

Building Bridges - National Partnerships and Inter-Agency Collaboration

The COAG's National Education Agreement and associated National Partnerships mark a new era in Commonwealth State funding relations. They are realigning responsibilities for achieving results and reforming the relationship of the State to its key stakeholders. In education, the new arrangements are particularly reforming how Commonwealth and state agencies, government and non-government schools work together. DET, NSW is dedicated to improving service delivery, better stakeholder engagement and stronger interagency relationships. Martin will showcase:

- Opportunities and challenges within the new COAG funding framework
- Develop and improve collaborative frameworks
- Maintain a strategic focus to effect real reform

Martin Graham General Manager, External Relations Policy

Department of Education and Training, New South Wales

3.10 - 3.20 Questions and Discussion

3.20 - 3.40 Afternoon Tea

3.40 - 4.20 CASE STUDY

Greening Motor Vehicle Duty - Policy Development in a Small Jurisdiction

Smaller jurisdictions like the ACT often encounter challenges in resourcing, time and scale when trying to develop new and innovative policy but sometimes being small has its advantages. Reflecting on the ACT's Green Vehicle Duty Scheme to explore ways to build on existing policy and for liaising and negotiating with internal and external stakeholders (including tips for convincing those holding the purse strings that a policy with the word "green" in its title is worth pursuing).

Kristin Blume A/g Senior Manager, Strategic Projects, Transport Regulation and Planning
Department of Territory and Municipal Services, Australian Capital Territory

4.20 - 4.30 Questions and Discussion

4.30 Concluding Remarks from the Chair and Close of the Conference



9.00 - 12.30 WORKSHOP B

Across the Line-Negotiation - Tools and Tips for Policy Officers

To get policy across the line, policy officers need to influence key decision makers within their own organisations and other stakeholder groups. This requires an understanding of the negotiation process. This session will provide delegates with tools to think about negotiation in a structural way by drawing on the work of the Harvard negotiation program. It focuses on influencing skills, in particular analysing the blockers put up by stakeholders and explores how to get below to what the key drivers are in order to move forward. Learn how to:

- Move below the position people give to understand and work with key drivers
- Packaging your message to maximise impact
- Understanding their alternatives and analysing your own
- Measure the success of your negotiation outcomes

Expert Facilitator: David Bryson Nationally Accredited Mediator, Conciliator and Senior Trainer and Coach
Resolve Advisors

David has post graduate degrees in social anthropology from Oxford University and organisational change consulting from RMIT. David has extensive experience with formulation and implementation of policy. He was formerly Assistant Commissioner of Equal Opportunity in Victoria (1988-92). David was instrumental in policy and implementation of Community Mediation Centres in Victoria (mid 1980s). He also assisted in the development of the Accident Compensation Conciliation Service in Melbourne. David has assisted in the formulation of the dispute resolution systems in the National Electricity Market, and been a member of NADRAC a policy body which advises the Federal Attorney-General on dispute resolution issues (1996-1998).

12.30 - 1.30 NETWORKING LUNCH

1.30 - 5.00 WORKSHOP C

Complex Stakeholder Engagement

Effective stakeholder engagement is fundamental to successful policy design and implementation. At the same time, stakeholders are becoming increasingly diverse in their needs and interests, more sophisticated in their approaches to influencing policy and more entrenched in seemingly incompatible positions.

New approaches to complex stakeholder management are proving valuable in this policy environment, especially around contentious issues like water, regional infrastructure priorities and disposal or redevelopment of government assets such as schools and hospitals.

In this interactive workshop, delegates will explore Australian and international case studies. Expert facilitators will familiarise delegates with the strategies and tools needed to build effective communication and engagement within and across government and non-government agencies. The workshop will step participants through practical tools to help inform policy development and enhance policy implementation with an emphasis on appreciating complexity.

Expert Facilitators: Peter Cranko Director
Dr Kim Houghton Director
Elton Consulting

Peter Cranko is a Director of Elton Consulting. He is a management and research consultant with a focus on social policy, urban and organisational issues. He has worked extensively in human services and local, state and federal government sectors on large and small reform and strategy projects. Peter has extensive experience designing complex engagement research processes and service delivery arrangements to help organisations resolve complex policy issues and translate them into practical implementation frameworks.

Dr Kim Houghton is a Director of Elton Consulting, and a unique mix in Australia – an economist with a passion for communities and a great communicator. Kim has over a decade of experience working with communities across Australia and overseas to strengthen their economies. Kim's approach is based on a potent mix of analysis alongside active engagement, drawing on years of experience as a community mediator and facilitator. Kim relishes complexity and has extensive experience in crafting innovative ways to engage parties with divergent views.

ABOUT THE CONFERENCE

As the current government gears into reforming and reinvigorating the Australian Public Service, we are seeing a relentless drive to improve the performance and capabilities of policy makers. Following from the success of its predecessor, The National Policy Officers' Forum 2010 has been designed specifically for policy officers, analysts and people working in related management and evaluation roles. The forum will address key themes to equip policy officers with the right tools and frameworks to enhance the overall provision of policy development to their key stakeholder groups.

This forum is an optimal meeting place for policy officers, managers and directors across different layers of government providing great networking and professional development opportunities.

WHO WILL ATTEND

- Policy Officers
- Policy Analysts
- Policy Developers
- Policy Advisors
- Policy Managers / Directors
- Branch Managers
- Program Managers
- Research and Evaluation

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